



CITY AND COUNTY OF DENVER
MAYOR'S 2020 BUDGET
VOLUME 2

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Overview of Agency Detail Sections

Overview

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 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.

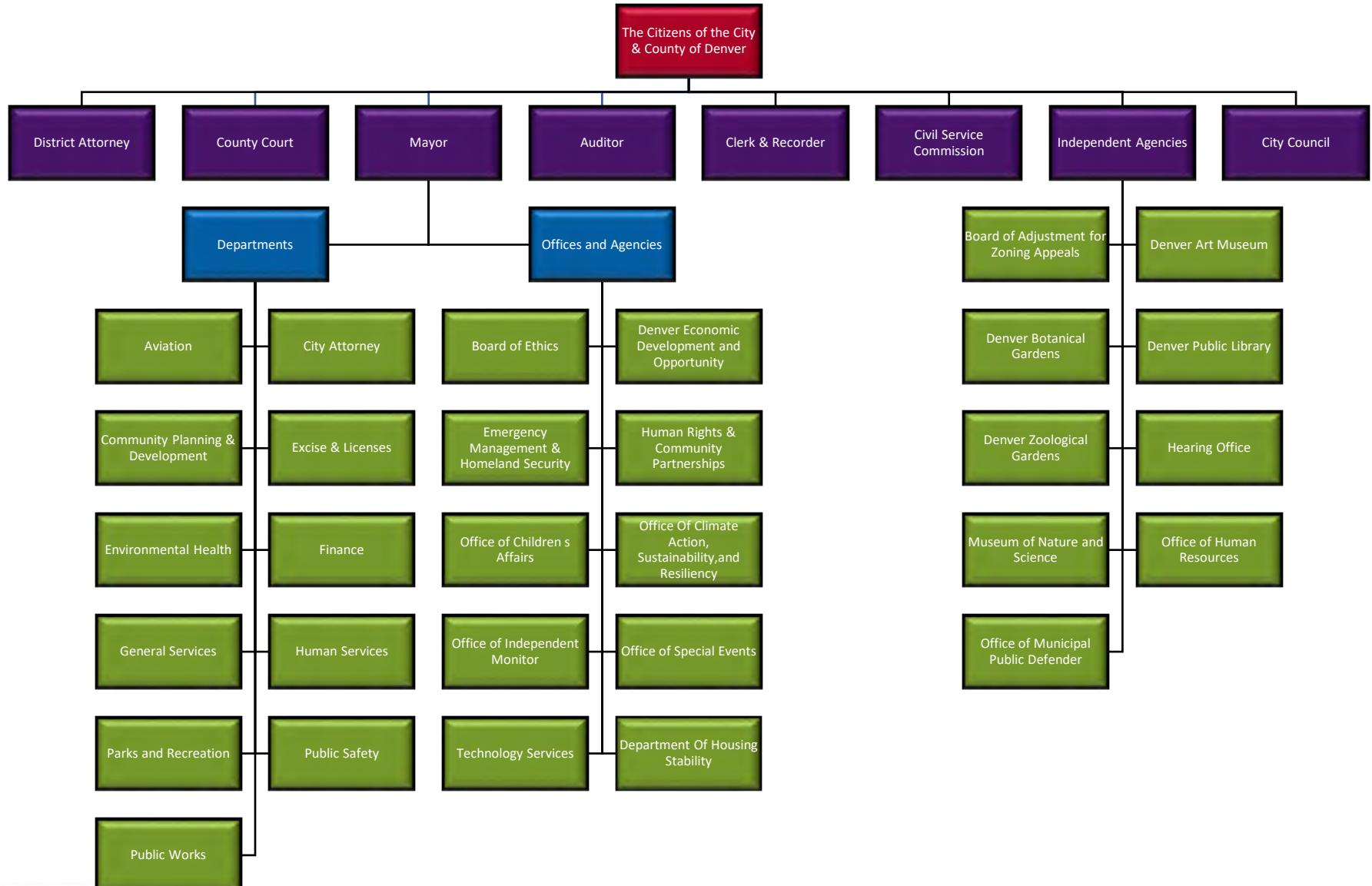
The [Department Budget](#) (department level only) summary provides a breakout of agencies or major divisions within the department, as well as by funding source, including: General Fund, Enterprise Funds and Internal Service Funds, grants and other SRFs, and Capital Improvement Funds. Appropriated transfers 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 (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 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



General Administration Department Budget Summary

Department Budget

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Mayor's Office	1,772,759	1,864,804	1,974,044	109,240	5.9%
Civic Events	962,324	1,187,019	1,001,019	(186,000)	(15.7%)
Office of Children's Affairs	3,630,760	4,067,888	3,270,542	(797,346)	(19.6%)
Performance Based Infrastructure Office	0	1,648,069	1,697,011	48,942	3.0%
Office of Climate Action, Sustainability and Resilience	0	0	4,898,702	4,898,702	0.0%
Board of Ethics	140,232	152,790	181,291	28,501	18.7%
Human Rights and Community Partnerships	3,233,521	4,035,615	3,946,527	(89,088)	(2.2%)
Division of Disability Rights	309,021	590,617	969,950	379,333	64.2%
Office of Independent Monitor	1,578,676	1,951,082	1,952,384	1,302	0.1%
Emergency Management and Homeland Security	1,001,247	1,663,845	1,550,997	(112,848)	(6.8%)
Office of Special Events	699,440	686,489	761,585	75,096	10.9%
Excise & Licenses	4,558,263	4,667,917	4,748,543	80,626	1.7%
City Attorney	30,670,091	35,630,009	36,105,869	475,860	1.3%
Total	48,556,333	58,146,144	63,058,464	4,912,320	8.4%
General Fund Expenditures by Type					
Personnel Services	38,410,252	43,736,064	49,055,061	5,318,997	12.2%
Services and Supplies	9,919,568	14,137,487	13,760,309	(377,178)	(2.7%)
Capital Equipment	138,870	128,836	91,870	(36,966)	(28.7%)
Internal Services and Misc.	87,643	143,757	151,224	7,467	5.2%
Total	48,556,333	58,146,144	63,058,464	4,912,320	8.4%
Total General Fund	48,556,333	58,146,144	63,058,464	4,912,320	8.4%
General Fund Revenue					
Licenses and Permits	7,809,478	7,218,498	7,686,214	467,716	6.5%
Fines and Forfeits	511,817	385,000	389,325	4,325	1.1%
Charges for Services	11,813,374	12,333,187	12,901,553	568,366	4.6%
Internal Service and Indirect Cost	23,856	0	0	0	0.0%
Miscellaneous Other	232,718	1,550	3,998,702	3,997,152	257,880.8%
Total	20,391,243	19,938,235	24,975,794	5,037,559	25.3%

General Administration Department Budget Summary

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
Special Revenue Funds Expenditures					
General Government	3,532,839	41,479,961	40,525,365	(954,596)	(2.3%)
Total Special Revenue Funds	3,532,839	41,479,961	40,525,365	(954,596)	(2.3%)
Grants					
Grants	14,272,511	14,938,923	13,342,226	(1,596,697)	(10.7%)
Total Grants	14,272,511	14,938,923	13,342,226	(1,596,697)	(10.7%)
Personnel Complement					
General Fund Operations - Civilian	351.25	370.64	401.91	31.27	8.4%
General Government - Civilian	13.95	14.10	17.95	3.85	27.3%
Public Safety - Civilian	2.84	3.50	4.50	1.00	28.6%
Total	368.04	388.24	424.36	36.12	9.3%
Total Personnel Complement	368.04	388.24	424.36	36.12	9.3%
Capital Improvements					
Capital Improvements		0	5,000,000	5,000,000	0.0%
Total		0	5,000,000	5,000,000	0.0%



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 nine 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 helps to focus the administration's efforts on the community's top priorities. With an elevated emphasis on equity and inclusivity, key areas of focus for 2020 include: addressing climate change, delivering more homelessness and housing solutions, and improving transportation. Every agency and every employee have the potential to make a difference in these priority areas. Other top priorities for 2020 include public safety, neighborhood stability, behavioral health, criminal justice reform, parks and recreation, and economic opportunity for all.

Strategies

Combating climate change

The science is real and climate change is happening all around us. To enhance Denver's leadership in reducing greenhouse gas emissions, Mayor Hancock will be establishing a new Office of Climate Action, Sustainability and Resiliency in 2020. In partnership with City Council, he will also be undertaking a thoughtful analysis of funding needs that will include community members, climate and financial experts, and interested stakeholders.

Addressing homelessness and affordable housing challenges

In 2020, Mayor Hancock will be standing up a new city agency to more effectively and efficiently deliver solutions to Denver's homeless and affordable housing challenges. The new Department of Housing Stability (HOST) will streamline the delivery of policies, programs and projects and keep Denver on the forefront of addressing our most complex urban challenges. Also, in 2020, Denver intends to open a new 46-bed crisis-stabilization center on the Denver Human Services main campus for those experiencing homelessness.

Increasing transportation and mobility options

This November, voters will be asked to create a new Department of Transportation and Infrastructure. Reducing traffic congestion, reducing and ultimately eliminating roadway fatalities, and completing and connecting our bike, pedestrian and transit networks remain top priorities for 2020.

Enhancing safety and stability in our neighborhoods

Mayor Hancock is focused on keeping Denver one of the safest cities in America for residents and visitors by hiring additional police officers, expanding ShotSpotter technology and continuing the Fire Department's successful medical unit.

Budget Detail

Mayor's Office (0101000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	1,587,497	1,670,733	1,789,973	119,240	7.1%
Services and Supplies	176,496	190,133	183,423	(6,710)	(3.5%)
Capital Equipment	5,739	3,290	0	(3,290)	(100.0%)
Internal Services and Misc.	3,026	648	648	0	0.0%
Expenditures by Type Total	1,772,759	1,864,804	1,974,044	109,240	5.9%
Expenditures by Activity					
Administration	1,772,759	1,864,804	1,974,044	109,240	5.9%
Other Program Funding Sources					
General Government SRF					
Mayor's Office Donations	137,152	153,340	150,000	(3,340)	(2.2%)
Total Program Expenditures	1,909,911	2,018,144	2,124,044	105,900	5.2%
Personnel Complement (Budgeted)					
Administration	14.00	14.00	14.00	0.00	0.0%
Total Personnel Complement	14.00	14.00	14.00	0.00	0.0%
Revenue					
Charges for Services	831	0	0	0	0.0%
Miscellaneous Other	711	0	0	0	0.0%
Revenue Total	1,542	0	0	0	0.0%

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Administration		
· A decrease in services and supplies due to one-time purchases for office functions in 2019.	0.00	(6,700)
· A decrease in capital equipment due to one-time purchases in 2019.	0.00	(3,300)

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

Civic Events (0102000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Services and Supplies	962,324	1,187,019	1,001,019	(186,000)	(15.7%)
Expenditures by Activity					
Civic Events Administration	962,324	1,187,019	1,001,019	(186,000)	(15.7%)
Total Program Expenditures	962,324	1,187,019	1,001,019	(186,000)	(15.7%)

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Administration		
· A decrease in services and supplies to align professional services budget to actuals.	0.00	(116,000)
· A decrease in services and supplies due to one-time contracts expiring in 2019.	0.00	(70,000)



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) is charged with working together with city agencies, Denver Public Schools (DPS), cultural partners, and community providers to ensure Denver children and youth have their basic needs met, are ready for kindergarten, and are prepared for academic and professional success. In order to achieve these goals, OCA is focused on strategies that increase access, increase participation, and improve the quality of programs and services available to Denver children and youth. In addition, the Office is responsible for setting a shared citywide vision through the Denver Education Compact and the Children's Cabinet and using data to guide city investments in programs and services that help close the opportunity gap for Denver's children and youth.

For more information please visit the Office of Children's Affairs website at
<https://www.denvergov.org/content/denvergov/en/office-of-childrens-affairs.html>.

Services

Advocacy/Policy: Provides support for OCA 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.

Coaching Parents/Kids and 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 to distribute to stakeholders and the public relaying OCA's work and outcomes. Establishes communication channels such as social media, radio, or television.

Convening/Partnership: Identifies key strategic partners and coordinating work with partners. Collaborating/thought partnership with other stakeholders or advocates. Facilitating and designing meetings and strategy sessions.

Data & 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 produces reports based on data.

Operations & 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 & Evaluation: 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 or 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. Assisting with policies, procedures, best practices, and technical assistance. Managing activities for OCA oversight councils, whose primary role is to provide assistance, guidance and decision-making authority to programs. Creating requirements, scopes of work, strategic plans, key strategic goals, and community needs assessments for community providers that have contracts with OCA to deliver services.

Strategies

Increase access to and participation in quality programs and services through strategic partnerships, creating information hubs, and connection to support resources for families.

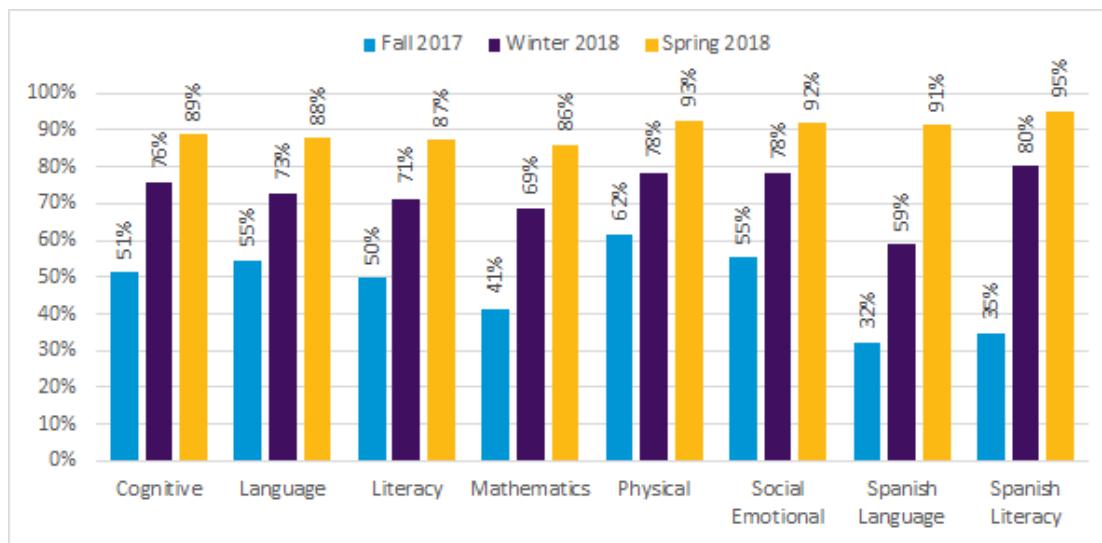
Implement a continuous improvement cycle that effectively uses data collection and analysis to identify opportunities and gaps that inform program investments, planning, execution, and evaluation, as well as necessary advocacy and policy strategies to improve outcomes for Denver children.

Performance and Program Highlights

Education and Kindergarten Readiness

Denver Great Kids Head Start (DGKHS) contracts with six delegate agencies (preschool providers) and three vendors (comprehensive service providers) to provide high quality preschool and direct services to 1,153 children and their families. Preschool providers operate 28 center locations with 77 classrooms. DGKHS is authorized to serve children in all Denver neighborhoods. The five Early Head Start and two Head Start grantees collectively served approximately 26 percent of the eligible population in 2017.

The **Denver Great Kids Head Start** program uses an assessment tool called Teaching Strategies Gold to assess the progress of preschool aged children in the Head Start program in six domains. The following graph illustrates the percentage of three-, four-, and five-year-old children in Denver Great Kids Head Start (DGKHS) programs who meet or exceed social, physical, and academic expectations for their age as defined by TS Gold's "Widely Held Expectations." Overall, those students who participated in the DGKHS program for a full program year demonstrated significant growth across all domains in all categories of students analyzed from fall 2017 through spring 2018.



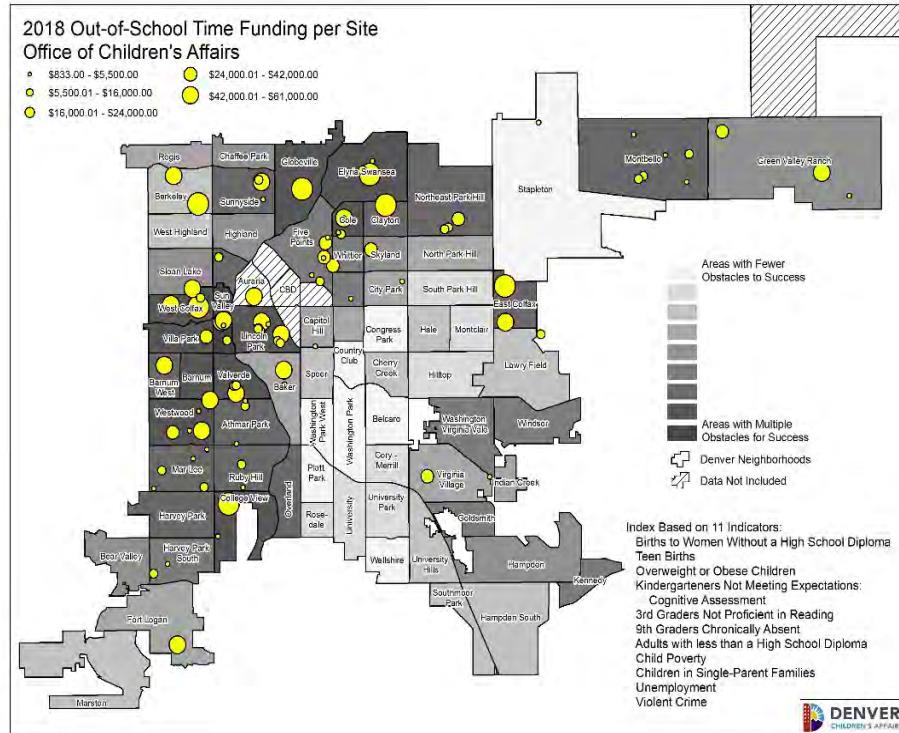
The **Five by Five Program** provides qualifying families of children as old as five years old with access to cultural experiences that support kindergarten readiness. In 2018, the Five by Five program was supported by 21 cultural partners and provided visits to more than 45,000 people. The program also 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.

2A Funded Programs

The passage of ballot measure 2A in 2012 led to the development of two major programs in the Office of Children's Affairs, the MY Denver and Out of School programs, which both focus on improving access and quality programming outside of school hours.

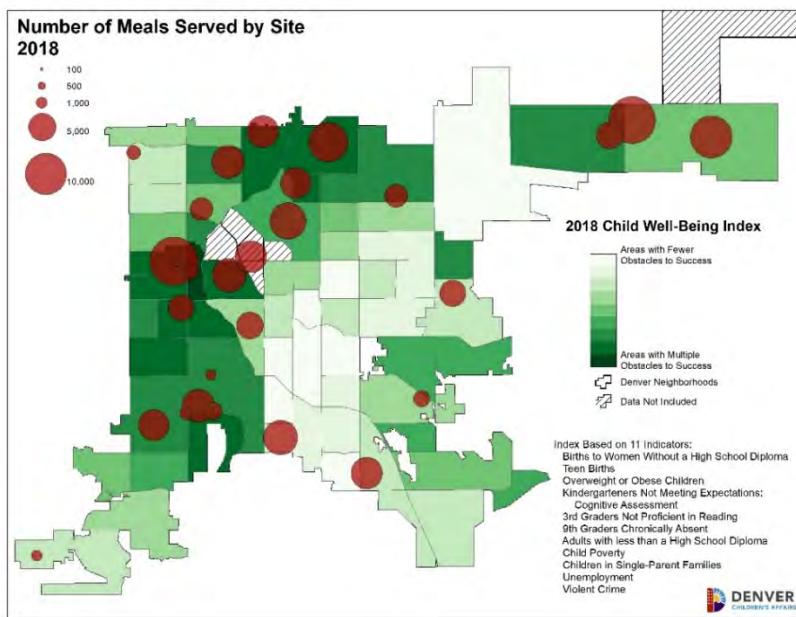
The **MY Denver program** began as a pilot in 2012 and was expanded to include all Denver school aged children for 2013 with the passage of ballot measure 2A. MY Denver allows participants to have free access to recreation centers, swimming pools, cultural facilities, and other opportunities. There are more than 100,000 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.

The Office of Children's Affairs began funding **out of school programs** in the summer and during the school year starting in the summer of 2013 using 2A funds. This investment also supports expanded quality assessment, data tracking, and capacity building for these programs. Through 2A funds, OCA has supported 42 organizations and served nearly 10,000 children and youth. The Office of Children's Affairs invests in an afterschool network through a competitive grants process. In 2018, a total of \$1.6 million was invested in 93 program sites. Using the Child Well-Being Index (OCA) as part of this process directs funds to areas where youth have multiple obstacles to success, which will positively impact the youth most at-risk in Denver.



Health Initiatives

The **Healthy Lifestyles** program funds school programs in the summer and during the school year through allocation of recreational marijuana revenue. Healthy Lifestyles program participants must be in 4th-8th grade. Comprehensive program sites require participants to complete a 10-hour healthy lifestyles curriculum. The program has had a direct impact on the knowledge and attitudes of young people with regards to the impacts of marijuana use.



The **Afterschool and Summer Meals** 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. The City serves as a 'sponsor' through this USDA federally-funded program. The City and County of Denver offered summer and snacks and supper meal programs that fed children 179,558 meals in 2018. The map illustrates the number of meals served by site in 2018 through the Office of Children's Affairs (OCA) meal program over the Child Well-Being Index. The OCA program, along with other community partner programs,

including Food Bank of the Rockies and Denver Public Schools, help ensure that no child need suffer hunger in Denver.

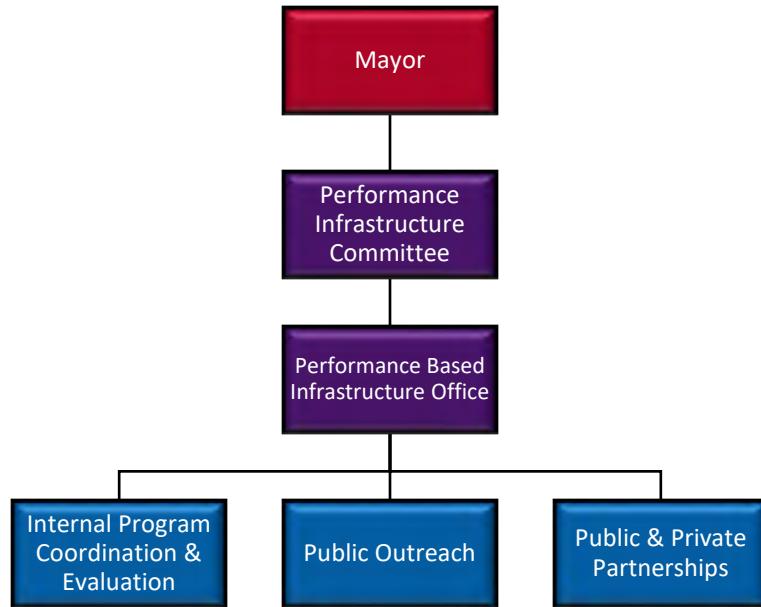
Budget Detail

Office of Children's Affairs (0103000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	1,407,064	1,595,419	1,575,063	(20,356)	(1.3%)
Services and Supplies	2,218,158	2,460,671	1,688,681	(771,990)	(31.4%)
Capital Equipment	3,090	5,000	0	(5,000)	(100.0%)
Internal Services and Misc.	2,447	6,798	6,798	0	0.0%
Expenditures by Type Total	3,630,760	4,067,888	3,270,542	(797,346)	(19.6%)
Expenditures by Activity					
Administration	720,290	950,954	962,400	11,446	1.2%
Early Childhood Care and Education	96,958	255,052	267,591	12,539	4.9%
Youth Development	177,027	227,545	303,401	75,856	33.3%
After School and Summer Programs	2,370,033	2,125,086	1,464,086	(661,000)	(31.1%)
Basic Needs	129,309	199,251	213,064	13,813	6.9%
Generation of City Builders	137,143	60,000	60,000	0	0.0%
Head Start Supplemental	0	250,000	0	(250,000)	(100.0%)
Expenditures by Activity Total	3,630,760	4,067,888	3,270,542	(797,346)	(19.6%)
Other Program Funding Sources					
Grants					
Child and Adult Care Food Program (Snacks and Supper)	275,630	118,168	0	(118,168)	(100.0%)

Office of Children's Affairs (0103000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Denver Education Compact	456	0	0	0	0.0%
Denver P-Tech at Manual: Recruitment and Promotion	50,000	0	0	0	0.0%
Head Start	9,558,856	9,515,756	9,236,919	(278,837)	(2.9%)
Head Start Mental Health	50,339	59,687	25,250	(34,437)	(57.7%)
National League of Cities	23,460	26,540	0	(26,540)	(100.0%)
Out of School Time	246,878	65,706	0	(65,706)	(100.0%)
Positive Parenting Program	0	9,500	9,500	0	0.0%
Summer Food Service Program	178,476	225,879	0	(225,879)	(100.0%)
Tony Grampsas Youth Services Program	31,601	30,626	15,050	(15,576)	(50.9%)
Wallace Foundation Social and Emotional Learning Initiative	755,467	755,467	440,688	(314,779)	(41.7%)
Youth Stigma Design	0	9,000	0	(9,000)	(100.0%)
Total	11,171,164	10,816,329	9,727,407	(1,088,922)	(10.1%)
General Government SRF					
College Affordability	0	11,844,613	12,044,014	199,401	1.7%
Denver Preschool Program	0	23,448,761	23,905,288	456,527	1.9%
Education / Advocacy Donations	21,886	150	5,000	4,850	3,233.3%
Total	21,886	35,293,524	35,954,302	660,778	1.9%
Other Program Funding Sources Total	11,193,049	46,109,853	45,681,709	(428,144)	(0.9%)
Total Program Expenditures	14,823,809	50,177,741	48,952,251	(1,225,490)	(2.4%)
Personnel Complement (Budgeted)					
Administration	4.95	6.80	5.80	(1.00)	(14.7%)
After School and Summer Programs	3.00	2.85	1.85	(1.00)	(35.1%)
Basic Needs	1.00	1.00	2.00	1.00	100.0%
Early Childhood Care and Education	1.00	1.00	2.00	1.00	100.0%
Generation of City Builders	1.00	1.00	0.00	(1.00)	(100.0%)
Youth Development	1.75	1.75	2.00	0.25	0.0%
Personnel Complement (Budgeted) Total	12.70	14.40	13.65	(0.75)	(5.2%)
Other Program Funds FTE					
Grants					
Head Start	7.30	6.85	6.85	0.00	0.0%
Out of School Time	0.75	0.00	0.00	0.00	0.0%
Wallace Foundation Social and Emotional Learning Initiative	0.00	5.00	4.58	(0.42)	0.0%
Total	8.05	11.85	11.43	(0.42)	0.0%
Total Personnel Complement	20.75	26.25	25.08	(1.17)	(4.4%)
Revenue					
Miscellaneous Other	(184)	0	0	0	0.0%

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Administration (General Fund)		
· An increase in services and supplies to permanently fund the On MY Way! program, which provides youth with mobility options during the summer through the Regional Transportation District (RTD) mobile ticket application.	0.00	150,000
· An increase in services and supplies due to budget being restored in 2020 after being moved to capital equipment in 2019 for one-time purchases.	0.00	5,000
· A decrease in services and supplies due to one-time funding for the Denver Great Kids Head Start program budgeted in 2019.	0.00	(250,000)
· A decrease in capital equipment due to budget being restored in 2020 after being moved from services and supplies in 2019 for one-time purchases.	0.00	(5,000)
After School and Summer Programming (General Fund)		
· A decrease in services and supplies to adjust funding for the ongoing funding for the "Healthy Lifestyle" marijuana campaign for Denver Youth. The Office of Children's Affairs will continue the "Healthy Lifestyle" campaign in 2020 at a reduced amount.	0.00	(677,000)
Youth Programs (General Fund)		
· A decrease in personnel services due to a limited My Brother's Keeper Program Administrator position expiring at the end of 2019. Existing staff will be utilized to support community outreach and engagement for the My Brother's Keeper program.	(0.75)	(54,600)
Youth Programs (Grant Funding)		
· A decrease in grant funding due to the timing associated with the receipt of grant dollars. At the time of publication, the notice of grant award had not been received for ongoing grants which the department anticipates will be extended into 2019.	0.00	(1,054,700)
· A decrease in personnel services due to one grant funded Marketing and Communications Specialist expiring in July of 2020.	(0.42)	(34,300)
Special Revenue Fund		
· An increase to the College Affordability, Denver Preschool Program and the Education/Advocacy Donation SRF to align with 2020 revenue and department projections.	0.00	660,800



Mission

To lead the coordination of the agencies pursuing Performance Based Infrastructure (PBI) projects as outlined in the City's PBI program and policies. To provide the City with the capacity to effectively evaluate and execute partnerships with private entities to deliver PBI projects.

Department Summary

The Performance Based Infrastructure (PBI) Office, which was established in late 2018, 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 builds collaborations between the City and the private sector to complete major infrastructure 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. This approach helps to ensure that the City is pursuing projects through a method where there is value generated from leveraging private sector innovation and appropriately manage project risks.

The PBI Office coordinates on behalf of the Mayor the efforts of agencies across the City pursuing PBI projects. The Office works most closely in consultation with the Department of Finance, the Department of Public Works and the City Attorney's Office. These agencies also receive resources to support PBI projects. Please refer to those sections for additional funding that has been recommended for this effort.

For more detailed information visit: <https://www.denvergov.org/content/denvergov/en/performance-based-infrastructure-office.html>.

Services

Internal Program Coordination and Evaluation coordinates internal policy and programs to address the City's capital infrastructure needs through alternative delivery methods. The PBI Office consistently and transparently evaluates PBI projects to ensure the best value for the City.

Public Outreach is responsible for coordinating and conducting robust 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.

Public Private Partnerships builds collaborations with the private sector to complete major infrastructure projects and other programs through long-term performance-based procurements and alternative delivery methods.

Strategies

Develop an innovative approach to project procurement and delivery in which the investment, risk, responsibility, and rewards of the project are shared between public and private sector participants.

Creative compelling incentives for public and private partners to ensure high levels of project performance, including high-quality construction and proactive upkeep of the delivered asset.

Performance and Program Highlights

In PBI projects, success is tied to the private partner meeting key performance metrics. Because the office has been operational for less than a year, the PBI Office is still working to gather data and metrics to measure achievement of performance and program goals. The following table demonstrates the current status of PBI projects:

Planning Stage of the PBI Process	Planning	Screening	Structuring	Procurement	Implementation
Number of Known Projects	None	None	One	One	None

The City is soliciting a Developer for the National Western Center (NWC) Triangle project (phases 3-8 of the NWC campus). The Developer is anticipated to design, build, finance, operate, and maintain approximately \$528 million in public facilities, including construction of a 10,000-seat arena, exposition hall, and the rehabilitation of the historic 1909 Stadium Arena Building, which the City intends to adaptively reuse as a public market, as well as supporting parking and associated infrastructure. The project also includes approximately 42 acres of property for private real estate development. Statements of qualification were evaluated this summer and a request for proposal is anticipated to be released later this year.

Budget Detail

General Administration	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	0	370,269	310,925	(59,344)	(16.0%)
Services and Supplies	0	1,277,800	1,386,086	108,286	8.5%
Expenditures by Type Total	0	1,648,069	1,697,011	48,942	3.0%
Expenditures by Activity					
Performance Based Infrastructure Office	0	1,648,069	1,697,011	48,942	3.0%
Other Program Funding Sources					
Capital Projects Funds		0	5,000,000	5,000,000	0.0%
Total Program Expenditures	0	1,648,069	6,697,011	5,048,942	306.4%
Personnel Complement (Budgeted)					
Performance Based Infrastructure Office	0	2.00	2.00	0	0.0%
Total Personnel Complement	0	2.00	2.00	0	0.0%

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agencywide		
• A decrease in personnel services due to the reclassification of a Deputy Director position to an Administrator II position.	0.00	(67,300)
• A net increase in services and supplies for consultative and marketing professional services support.	0.00	128,100
• A decrease in services and supplies to account for a reduction in the budget allocated to professional services, training and travel.	0.00	(19,800)



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 appointed by 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/content/denvergov/en/denver-board-of-ethics.html>.

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.

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

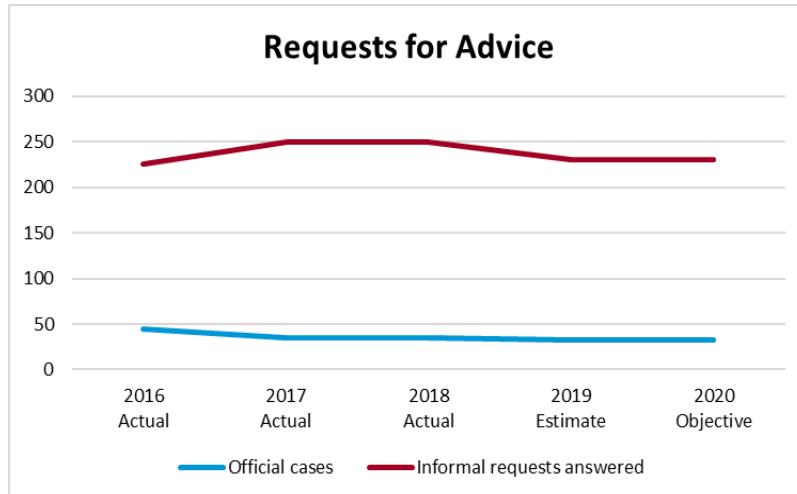
Work with the Office of Human Resources and the Department of Safety to ensure that mandatory ethics training is given to all new city employees and to provide refresher ethics training upon request for all city employees to increase employees' understanding of the Code of Ethics and to reduce potential violations.

Develop recommendations to the Mayor and City Council for improvements to the Denver Code of Ethics and the Whistle-Blower Protection Ordinance based upon the Board's experience administering the Code of Ethics and researching ethics programs in other jurisdictions.

Use various communications methods such as the ethics print publication, an online training course, employee email bulletins and the e-version of the ethics guide book, to increase awareness among citizens and city personnel about the Code of Ethics and to help maintain a good ethical culture in Denver's city and county government.

Performance and Program Highlights

The Board issues **official opinions** regarding complaints and requests for advisory opinions or waivers. The Board's Executive Director responds to **informal requests** by giving quick, unofficial advisory opinions by e-mail, telephone or personal discussion to city personnel or citizens and gives unofficial help to citizens or city personnel regarding complaints that they may have.

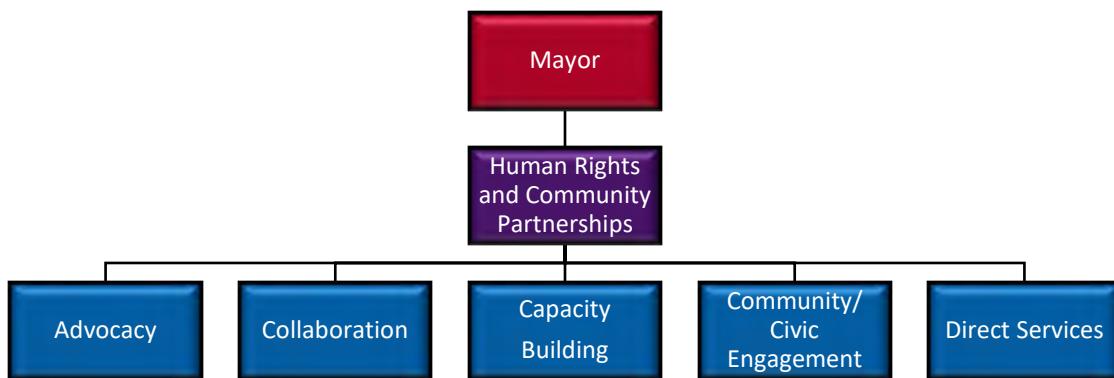


Budget Detail

Board of Ethics (0135000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	138,478	146,362	174,863	28,501	19.5%
Services and Supplies	1,754	6,428	6,428	0	0.0%
Expenditures by Type Total	140,232	152,790	181,291	28,501	18.7%
Expenditures by Activity					
Administration	140,232	152,790	181,291	28,501	18.7%
Total Program Expenditures	140,232	152,790	181,291	28,501	18.7%
Personnel Complement (Budgeted)					
Administration	1.00	1.00	1.00	0.00	0.0%
Total Personnel Complement	1.00	1.00	1.00	0.00	0.0%

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Administration		
· An increase in personnel services due to a change in total compensation such as benefits for the new Executive Director.	0.00	21,000



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. The ten commissions are:

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

In 2020, HRCP is elevating the Office of Disability Rights to the Division of Disability Rights to ensure the City is elevating the needs of citizens and helps the City evaluate and improve current procedures as it relates to the American with Disabilities Act (ADA).

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 nine 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 American with Disabilities Act (ADA) and other local and federal laws affecting people with disabilities. The office provides information, education, guidance, and referrals to residents, visitors, and any interested constituents. 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 variance, marital status, military status, or disability. The office helps individuals file discrimination claims when faced with discrimination in employment, housing and commercial space, public accommodations, educational institutions, and health and welfare services. The office also provides one-on-one counseling and mediation sessions about civil rights issues.

The [Office of Equity and Social Innovation \(OESI\)](#) builds culturally responsive strategies and leadership for social justice by generating inclusive ideas, information, and organizational cultures that promote racial equity. The office also oversees the City's Race and Social Justice Initiative (RSJI) which aims to operationalize racial equity strategic goals and city-wide planning. RSJI was created to provide professional development opportunities and racial equity tools for every city employee to design equitable city policies, initiatives, budgets, and programs. This initiative will drive the integration of equity strategies into the fabric of city departments and agencies.

The [Office of Financial Empowerment and Protection](#) 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](#) 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 Community Affairs](#) works to advance the Mayor's priority to achieve equitable inclusivity and welcoming through internal and external communication and collaboration. The office also provides platforms for residents to connect with city leadership through the facilitation of neighborhood townhalls, Cabinet in the Community events, and other topical summits, trainings and outreach efforts.

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](#) is a communitywide multimedia storytelling project which engages community, gives voice to underrepresented residents, and captures Denver's yesterday and today for tomorrow.

The [Office of Strategic Partnerships \(DOSP\)](#) 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 about a quarter of all the nonprofits in CO. Denver relies heavily on the sector to deliver services and provide rapid response to community needs. Through our innovative approach and partnerships, we work to better streamline processes and thoughtfully cultivate relations with the philanthropic sector.

The [Office on Aging](#) advocates for Denver's aging population by helping local agencies develop policies and programs that will 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, which 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.

Train city employees to identify racial disparities and provide them with tools to address equity issues within city processes and learn how to incorporate an equity lens into their daily responsibilities, interactions with the community, investments, and projects.

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 communities, by increasing efforts for advocacy, capacity building, civic engagement, and policy development as well as improving infrastructure to meet the various needs.

Engage the larger Denver community through Cabinet in the Community meetings, topical summits and trainings, monthly neighborhood religious and veterans' tours, annual back-to-school events, parades, celebrations and Race and Justice mini-grants.

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 requirement 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.

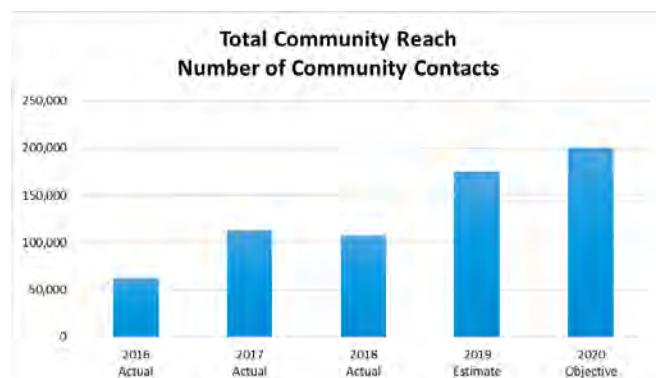
Invite residents to share their Denver story and experience stories on the City's website and social media through hosted Storytelling Labs which allow residents to write and record their Denver stories in order to build civic pride, give voice to underrepresented communities, and develop relationships that open the door to two-way communication between the City and its residents.

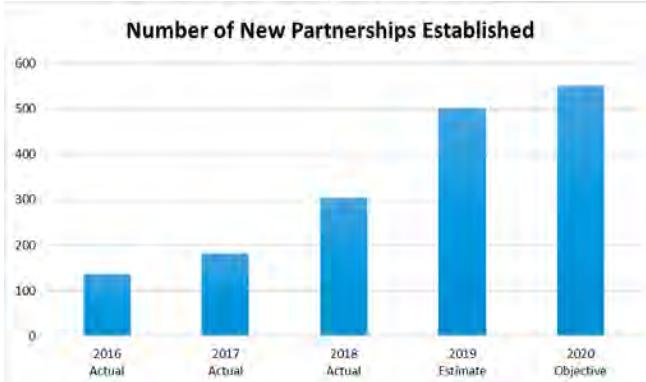
Provide trainings to nonprofits and city employees alike, including Partnership Essentials, Community Spaces, and Government Contracts, to improve the City's sponsorship procurement process and support agencies in making nonprofit referrals and community connections, as well as to develop best practices 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 our older adult community to provide information, services, and resources in partnership with community and city partners.

Performance and Program Highlights

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 and Twitter). In 2018, one office (the Office of Community Affairs) split to become the Office of Neighborhood Engagement. In 2019, the Office of Storytelling was created, and a Census 2020 coordinator was funded, which should increase community reach this year. National policy and dialogue will continue to play a large part in outreach efforts to our constituents as well.

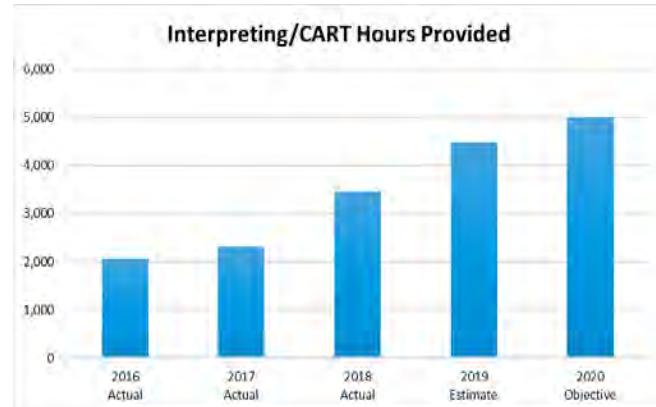




The Agency establishes **non-profit and community partnerships** in order to help identify issues, develop solutions, and build relationships with community members. Partnerships include both formal agreements and informal participation in agency initiatives and activities around specific areas of common ground. There has been a 395 percent increase in number of new partnerships established since 2015.

Office of Sign Language Services - Sign Language Interpreting/CART Hours Provided

The Office of Sign Language Services (OSLS) has seen a 116 percent increase in hours for Communication Access Real-time Translation (CART) since 2015. The on-going effort by the OSLS to inform city employees of their responsibility to provide effective communication access and empower deaf and hard of hearing people to request services to access and engage in Denver government, has resulted in an increase in the demand for services.



Race and Social Justice Initiative – Office of Equity and Social Innovation

The Race and Social Justice Initiative (RSJI) trains City and County of Denver employees to identify racial disparities and provide them with tools to help improve city processes and learn how to incorporate an equity lens into their daily responsibilities, interactions with community, investments, and projects.

By the numbers

- 70 employees representing 17 city agencies have taken the Government Alliance on Racial Equity workshop regarding best practices and strategies to address racial disparities.
- The workshop received a 4.2 out of 5 rating from workshop participants

What's Next

- Citywide equity commitment
- Race and Social Justice Initiative teams
- Equity plans to address department/agency processes
- Community Race and Social Justice Task Force
- Race and Social Justice Academy

I Am Denver – Office of Storytelling

I Am Denver, is a citywide multimedia storytelling project that engages community, gives voice to underrepresented residents, and captures Denver's yesterday and today for tomorrow.

By the numbers

- 16 multi-media stories have been published at this point
- 12 community partners

2020 Census

Mission

Ensure that Denverites are fully represented and receive the correct amount of federal resources and Congressional representation through the 2020 Census.

Vision

Conduct inclusive Census outreach and education efforts that reach all people living in Denver, to ensure a complete and accurate count

Strategy

Emphasizing collaboration and coordination, the major components of the Denver 2020 Census strategy are:

- 1) Coordination between state efforts (State Complete Count Committee (CCC) through the Department of Local Affairs), nonprofit entities, most notably Together We Count, and the U.S. Census Bureau Partnership and Tribal Specialists staff.
- 2) A local CCC to plan and implement locally based outreach campaigns that raise awareness of the census and ultimately increase self-response and participation rates. Denver's CCC consists of the following subcommittees: education, youth and students; hard to count; immigrant and refugee; faith; re-entry; business; neighborhoods and nonprofits; PR, media, and marketing; city agencies, data, mapping and tech; health; arts; and labor/trade.
- 3) Media and marketing approach that will cover both the general population as well as deeper dives into ethnic/non-English language media, grassroots media and new media.
- 4) Local outreach in hard-to-count areas by trusted community members and organizations

By the numbers

- Colorado is projected to gain a U.S. Congressional seat and another electoral vote based on the 2020 Census.
- Colorado receives more than \$8 billion per year based on Decennial Census data.
- The per capita allocation in dollars is \$1,481.
- 25,964 people live in the six "hardest to count" neighborhoods in Denver, which have a median household income of half of Denver's overall median household income.
- 33 members of Denver's Complete Count Committee (not including sub-committee members).

Budget Detail

Human Rights and Community Partnerships (0150000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	1,654,690	2,278,437	2,367,349	88,912	3.9%
Services and Supplies	1,535,640	1,704,925	1,573,928	(130,997)	(7.7%)
Capital Equipment	39,692	47,003	0	(47,003)	(100.0%)
Internal Services and Misc.	3,499	5,250	5,250	0	0.0%
Expenditures by Type Total	3,233,521	4,035,615	3,946,527	(89,088)	(2.2%)
Expenditures by Activity					
Administration	923,906	561,746	650,327	88,581	15.8%
Office of Immigrant & Refugee Affairs	441,738	426,261	541,093	114,832	26.9%
Office of Community Affairs	369,036	233,920	124,071	(109,849)	(47.0%)
Anti-Discrimination Office	113,542	116,509	109,685	(6,824)	(5.9%)
Office of Strategic Partnerships	42,485	88,272	87,767	(505)	(0.6%)
Office of Sign Language Services	292,932	252,112	258,456	6,344	2.5%

Human Rights and Community Partnerships 0150000

Human Rights and Community Partnerships (0150000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Office of Financial Empowerment and Protection	861,153	1,337,623	1,177,307	(160,316)	(12.0%)
Office on Aging	93,515	94,813	105,932	11,119	11.7%
Office of Equity and Social Innovation	95,213	251,156	338,671	87,515	34.8%
Office of Neighborhood Engagement	0	403,566	248,757	(154,809)	(38.4%)
Office of Storytelling	0	269,637	304,461	34,824	12.9%
Expenditures by Activity Total	3,233,521	4,035,615	3,946,527	(89,088)	(2.2%)
Other Program Funding Sources					
Grants					
Cities for Action	0	75,000	0	(75,000)	(100.0%)
Consumer Financial Protection Initiative	29,900	72,500	0	(72,500)	(100.0%)
DenverConnect	0	110,121	57,940	(52,181)	(47.4%)
Total	29,900	257,621	57,940	(199,681)	(77.5%)
General Government SRF					
2020 Census	0	400,000	400,000	0	0.0%
Energy Efficiency Assistance Fund	1,838,910	2,415,822	1,961,063	(454,759)	(18.8%)
Human Rights/Community Relations	52,112	50,000	50,000	0	0.0%
Strategic Partnership Donation	6,331	10,000	10,000	0	0.0%
Total	1,897,353	2,875,822	2,421,063	(454,759)	(15.8%)
Other Program Funding Sources Total	1,927,253	3,133,443	2,479,003	(654,440)	(20.9%)
Total Program Expenditures	5,160,774	7,169,058	6,425,530	(743,528)	(10.4%)
Personnel Complement (Budgeted)					
Administration	7.00	6.00	4.00	(2.00)	(33.3%)
Anti-Discrimination Office	1.00	1.00	1.00	0.00	0.0%
Office of Community Affairs	1.00	4.00	2.00	(2.00)	(50.0%)
Office of Equity and Social Innovation	1.00	3.00	3.00	0.00	0.0%
Office of Financial Empowerment and Protection	0.50	3.00	4.00	1.00	33.3%
Office of Immigrant & Refugee Affairs	2.00	2.00	2.00	0.00	0.0%
Office of Neighborhood Engagement	0.00	0.00	2.00	2.00	0.0%
Office of Sign Language Services	2.00	2.00	2.00	0.00	0.0%
Office of Storytelling	0.00	0.00	2.00	2.00	0.0%
Office of Strategic Partnerships	0.40	0.75	0.75	0.00	0.0%
Office on Aging	1.00	1.00	1.00	0.00	0.0%
Personnel Complement (Budgeted) Total	15.90	22.75	23.75	1.00	4.4%
Other Program Funds FTE					
General Government SRF					
2020 Census	0.00	1.00	0.67	(0.33)	0.0%
Energy Efficiency Assistance Fund	2.60	1.25	1.25	0.00	0.0%
Total	2.60	2.25	1.92	(0.33)	0.0%

Human Rights and Community Partnerships 0150000

Human Rights and Community Partnerships (0150000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Total Personnel Complement	18.50	25.00	25.67	0.67	2.7%
Revenue					
Charges for Services	2,558	2,500	2,500	0	0.0%

*The 2019 Appropriated amount reflects both the approved transfer for 2019 and the unspent from 2018, the transfer remains flat from 2019 to 2020 for this fund.

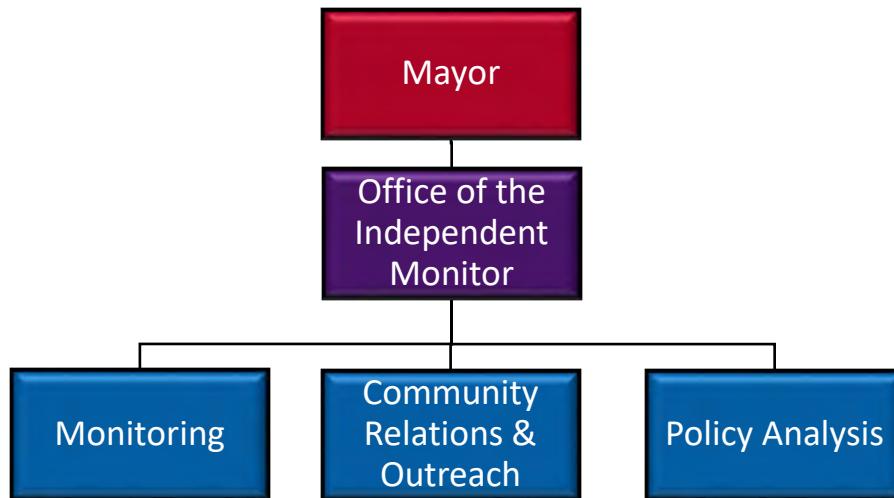
Division of Disability Rights (0152000)	2018 Actuals*	2019 Appropriated*	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	297,569	307,666	686,999	379,333	123.3%
Services and Supplies	11,452	282,951	282,951	0	0.0%
Expenditures by Type Total	309,021	590,617	969,950	379,333	64.2%
Expenditures by Activity					
Disability Rights Administration	309,021	590,617	969,950	379,333	64.2%
Total Program Expenditures	309,021	590,617	969,950	379,333	64.2%
Personnel Complement (Budgeted)					
Disability Rights Administration	3.00	3.00	6.50	3.50	116.7%
Total Personnel Complement	3.00	3.00	6.50	3.50	116.7%

*The Division of Disability Rights was previously the Office of Disability Rights; 2018 Actuals and 2019 Appropriated amounts were originally reported within HRCP and the Office of Disability Rights but are now reported in the newly formed division.

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Administration		
· An increase in personnel services for a Staff Assistant position to perform various clerical duties agency-wide.	1.00	77,700
· A decrease in services and supplies to support citywide neighborhood engagement for costs associated with the community engagement activities such as the quarterly Cabinet in the Community events.	0.00	(170,000)
· A decrease in supplies and services due to a reduction in travel and training.	0.00	(18,000)
· A decrease in capital equipment due to budget being restored in 2020 after being moved to capital equipment account codes in 2019 for one-time purchases and outfitting of a vehicle to provide community services.	0.00	(45,900)
Office of Community Affairs		
· A temporary decrease in personnel services due to keeping an Administrator II vacant for 2020.	0.00	(118,000)
Office of Equity and Social Innovation		
· An increase in services and supplies to support additional programming for the City's race and social justice initiative.	0.00	60,000

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Office of Financial Empowerment and Protection		
· A decrease in services and supplies due to a contract reduction for financial coaching at Financial Empowerment Center sites. HRCP will continue funding financial coaching services in 2020 at a reduced rate.	0.00	(150,000)
Office of Immigrant and Refugee Affairs		
· A net increase in supplies and services to provide additional funding for the Legal Defense Fund contract for immigrant services. The total amount is \$200,000.	0.00	100,000
Division of Disability Rights		
· An increase in personnel services due to the creation of an Architectural Access Manager to assist the City in improving and addressing accessibility.	1.00	123,700
· An increase in personnel services due to the creation of a Project Manager I position to assist the City in improving and addressing accessibility.	1.00	110,900
· An increase in personnel services due to the creation of a ADA Coordinator position to assist the City in improving and addressing accessibility.	1.00	97,000
· An increase in personnel services due to the creation of a Programmatic Access Manager position to assist the City in improving and addressing accessibility. This position will start in July of 2020 and will be annualized in 2021.	0.50	51,500
Census 2020 (11869)		
· A decrease in personnel services due to a term limited Program Coordinator positions at expiring at the end of August after finishing work on the 2020 Census.	(0.33)	(32,400)
Grants		
· A decrease due to the expiring of the 2019 grant, Cities for Action (C4A), which supports immigrant policy programs that coordinate with the nationwide C4A network.	0.00	(75,000)
· A decrease due to the expiring of the Consumer Financial Protection Initiative grant which provided funds to help support the Office of Financial Empowerment and Protections.	0.00	(72,500)
· A decrease in funding due to the one-time funding to purchase a van to help provide additional programming through the Office of Aging.	0.00	(52,200)



Mission

To promote accountability, effectiveness, and transparency in the Denver Police and Denver Sheriff Departments' 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 Denver Police and Denver Sheriff Department (DPD and DSD, respectively) 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 policy, 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 DPD and DSD internal affairs investigations into allegations of misconduct by sworn personnel to ensure that the investigations are thorough, complete, impartial, and timely. The OIM also makes recommendations regarding findings 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 at-risk 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.

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.

Strategies

Increase citizen engagement and trust by expanding the number of community outreach meetings (including quarterly community forums) in collaboration with the Citizen Oversight Board and developing innovative strategies to engage with youth and families.

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.

Maximize the benefits of the OIM's community/police mediation program to police officers, DSD staff, and community members.

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.



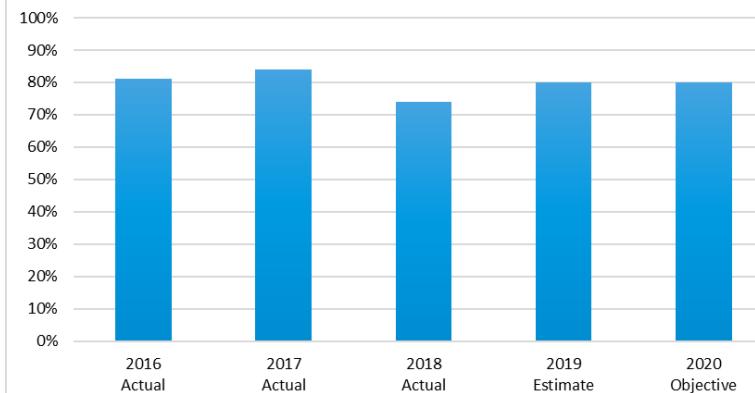
Performance and Program Highlights

Through its Youth Outreach Program (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 at-risk youth about their rights and responsibilities when in contact with law enforcement. In YOP forums, officers and youth are brought together, and community facilitators assist them in sharing personal stories and developing guidelines to help de-escalate and improve future youth/officer contacts. In 2018, the YOP trained 83 DPD officers and held 12 forums with 631 Denver youth. The OIM projects that in 2019 the YOP will hold forums for an additional 600 youth, approximately 80 percent

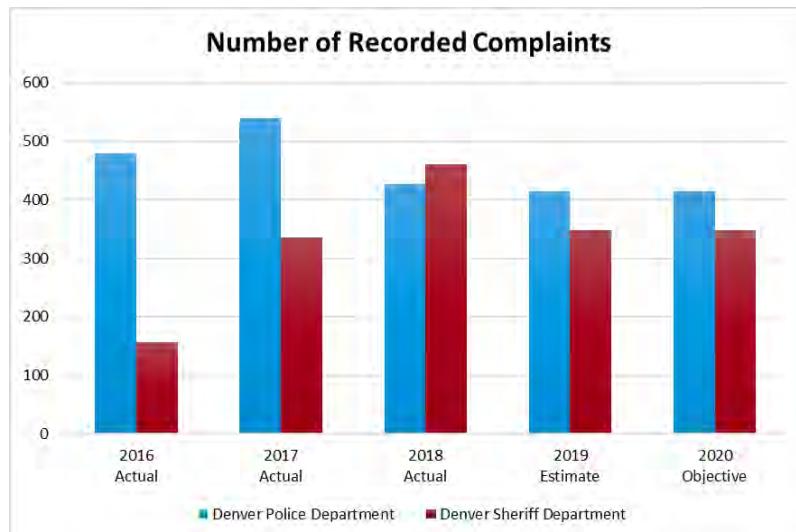
of whom will have more trust in the DPD than they did prior to participating in the YOP. A recent outcome evaluation of the YOP conducted by a third-party researcher from the University of Colorado, Denver found that the program “clearly lays the foundation for more productive relationships between youth and police.” Specifically, after participating in YOP forums, youth exhibit a 13 percent improvement in their perceptions of the fairness of police decision making, an 18 percent improvement in their perceptions of treatment by neighborhood police, and a 15 percent increase in their reported likelihood of cooperating with the police. For more information on the YOP, see chapter 1 of the OIM’s 2016 Semiannual Report, available at

<https://www.denvergov.org/content/dam/denvergov/Portals/374/documents/2016%20Semiannual%20Report.pdf> and visit <http://kidsandcops.org/>.

Percent of Youth (YOP) Participants whose trust in DPD increased



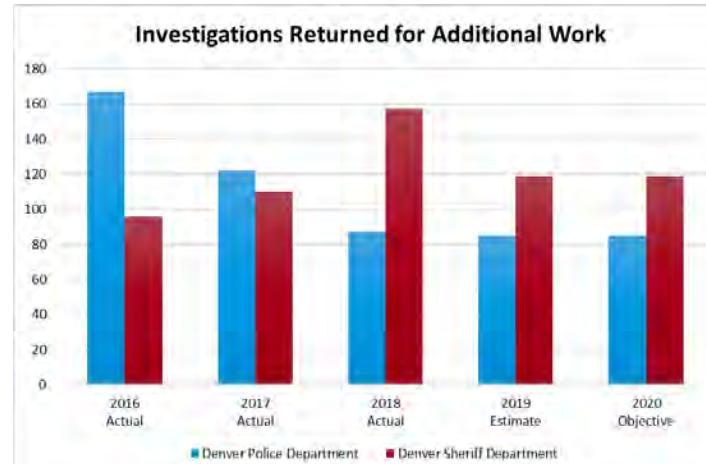
Number of Recorded Complaints



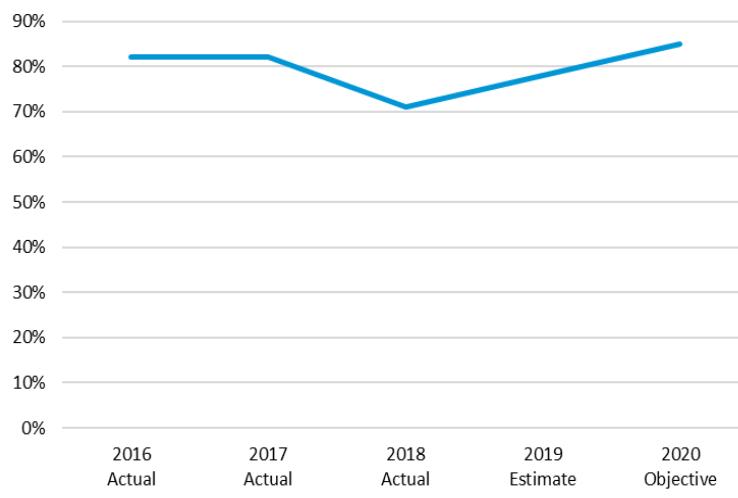
The total number of complaints recorded against DPD and DSD sworn personnel is expected to decrease from 2018 to 2020. These projections are based on year-to-date 2019 totals, seasonal trends in complaints, and an assumed 10 percent decrease in DPD complaints as a result of the DPD’s new Use of Force Policy and associated officer training. The total number of complaints against DPD officers is projected to decrease by 3 percent (from 427 to 415) from 2018 to 2020, and the total number of complaints against DSD deputies is projected to decrease by 24 percent (from 460 to 348) in the same time period.¹

¹ These complaint counts do not include most scheduled discipline complaints, such as when an officer or deputy violates a traffic law, misses a court date, or misuses leave time, because the OIM has traditionally opted not to monitor these cases.

The OIM plays an important role in quality control of the DPD and DSD Internal Affairs Bureaus (IAB) by reviewing investigations to ensure that they are thorough and impartial, and **returning investigations to each IAB for additional work**, if necessary. In 2018, the OIM returned 87 cases to DPD IAB and 157 cases to DSD IAB for additional investigation or information. The total number of investigations returned in 2019 and 2020 is projected to fluctuate in proportion to the projected changes in the number of DPD and DSD complaints recorded in 2019 and 2020.

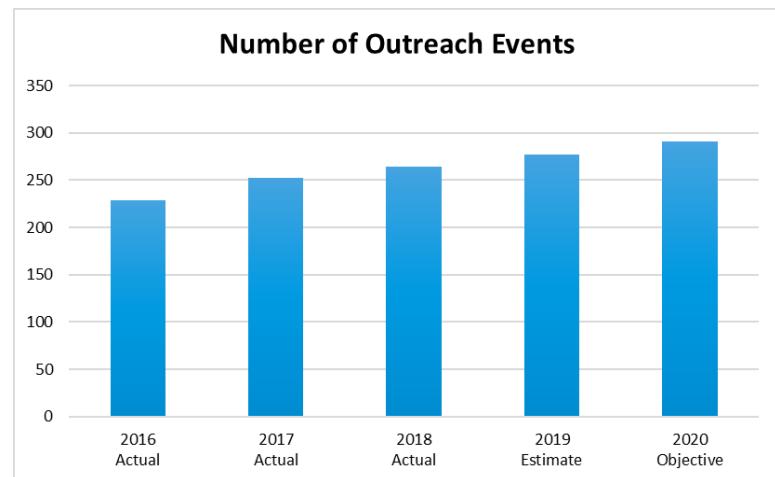


Rate of complainant satisfaction with OIM mediation



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, with the assistance of a professional mediator. In 2018, nine percent of DPD community complaints were mediated. Of the complaints mediated, 71 percent of community members and 98 percent of officers who participated and completed a mediation survey, reported feeling satisfied with the process. Community member satisfaction dropped in 2018 and the OIM is working with a consultant to identify opportunities for improvement. In 2020, the OIM's goal is to resolve 10 percent of DPD community complaints through mediation and to attain an 85 percent community complainant satisfaction rate.

The OIM conducts extensive outreach to the Denver community and law enforcement. In 2018, OIM staff held or attended 264 presentations or events. These included 173 meetings with community members and 91 events involving outreach to members of law enforcement, such as presentations at roll calls, ride-alongs, and training events. In 2020, the OIM aims to increase engagement by **attending or holding approximately 291 outreach events**.



Budget Detail

Office of Independent Monitor (0157000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	1,497,422	1,720,232	1,738,834	18,602	1.1%
Services and Supplies	81,254	176,109	159,830	(16,279)	(9.2%)
Capital Equipment	0	900	0	(900)	(100.0%)
Internal Services and Misc.	0	53,841	53,720	(121)	(0.2%)
Expenditures by Type Total	1,578,676	1,951,082	1,952,384	1,302	0.1%
Expenditures by Activity					
Administration	1,578,676	1,951,082	1,820,544	(130,538)	(6.7%)
Citizen Oversight Board	0	0	19,995	19,995	0.0%
Youth Outreach Project	0	0	111,845	111,845	0.0%
Expenditures by Activity Total	1,578,676	1,951,082	1,952,384	1,302	0.1%
Other Program Funding Sources					
Grants					
Justice Assistance Grant: Parent Track	30,908	0	0	0	0.0%
Justice Assistance Grant: Youth Outreach	32,805	0	0	0	0.0%
Total	63,713	0	0	0	0.0%
Total Program Expenditures	1,642,389	1,951,082	1,952,384	1,302	0.1%
Personnel Complement (Budgeted)					
Administration	13.66	15.50	15.50	0.00	0.0%
Other Program Funds FTE					
Grants					
Justice Assistance Grant: Youth Outreach	0.34	0.00	0.00	0.00	0.0%
Total Personnel Complement	14.00	15.50	15.50	0.00	0.0%
Revenue					
Miscellaneous Other	292	0	0	0	0.0%

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agency wide		
· A decrease in service and supplies due to one-time purchases in 2019.	0.00	(16,400)
· A decrease in capital equipment due to one-time purchases in 2019.	0.00	(900)



Mission

Leading Denver's emergency management efforts to cultivate safe, prepared, and resilient communities.

Department Summary

The Office of Emergency Management and Homeland Security (OEM) provides emergency management services to the residents, employees, and businesses within the City and County of Denver in coordination with state and regional partners to reduce the impact of all natural, technological, terrorism, and intentional risks. OEM provides services across all phases of the emergency management lifecycle; from preparedness, mitigation, and prevention activities prior to an emergency, to response and recovery operations during and after an emergency or declared disaster.

For more information visit the Office of Emergency Management website at www.denvergov.org/oem.

Services

OEM **Administration** coordinates emergency management and homeland security capabilities across all City and County of Denver departments and agencies. OEM develops capabilities for prevention, response, and recovery by:

- Coordinating emergency operations and hazard mitigation planning
- Managing Denver's Emergency Operations Center (EOC) and Joint Information Center (JIC)
- Providing 24/7 Duty Officer support to emergency situations
- Conducting federal and state compliant training and exercise programs
- Preparing communities, residents, and businesses for emergencies
- Managing Denver's Continuity of Operations (COOP) and Critical Infrastructure Protection (CIP) programs
- Equipping emergency services with surge capacity to care for individuals involved in an emergency

Strategies

OEM is in year three of implementing a ten-year strategic plan to increase the emergency management and homeland security capabilities of the City and County of Denver.

OEM endeavors to improve the City's readiness across all phases of emergency management focusing on seven core capabilities – Planning, Operational Coordination, Public Information and Warning, Community Resilience, Logistics, Mass Care, and Critical Infrastructure – to ensure we are prepared to support the emergency needs of the City.

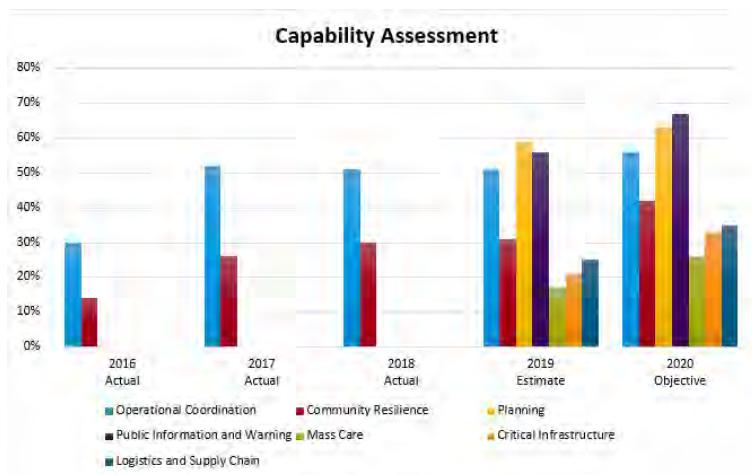
OEM will cultivate a safe, prepared, and resilient community by deploying a comprehensive approach of planning, organizing, equipping, training, and exercising to improve the City's emergency management capabilities by focusing on stakeholder engagement and partnership of the whole community including senior officials, city employees, businesses, community-based organizations, and residents.



Performance Context

The Office of Emergency Management assessed readiness and program performance across seven core capability areas in 2019, up from two in 2018. As OEM has progressed to year three of its ten-year strategic plan, it has expanded its program activities to address five additional core capabilities that are critical to a comprehensive emergency management and homeland security program. These assessments encompass the previously assessed capabilities of **Operational Coordination** and **Community Resilience**, as well as the additional capabilities of **Planning, Public Information and Warning, Logistics, Mass Care, and Critical Infrastructure**.

OEM uses the nationally recognized Capability Assessment Tool (CAT) developed by the Bay Area Urban Area Security Initiative to assess gaps in Denver's readiness to manage large, complex emergencies and declared disasters. Proposed solutions for capability gaps identified in the capability assessment are evaluated through a cost-benefit analysis to prioritize investment in low cost, high return opportunities. OEM incorporates the capability assessment data into Denver's comprehensive risk management process to provide a clear return on investment by reducing or eliminating critical gaps based upon the best cost-benefit outcome.



Beginning in 2017, the Mayor prioritized three core capability areas: **Operational Coordination, Public Information and Warning, and Community Resilience**. The focus within the **Operational Coordination** and **Public Information and Warning** capabilities is to increase the readiness and capacity of the Emergency Operations Center (EOC) and Joint Information Center (JIC) along with Denver's ability to release emergency public information to the media and the public. The

Community Resilience program endeavors to increase outreach to at least 100,000 individuals per year. With changes in the Capability Assessment Tool (CAT) methodology and added focus on building other capability areas in 2018 and 2019, the **Operational Coordination** capabilities will continue to improve due to funding. With a new funding stream for **Community Resilience** programs beginning in 2019, OEM anticipates an increase in that capability over the remainder of 2019 and into 2020.

Beginning in 2019, OEM has dedicated additional resources to the City's Continuity of Operations and **Critical Infrastructure** protection programs to ensure city agencies and infrastructure continue to function and serve those most in need during severe storms, power and network outages, and other emergencies.

Finally, beginning in 2020, OEM will focus on building the City's capacity to support **Mass Care** operations and **Logistics** including emergency sheltering, feeding, and the ability to distribute essential services and supplies to ensure we reach and serve the most vulnerable of our community during emergencies.



Budget Detail

Office of Emergency Management and Homeland Security (0160000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	529,755	1,216,190	1,225,912	9,722	0.8%
Services and Supplies	411,049	387,457	317,937	(69,520)	(17.9%)
Capital Equipment	56,657	53,050	0	(53,050)	(100.0%)
Internal Services and Misc.	3,786	7,148	7,148	0	0.0%
Expenditures by Type Total	1,001,247	1,663,845	1,550,997	(112,848)	(6.8%)
Expenditures by Activity					
Administration	1,001,247	1,663,845	1,550,997	(112,848)	(6.8%)
Other Program Funding Sources					
Grants					
Emergency Management Performance	445,030	113,752	0	(113,752)	(100.0%)
Hazard Mitigation Grant	(27,416)	0	0	0	0.0%
Urban Area Security Initiative	2,188,823	3,428,109	3,133,094	(295,015)	(8.6%)
Total	2,606,436	3,541,861	3,133,094	(408,767)	(11.5%)
Total Program Expenditures	3,607,683	5,205,706	4,684,091	(521,615)	(10.0%)
Personnel Complement (Budgeted)					
Administration	8.50	10.50	10.50	0.00	0.0%
Other Program Funds FTE					
Grants					
Urban Area Security Initiative	2.50	3.50	4.50	1.00	28.6%
Total Personnel Complement	11.00	14.00	15.00	1.00	7.1%
Revenue					
Miscellaneous Other	(155)	0	0	0	0.0%

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Administration		
· An increase in services and supplies to support sustaining and strengthen emergency planning.	0.00	4,000
· A net decrease in services and supplies due to one-time purchases in 2019.	0.00	(39,600)
· A decrease in services and supplies due to a reduction in training budget and technology equipment budget.	0.00	(34,000)
· A decrease in capital equipment due to one-time purchases in 2019.	0.00	(53,100)
Grants		
· An increase in grants due to the addition of one mid-year Emergency Management Coordinator to support the Urban Area Security Initiative.	1.00	92,600
· A net decrease in grants due to delayed receipt of award letters for 2020 and other grants expiring in 2019.	0.00	(501,400)



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. 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 please visit Office of Special Events website at: <https://www.denvergov.org/SpecialEvents>

Services

Event Coordination – The OSE works closely with event organizers and internal city agencies for the more than 700 public events held on public property each year; ensuring that events on our streets and in our parks are safe and compliant with all City and County of Denver rules and regulations. Working as a coordinating and communicating agency under the Mayor's office, the OSE ensures that these events acquire the correct permits, schedule the 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 our communities.

Film Coordination – The OSE issues Denver's film permits and works closely with film producers and internal city agencies to ensure commercial film shoots on public property are safe and compliant. Working as a coordinating and communicating agency under the Mayor's office, the OSE ensures film productions on city property acquire the correct permits and communicates with residents and stakeholders in the neighborhood hosting the production. This coordination helps to reduce the impact to our communities.

Outreach – The 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. The OSE tracks questions and concerns, facilitates problem-solving discussions between involved parties and executes "Good Neighbor Agreements" around issues of conflict.

Citywide Customer Service – The OSE commits to delivering unparalleled customer experience to partner city agencies, Denver residents and visitors, as well as local, national, and international event organizers in an effort 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 new city-wide special event newsletter, weekly internal notification emails, and the OSE webpages are being used more consistently and extensively to further enhance the customer service the OSE provides to its internal and external customers.

Strategies

One of the top priorities of the OSE is to ensure safe and compliant events. OSE will provide additional resources and educational opportunities to event organizers regarding improved safety at events. OSE will be partnering with DPD, OEM, Denver Health and multiple other agencies and organizations to build awareness, best practices and potentially additional requirements to help make events safer for those planning, attending, and hosting the event. OSE will also work with external stakeholders such as CFEA (Colorado Festivals and Events Association) to create more safety related educational opportunities for event organizers in Denver.

The OSE will continue the implementation and refinement of our new special event application software solution (Eapproval) which when fully integrated will facilitate internal workflows that will result in multi-agency efficiencies and accuracies and improved customer service.

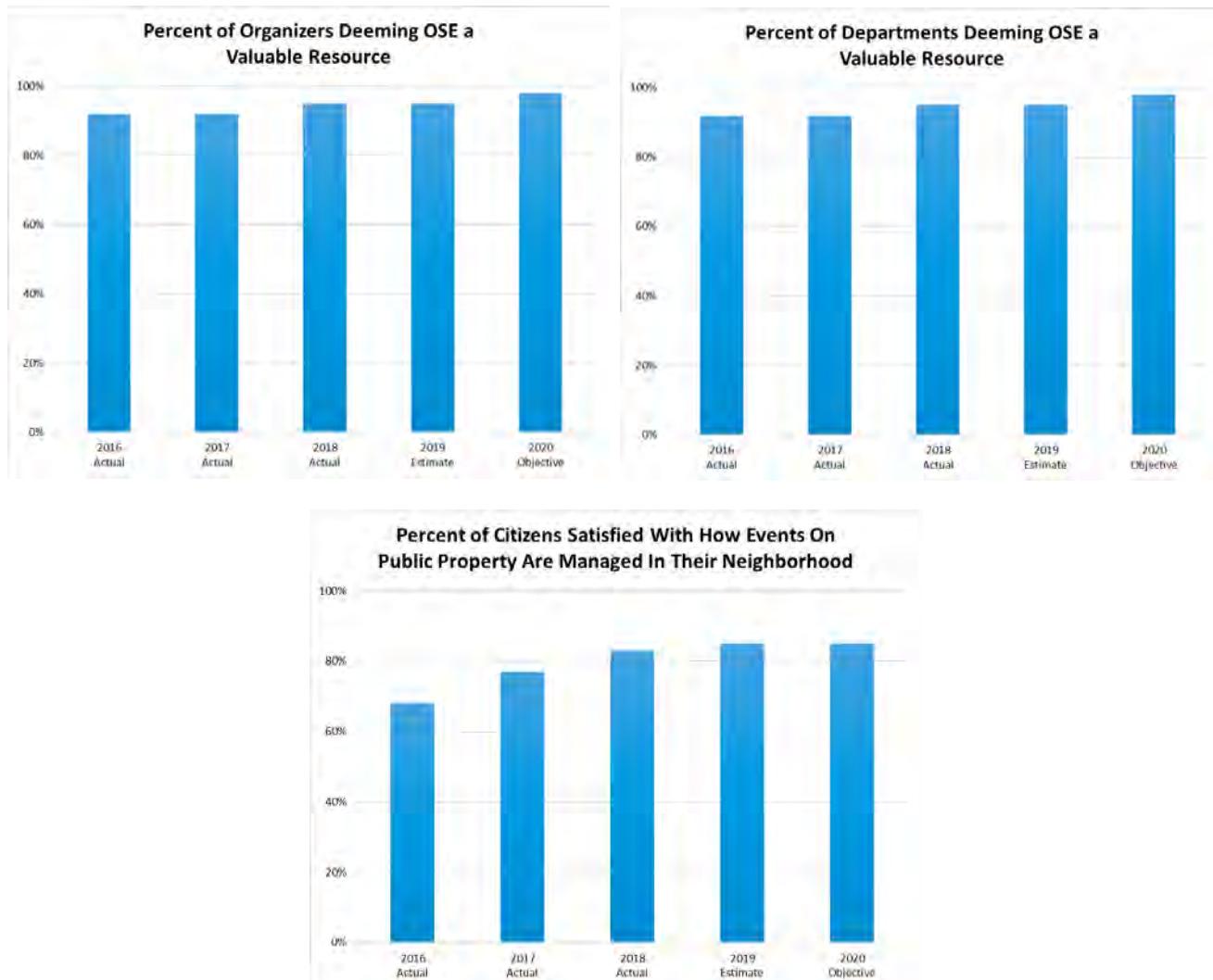
In partnership with TS, the OSE will roll out the PUBLIC FACING access to our SAT (Situational Awareness Tool); a GIS real-time global mapping technology solution that will enable City and County of Denver residents to view real-time city information relevant to special events, street closures, and much more.

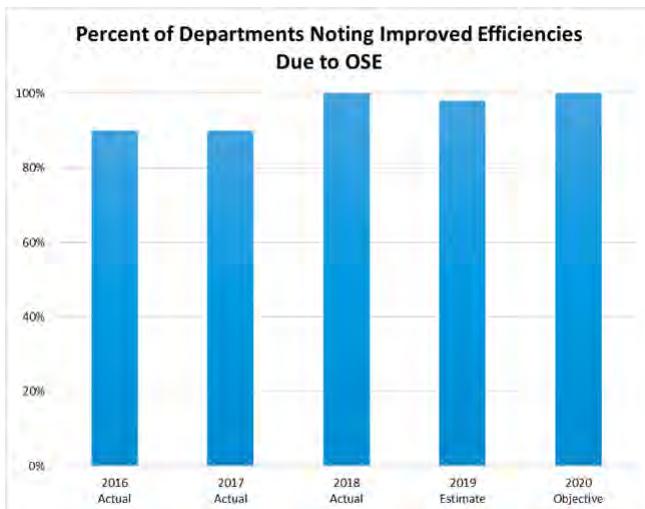
OSE will improve the use of outreach strategies and activities (e.g., website, email, social media, city-wide newsletter, etc.) to more effectively inform residents and businesses about pending event impacts and to communicate more consistently with event organizers about evolving city processes and policies. Also, OSE will improve the consistency of communications distributed to city agencies about all events on public property taking place throughout the City.

Performance and Program Highlights

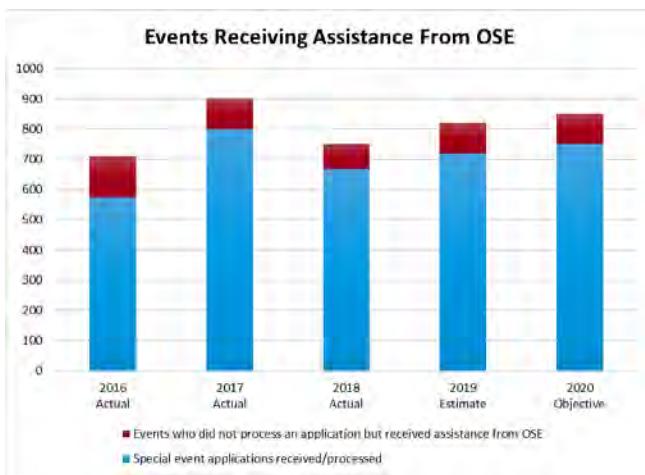
Customer Service Satisfaction: The OSE has three core customer groups; the event and film organizers, the residents and business of Denver, and city departments/agencies. To measure customer service performance, stakeholders in the event industry and city agencies are surveyed regularly. These surveys help measure if the OSE is meeting their mission of providing support and clarity around the City's event and film processes for successful and safe events in Denver. Citywide customer service remains a primary goal of the department and client satisfaction is a key measurement of success.

Included are the key customer service metrics from the three customer groups.





Improved Efficiencies in 2018 the OSE reach 100% of City departments and agencies reporting improved efficiency due to the OSE's ability to better coordinate events.



Number of Events Receiving Assistance continues to see increasing demand for events and permits within Denver as the population and economic opportunities expand.

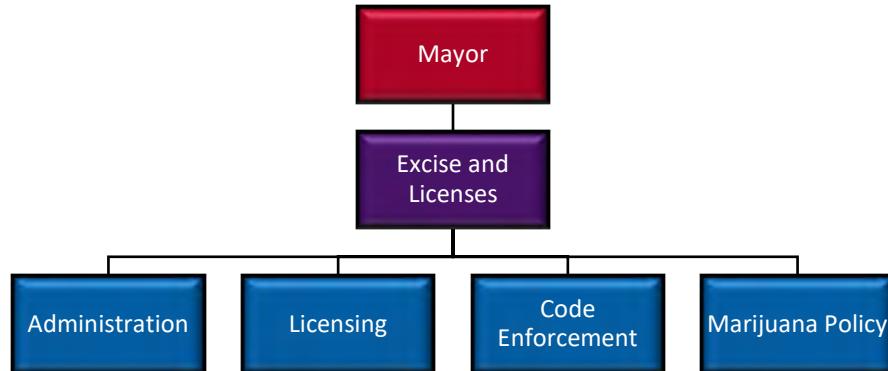
	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Objective
Individuals rating OSE as helpful when unexpected issues arise	67%	87%	100%	95%	95%
Application responded to in a timely manner	83%	100%	93%	95%	95%
Film applications received	N/A	131	411	430	450
Film applications processed/issued	N/A	84	317	300	350

Budget Detail

Office of Special Events (0181000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	604,162	633,436	713,032	79,596	12.6%
Services and Supplies	91,353	50,461	45,961	(4,500)	(8.9%)
Capital Equipment	1,495	0	0	0	0.0%
Internal Services and Misc.	2,430	2,592	2,592	0	0.0%
Expenditures by Type Total	699,440	686,489	761,585	75,096	10.9%
Expenditures by Activity					
Administration	699,440	686,489	761,585	75,096	10.9%
Total Program Expenditures	699,440	686,489	761,585	75,096	10.9%
Personnel Complement (Budgeted)					
Administration	6.00	6.00	6.00	0.00	0.0%
Total Personnel Complement	6.00	6.00	6.00	0.00	0.0%
Revenue					
Miscellaneous Other	5,000	0	0	0	0.0%

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Office of Special Events		
· An increase in personnel services resulting from 2018 changes to compensation and benefits.	0.00	50,000
· A decrease in services and supplies for travel budget.	0.00	(4,500)



Mission

To protect the public's health, safety and welfare by serving our community through business regulation.

Department Summary

Excise and Licenses issues over 150 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. The office 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 Excise and Licenses website at, <https://www.denvergov.org/content/denvergov/en/denver-business-licensing-center.html>

Services

Administration includes key activities such as policy development, contract management, public education and outreach, media relations, records retention and management, and financial and general office management.

Licensing services include intake, review, and issuance of license applications for all business and individual licenses including merchant guards, liquor licenses, and marijuana businesses. Licensing also reviews applications for all transfers of location, transfers of ownership, and corporate structure changes. Licensing 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 current city ordinances.

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/content/denvergov/en/denver-marijuana-information.html>.

Strategies

Issue and renew licenses in a professional and timely manner through efficient business operations and increased opportunities for online licensing.

Improve the customer experience through superior customer engagement that responds to inquiries, complaints, feedback and input.

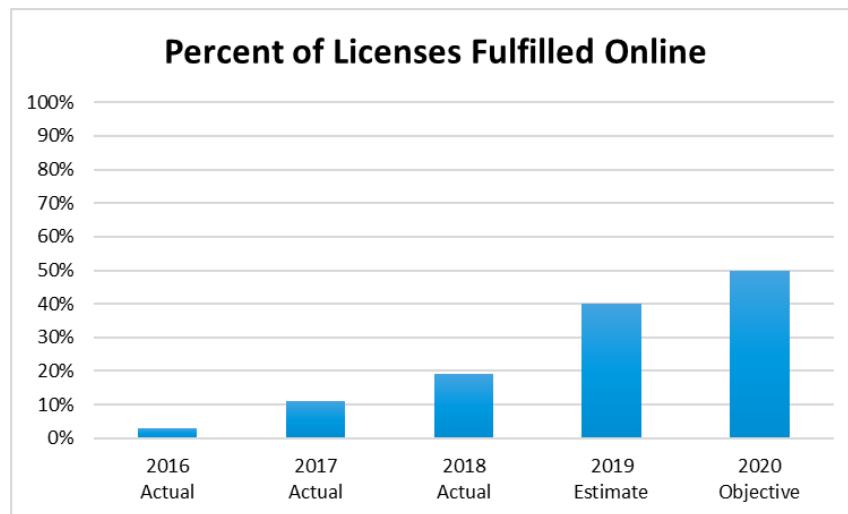
Enforce applicable laws, rules, and regulations fairly and justly to support the health, safety, and welfare of the City.

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 city 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.



	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Objective
Customers served in 15 minutes or less	81%	85%	55%	70%	80%
Significant policy adjustments	2	4	3	5	3
Active inspections	7504	8024	3700	4100	4000
Public hearings	468	375	360	375	375
Media impressions from the marijuana youth education campaign	N/A	500000	138 million	58 million	29 million

Excise and Licenses measures wait time as **customers served in 15 minutes or less**. Process improvements have been implemented to reduce customer wait times. Various improvements include offering appointment times for marijuana and liquor licenses, offering some license applications online, shifting staff schedules to be more customer-friendly, and repealing taxi licenses. The dip in customers served in 15 minutes or less was driven by 2018 staffing levels, as well as an increase in applications for security guard licenses before a policy change with this specific license.

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 to the establishment, requirements, fees, or implementation to 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 license types that are antiquated and/or irrelevant, 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 for inspections includes inspections for licensing, renewal notifications, verification of proper posting preceding public hearings, marijuana compliance, license expirations, and compliance investigations. Between 2017 and 2018, inspectors have reduced the instances of posting inspections (e.g., a physical inspection making sure notices for hearings are visibly posted) and expiration notices (e.g., notifying a license

holder in-person that their license has expired or will soon be expiring), therefore reducing the number of active inspections from 2017 to 2018. The increase in active inspections from 2018 to 2019 was driven by an increase in overall licensing volume.

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 above reflect the number of final orders issued. 2017 and 2018 actuals and 2019 and 2020 estimates 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 Excise and Licenses.

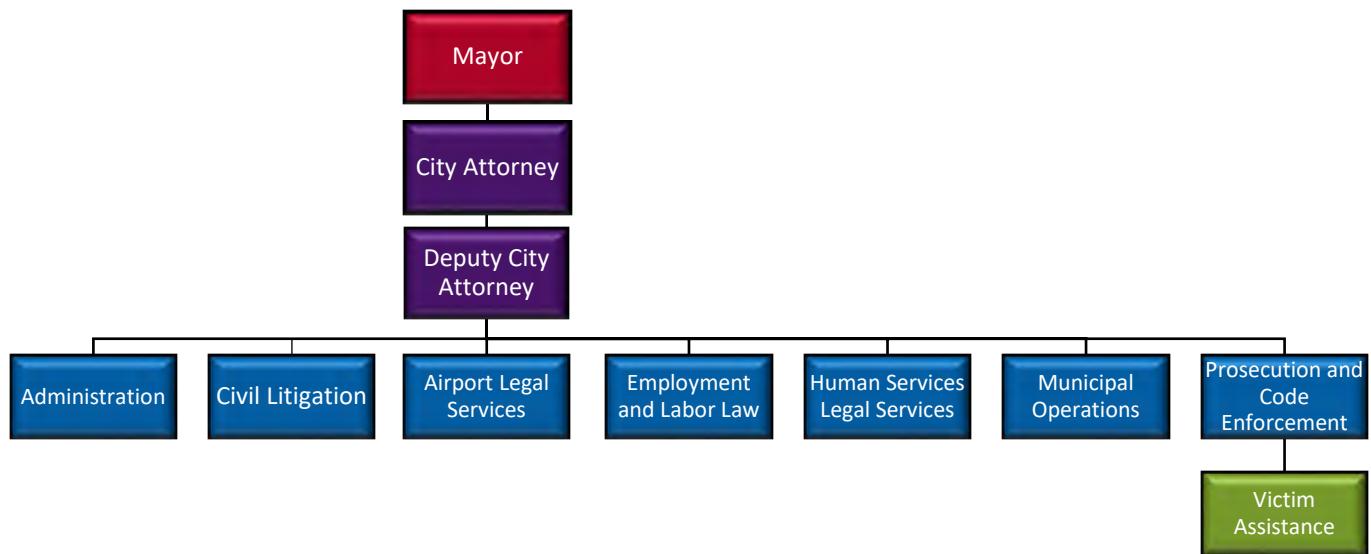
Media impressions from the marijuana youth education campaign measures the number of unique viewers of campaign content through a variety of media outlets, including paid media, social media, public relations and website views. In 2018, a story about the campaign aired on CBS Morning News which drastically increased the number of media impressions.

Budget Detail

Department of Excise & License (4001000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	3,129,342	3,256,063	3,664,912	408,849	12.6%
Services and Supplies	1,408,914	1,395,773	1,067,285	(328,488)	(23.5%)
Capital Equipment	16,821	12,193	11,870	(323)	(2.6%)
Internal Services and Misc.	3,186	3,888	4,476	588	15.1%
Expenditures by Type Total	4,558,263	4,667,917	4,748,543	80,626	1.7%
Expenditures by Activity					
Administration	1,608,838	1,435,061	2,182,058	746,997	52.1%
Licensing	996,054	1,317,894	1,226,608	(91,286)	(6.9%)
Code Enforcement	510,783	511,591	533,057	21,466	4.2%
Marijuana Policy	1,442,588	1,403,371	806,820	(596,551)	(42.5%)
Expenditures by Activity Total	4,558,263	4,667,917	4,748,543	80,626	1.7%
Total Program Expenditures	4,558,263	4,667,917	4,748,543	80,626	1.7%
Personnel Complement (Budgeted)					
Administration	8.50	10.50	17.00	6.50	61.9%
Code Enforcement	7.00	6.00	6.00	0.00	0.0%
Licensing	16.74	17.74	15.74	(2.00)	(11.3%)
Marijuana Policy	4.50	3.50	1.00	(2.50)	(71.4%)
Personnel Complement (Budgeted) Total	36.74	37.74	39.74	2.00	5.3%
Total Personnel Complement	36.74	37.74	39.74	2.00	5.3%
Revenue					
Licenses and Permits	7,809,478	7,218,498	7,686,214	467,716	6.5%
Fines and Forfeits	163,900	195,000	234,325	39,325	20.2%
Charges for Services	2,089,703	2,121,600	2,122,300	700	0.0%
Miscellaneous Other	(2,832)	1,550	0	(1,550)	(100.0%)
Revenue Total	10,060,249	9,536,648	10,042,839	506,191	5.3%

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Administration		
· An increase in personnel for a limited Administrator II position added mid-year in 2019. This position functions as a Cannabis Process Navigator and support the City's development and familiarity with the cannabis industry's regulatory requirements and processes.	1.00	117,900
· An increase in personnel services for Business License Inspector to support the newly expanded short-term rental Enforcement program. The cost of the position will be offset by revenue.	1.00	71,100
· An increase in personnel services for a Licensing Technician I to support application review for the new retail tobacco license. The cost of the position will be offset by revenue.	1.00	70,200
· An increase in personnel services to upgrade one Program Administrator to a Program Director to oversee the expanded short-term rental program.	0.00	23,800
· A decrease in personnel services due to one limited Licensing Technician I position ending in 2019.	(1.00)	(65,300)
· A decrease in personnel services due to a temporary reduction to on-call services. The Department of Excise and License will coordinate with CSA to share Hearing Officer responsibilities, which will reduce the need for on-call services in 2020.	0.00	(15,000)
· A net increase in services and supplies due to the reallocation of budget from one-time purchases in capital equipment.	0.00	2,200
· An increase in services and supplies for the one-time purchase of a computer monitor for the new Licensing Technician I position.	0.00	150
· A decrease in services and supplies to reduce funding for the "High Costs" marijuana education campaign for Denver youth. Excise and Licenses will continue the education campaign in 2020 at a reduced rate.	0.00	(300,000)
· A decrease in services and supplies for the one-time purchase of hearing room equipment.	0.00	(29,700)
· A decrease in services and supplies due to the reallocation of funds to internal services to pay for employee phone stipend.		(600)
· An increase in capital equipment for the one-time purchase of computer equipment for the new Licensing Technician I position.	0.00	1,900
· A net decrease in capital equipment due to one-time purchases in 2019.	0.00	(2,200)
· An increase in internal services due to the reallocation of budget from services and supplies to pay for employee phone stipend.	0.00	600
Revenue		
· An increase in revenue due to new fees for retail tobacco licenses and license applications.	0.00	485,000
· An increase in revenue due to the short-term rental license fee increase and short-term rental fines as a result of the new enforcement program.	0.00	225,000
· A net decrease in various revenue accounts to align with 2019 actuals.	0.00	(203,809)



Mission

To protect the City and County of Denver and advance its interests through the provision of efficient and effective legal services.

Department Summary

The City Attorney 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.

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 comprised of seven sections, each of which serves the City's agencies and residents.

Administration 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 is responsible for defending civil lawsuits filed against the City, city officials, and city employees that involve torts and civil rights violations. In addition to defending approximately 120 civil suits per year, the section provides daily legal advice to client agencies including all city agencies and departments, City Council, and the Mayor's Office. The Civil Litigation Section also houses the City's Claims Division, which processes all claims received by the City (approximately 550 annually) except for claims involving Denver International Airport or Denver Human Services.

The **DEN Legal** section provides legal services to the Department of Aviation, including handling all leases, contracts and agreements, claims, regulatory compliance, real estate transactions, finance issues and 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 remediation, sale of the former Stapleton International Airport site, and public finance. The Department of Aviation reimburses the General Fund for these services.

The **Employment and Labor Law** section provides legal work that includes the defense of lawsuits involving claimed violations of federal and state labor and employment laws; represents the City in administrative appeals of adverse employment actions and workers' compensation claims; responds to grievances and charges of discrimination filed by City employees; and represents 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 (HSLS)** 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, employment and tort cases. HSLS 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 General Fund for these services. Additionally, HSLS attorneys and staff handle civil involuntary commitments and medication orders pursuant to the State of Colorado's mental health, alcohol, drug abuse and developmental disability commitment statutes. These services are funded by the General Fund.

The **Municipal Operations** section 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 Airport (DEN). Municipal Operations constantly 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 more than 100,000 cases per year, the section represents the Department of Excise and Licenses in its hearings and appeals, and it also handles 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 Andom Center, a safe, centralized location where victims can access advocacy, support and services from 20 different agencies. Using community prosecution principles, 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. Toward that end, the section also leads several collaborative efforts – including the Motel Task Force, the Hoarding Task Force, and the Denver Forensic Collaborative for At-Risk Adults – and provides state and national training on marijuana regulation, abuse in later life, and domestic violence prosecution techniques.

Strategies

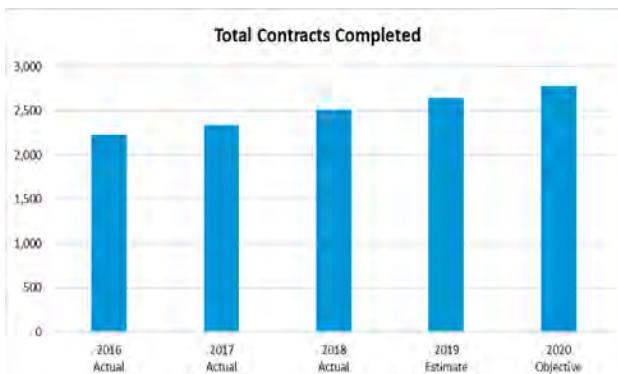
Provide excellent customer service and legal advice to clients by being timely, accurate and accessible.

To vigorously and efficiently advocate for the City's interests in all forums.

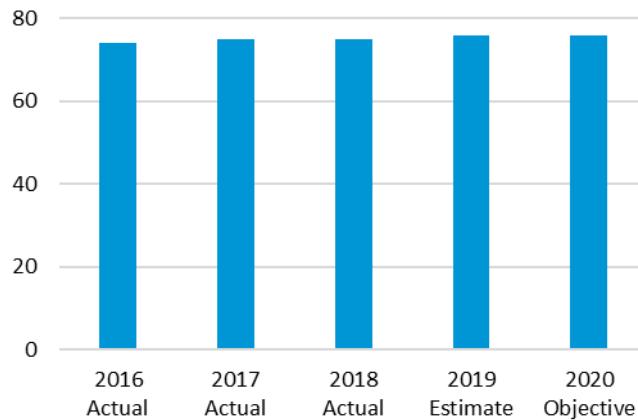
To build an organizational culture that enables employees to work together in an atmosphere of respect, trust and accountability.

Performance and Program Highlights

City Contracts The Municipal Operations Section negotiates, drafts and processes contracts for all city agencies and departments, except for the Denver International Airport. Contracts range from simple booking agreements to complex, multi-million-dollar construction contracts. This Section 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 Municipal Operations. In 2018, the section completed 2,513 contracts, an increase of approximately 7.5 percent over the previous year. With a citywide average of 46 days to complete a contract, the Section averaged just 7 days to draft and process contracts, despite the increased number of requests and increasing complexity of contracts. Additionally, in 2019, the City is implementing a new minimum wage program. The required implementation of the minimum wage program will likely result in an immediate increase in contract amendments for 2019. Full implementation of the minimum wage program will further impact City contracts by increasing costs, complexity and negotiation time for contracts, and by necessitating future amendments to existing contracts.



Children in Permanent Home 12 Months Post-Removal



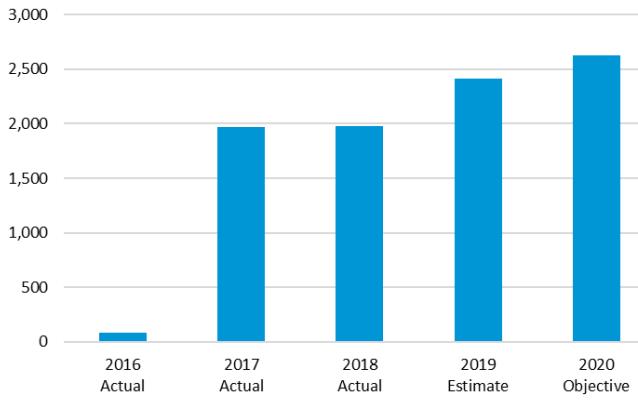
Child Placement Permanency

Children who are removed from their parents due to abuse or neglect are required by law to be in their permanent home within 12 months of the removal, when a permanent home is available and in the child's best interests. When HSLS attorneys began tracking this metric in 2013, they found that only 59% of children involved in Dependency and Neglect cases that closed in 2013 had been in their permanent home within 12 months of removal. To address this, HSLS attorneys engaged in 7 local initiatives to create an "urgency for permanency" between 2014 and 2018, and in 2015 they joined a statewide effort to focus on timely permanency for children. By 2018, 75% of children were in their permanent home within 12 months of removal from a parent, with 83% finding permanency with a parent or kin caregiver.

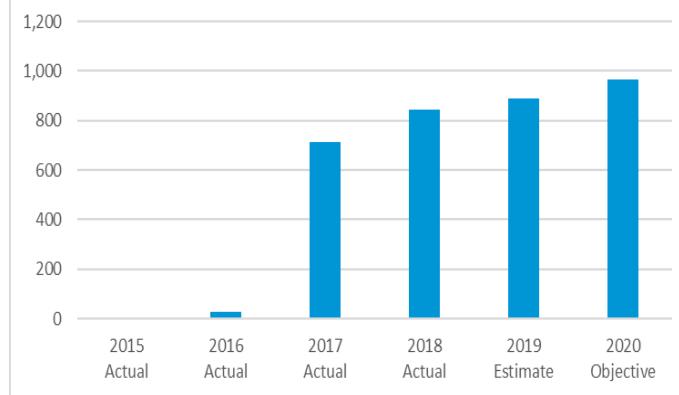
Outreach Court

The Prosecution and Code Enforcement (PACE) Section of the CAO has long worked outside of the typical prosecutor parameters by implementing specialty dockets to help defendants change the course of their lives. One such docket, Outreach Court, is designed primarily to assist those experiencing homelessness and who have municipal or misdemeanor warrants and open traffic cases. Adjudicating these issues can help those seeking employment and housing more readily and effectively achieve social stability. In its first full year (2017), PACE adjudicated 1,967 cases for 715 defendants, and those numbers are expected to increase as the program matures.

Number of Cases Managed in the Outreach Court



Number of Defendants Managed in the Outreach Court



Budget Detail

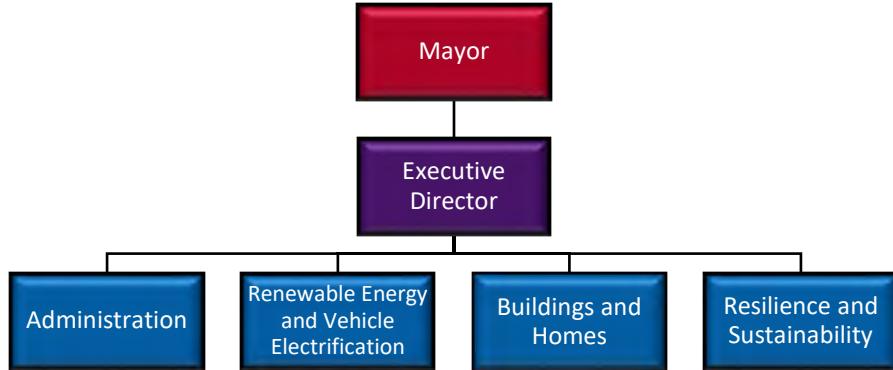
City Attorney Office (4511000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	27,564,272	30,541,257	31,732,467	1,191,210	3.9%
Services and Supplies	3,021,175	5,017,760	4,302,810	(714,950)	(14.2%)
Capital Equipment	15,376	7,400	0	(7,400)	(100.0%)
Internal Services and Misc.	69,269	63,592	70,592	7,000	11.0%
Expenditures by Type Total	30,670,091	35,630,009	36,105,869	475,860	1.3%
Expenditures by Activity					
Administration	4,579,818	5,916,261	4,556,823	(1,359,438)	(23.0%)
Civil Litigation	2,803,142	3,277,683	3,900,122	622,439	19.0%
Employment & Labor Law	2,870,399	3,323,264	3,102,817	(220,447)	(6.6%)
Municipal Operations	2,492,117	3,713,123	2,267,091	(1,446,032)	(38.9%)
Muni Legal Services	3,370,464	2,891,928	4,668,812	1,776,884	61.4%
Prosecution and Code Enforcement	5,501,802	6,072,737	5,409,729	(663,008)	(10.9%)
Victim Assistance	825,162	693,857	1,490,211	796,354	114.8%
Airport Legal Services	2,784,535	3,904,957	4,724,481	819,524	21.0%
Human Services Legal Services	5,442,654	5,836,199	5,985,783	149,584	2.6%
Expenditures by Activity Total	30,670,091	35,630,009	36,105,869	475,860	1.3%
Other Program Funding Sources					
Grants					
Coordinated Elder Abuse Prevention	144,742	0	0	0	0.0%
Crime Victim Services	253,948	221,062	240,141	19,079	8.6%
Impact of Forensic Collaboration for Adults	3,250	0	0	0	0.0%
Justice Assistance Grant	0	0	72,756	72,756	0.0%
Specialized Domestic Violence Prosecution	(641)	102,050	110,888	8,838	8.7%
Total	401,299	323,112	423,785	100,673	31.2%
General Government SRF					
Lehmann CAO HS Legal Services Donation	2,937	0	0	0	0.0%
Liability Claims	1,473,511	3,157,275	2,000,000	(1,157,275)	(36.7%)
Total	1,476,448	3,157,275	2,000,000	(1,157,275)	(36.7%)
Other Program Funding Sources Total	1,877,747	3,480,387	2,423,785	(1,056,602)	(30.4%)
Total Program Expenditures	32,547,838	39,110,396	38,529,654	(580,742)	(1.5%)
Personnel Complement (Budgeted)					
Administration	13.00	20.00	15.00	(5.00)	(25.0%)
Airport Legal Services	19.00	19.00	20.00	1.00	5.3%
Civil Litigation	58.00	29.00	32.50	3.50	12.1%
Employment & Labor Law	0.00	23.00	21.00	(2.00)	(8.7%)

City Attorney Office (4511000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Human Services Legal Services	48.00	48.00	48.00	0.00	0.0%
Muni Legal Services	19.00	21.00	31.00	10.00	47.6%
Municipal Operations	24.00	25.00	16.00	(9.00)	(36.0%)
Prosecution and Code Enforcement	51.00	51.00	42.40	(8.60)	(16.9%)
Victim Assistance	7.75	7.75	15.75	8.00	103.2%
Personnel Complement (Budgeted) Total	239.75	243.75	241.65	(2.10)	(0.9%)
Other Program Funds FTE					
Grants					
Coordinated Elder Abuse Prevention	3.30	0.00	0.00	0.00	0.0%
Crime Victim Services	0.00	0.00	3.00	3.00	0.0%
Specialized Domestic Violence Prosecution	0.00	0.00	1.60	1.60	0.0%
Total	3.30	0.00	4.60	4.60	0.0%
Total Personnel Complement	243.05	243.75	246.25	2.50	1.0%
Revenue					
Fines and Forfeits	347,917	190,000	155,000	(35,000)	(18.4%)
Charges for Services	9,720,283	10,209,087	10,776,753	567,666	5.6%
Internal Service and Indirect Cost	23,856	0	0	0	0.0%
Miscellaneous Other	229,886	0	0	0	0.0%
Revenue Total	10,321,941	10,399,087	10,931,753	532,666	5.1%

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agency wide		
· A decrease in capital equipment due to one-time capital equipment purchases that are not budgeted in 2020.	0.00	(7,400)
· An increase in revenue for reimbursements for legal services provided to DEN.	0.00	533,000
Administration		
· An increase in services and supplies for a one-time increase in outside legal counsel services.	0.00	1,500,000
· A decrease in services and supplies due to the expiration of one-time budget added in 2019 for outside legal counsel services.	0.00	(1,874,300)
· A decrease in services and supplies to reduce budget associated with outside legal counsel services.	0.00	(549,200)
· A decrease in services and supplies to reduce the budget associated with professional services for litigation and prosecution related activities.	0.00	(300,000)
· A decrease in services and supplies due to the expiration of a one-time professional services contract in 2019.	0.00	(150,000)
· A decrease in services and supplies to reduce budget associated with funding office supplies for the department.	0.00	(30,000)

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
· A decrease in services and supplies to reduce budget associated with travel and transportation expenses.	0.00	(30,000)
· A decrease in services and supplies to reduce the budget associated with official function expenses for the department.	0.00	(17,000)
· A decrease in services and supplies to reduce budget associated with funding computer equipment for the department.	0.00	(6,000)
· A decrease in services and supplies to reduce budget for postage and mail delivery for the department.	0.00	(5,000)
Airport Legal Services		
· An increase in personnel services for a Senior Assistant City Attorney position added in mid-2019 to support the minimum wage ordinance implementation. Denver International Airport will reimburse the City's General Fund for these services resulting in a net-zero-dollar impact.	1.00	174,700
· An increase in services and supplies for an increase in outside legal services. Denver International Airport will reimburse the City's General Fund for these services resulting in a net impact of \$0.	0.00	750,000
Civil Litigation		
· A decrease in personnel services to reduce the budget associated with an annual fellowship program for on-call law students to gain professional experience within the City Attorney's Office.	(3.50)	(239,200)
Municipal Operations		
· An increase in personnel services for a Senior Assistant City Attorney position added in mid-2019 to support the minimum wage ordinance implementation.	1.00	174,700
Prosecution and Code Enforcement		
· A decrease in personnel services to account to the partial reallocation of a Senior Assistant City Attorney position to grant funding.	(0.60)	(100,800)
Grants and Special Revenue Funds		
· An increase in grant FTE and projected expenditures due to an increase in funding for the Crime Victim Services, Justice Assistance, and Specialized Domestic Victim Prosecution grant programs.	4.60	100,700
· A decrease in Special Revenue Funds due to anticipated levels of expenditures within the Liability and Claims Fund.	0.00	(1,620,500)



Mission

Mitigating climate change by advancing carbon-free strategies to reduce greenhouse gas emissions; cultivating resiliency in the face of potential climate change-related emergencies; and securing an economically, socially and environmentally sustainable city for generations to come.

Department Summary

The Office of Climate Action, Sustainability, and Resiliency reports directly to the Mayor. The Office is expected to be established by ordinance with City Council action in November 2019 and will be established on July 1, 2020. It combines sustainability and climate personnel from the existing Office of Sustainability and the Climate Action team within the Environmental Quality Division in the Denver Department of Public Health & Environment. The Office's work centers on achieving the goals set forth by the Intergovernmental Panel on Climate Change (IPCC) and Denver's *80 x 50 Climate Action Plan*: finding an equitable path towards eliminating greenhouse gas emissions while preparing Denver and its vulnerable populations for the negative externalities associated with climate change. City sustainability goals and initiatives can be found at the Office's website at: <https://www.denvergov.org/content/denvergov/en/office-of-sustainability.html> The City's Climate Action plan can be found online at: https://www.denvergov.org/content/dam/denvergov/Portals/771/documents/EQ/80x50/DDPHE_80x50_ClimateActionPlan.pdf

Services

- The [Division of Administration](#) handles day-to-day office operations; develops, administers, and oversees contracts with vendors and technical consultants; manages annual budgets (operating budgets and grants); and establishes relationships with city agencies and private sector stakeholders to ensure a coordinated, citywide approach to addressing climate change. The Executive Director and teams also coordinate with regional and state stakeholders to ensure consistency and scale for various climate mitigation and adaptation strategies.
- The [Buildings and Homes Division](#) implements the Energize Denver Commercial Building Benchmarking Ordinance; assists in implementation of Denver's Green Buildings Ordinance; develops and implements programs and policies to reduce energy consumption in commercial and residential buildings while also reducing greenhouse gases; and establishes and evaluates building strategies that lead to significant reductions in climate-forcing emissions.
- The [Renewable Energy and Vehicle Electrification Division](#) actively coordinates with city leadership and Xcel Energy to further goals established in the Energy Future Collaborative; actively represents the City in front of the Public Utilities Commission (PUC) to achieve Denver's renewable electricity goals; coordinates with city agencies and private sector stakeholders to prepare for rapidly increasing electric vehicle registrations and the associated electric vehicle charging networks throughout Denver; and oversees implementation of Denver's Climate Action Plan.
- The [Resiliency and Sustainability Division](#) coordinates with city agencies to establish and track progress towards Denver's sustainability goals; oversees updates to and implementation of Denver's Executive Order 123; oversees implementation of the Certifiably Green Denver small business assistance program; oversees implementation of the Sustainable Neighborhoods program; oversees communications and marketing support for the entire Department; and coordinates with city agencies to develop, implement, and track progress towards Denver's Climate Adaptation (i.e. resiliency) plan.

Strategies

Create and deploy strategies to reduce emissions and safeguard Denver's climate, build resiliency, and support sustainability in Denver and across the region.

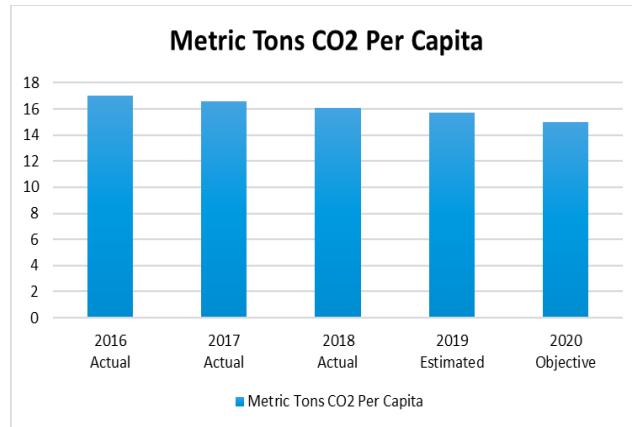
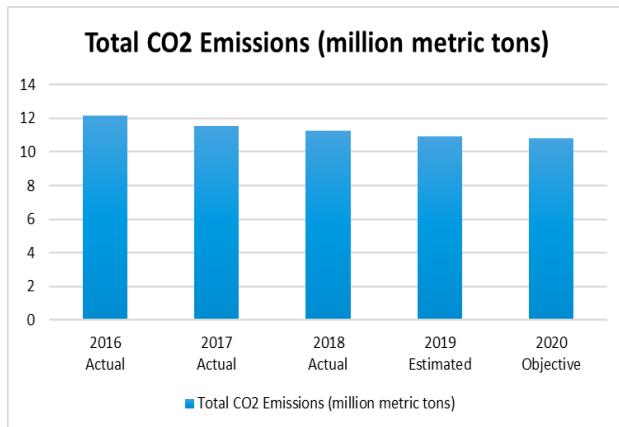
Inspire community action and ensure environmental justice and equity as Denver transitions to carbon-free energy and transportation systems.

Enhance sustainability as a core business and public value to further sustainable management practices citywide.

Assist Denver businesses in developing and implementing sustainable business practices that conserve natural resources, reduce pollution and solid waste, and reduce costs.

Program and Performance Highlights

The Office's key strategic priority is to mitigate greenhouse gas emissions by decarbonizing energy and transportation systems and by creating high performance buildings through the Energy Denver Commercial Benchmarking and Green Buildings ordinances. Denver's **CO2 emissions** continue to decline in the face of significant population growth. Denver is expected to meet both the original 2020 goal of reaching 1990 level emissions (11.8M metric tons) and the 2018 revised goal of 15 percent below 2005 levels (11.1M metric tons) as early as 2019, but much work remains to achieve the 2050 and interim year goals.



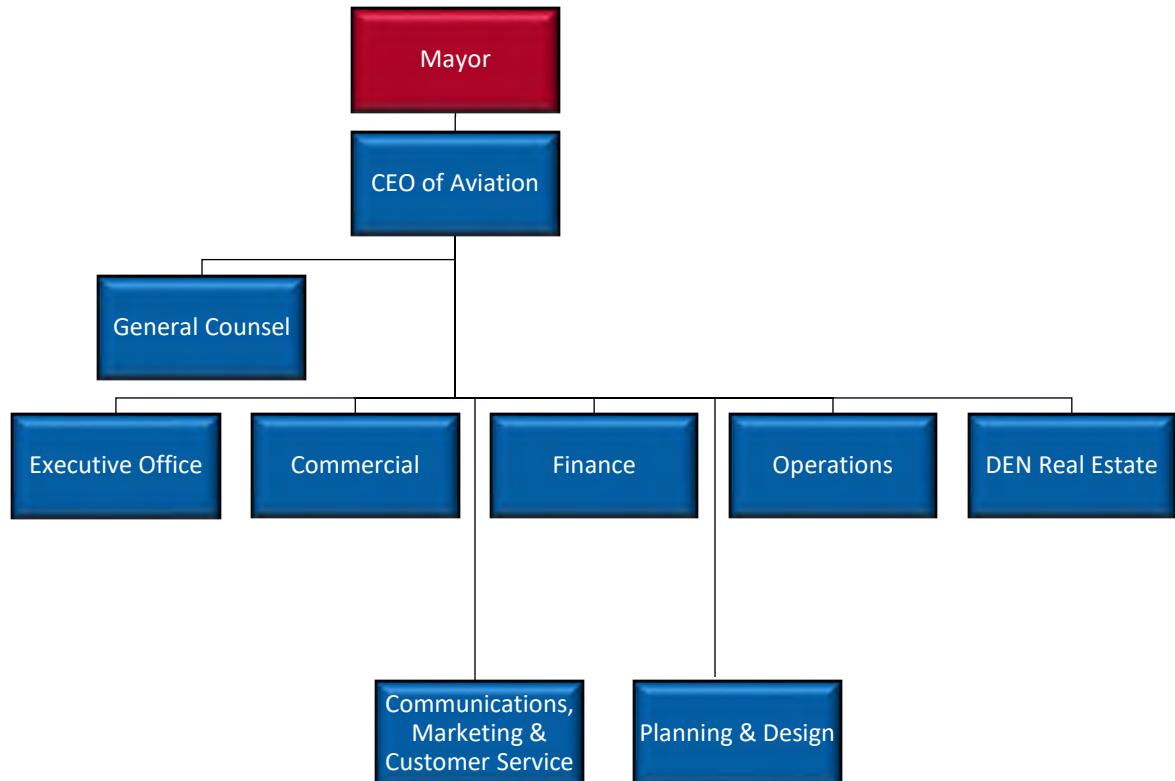
Budget Detail

Office of Climate Action, Sustainability and Resilience (0107000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	0	0	3,074,732	3,074,732	0.0%
Services and Supplies	0	0	1,923,970	1,923,970	0.0%
Expenditures by Type Total		0	4,998,702	4,998,702	0.0%
Expenditures by Activity					
Climate Administration	0	0	727,908	727,908	0.0%
Buildings and Homes	0	0	2,091,444	2,091,444	0.0%
Resiliency and Sustainability	0	0	1,184,600	1,184,600	0.0%
Renewable Energy and Vehicle Electrification	0	0	994,750	994,750	0.0%
Expenditures by Activity Total		0	4,998,702	4,998,702	0.0%
Total Program Expenditures	0	0	4,998,702	4,998,702	0.0%
Personnel Complement (Budgeted)					
Buildings and Homes	0.00	0.00	9.29	9.29	0.0%
Climate Administration	0.00	0.00	3.17	3.17	0.0%
Renewable Energy and Vehicle Electrification	0.00	0.00	4.17	4.17	0.0%
Resiliency and Sustainability	0.00	0.00	11.00	11.00	0.0%
Personnel Complement (Budgeted) Total	0.00	0.00	27.62	27.62	0.0%

Office of Climate Action, Sustainability and Resilience (0107000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Total Personnel Complement	0.00	0.00	27.62	27.62	0.0%
Revenue					
Miscellaneous Other	0	0	3,998,702	3,998,702	0.0%

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agency wide		
· An increase in personnel services due to transferring sustainability and climate positions from the existing Office of Sustainability and the Climate Action team within the Environmental Quality Division in the Denver Department of Public Health & Environment funded by a transfer from the Environmental Services Enterprise Fund to provide seed funding for the implementation of the Office.	16.50	2,223,700
· An increase in personnel services to support mid-year position staff hiring during the development and implementation of the Office.	11.12	850,000
· A one-time increase in services and supplies to provide support for space, equipment, electric vehicle marketing and outreach programs, implement Energize, Green Building, Net Zero Construction, update the 2015 Adaptation Plan, Incentives Program, GHG Analysis, Commercial Diversion, and a marketing campaign funded by a one-time transfer from the Environmental Services Enterprise Fund.	0.00	1,325,000
· A one-time increase in services and supplies that is funded from the Environmental Services Enterprise Fund to support the development and implementation of the Office.	0.00	450,000
· An increase in services and supplies to provide workforce training.	0.00	100,000
· An increase in services and supplies to purchase office supplies for new personnel.	0.00	50,000
· An increase in revenue due to a transfer from the Environmental Services Enterprise Fund to provide seed funding for positions that transferred from Sustainability and the Climate Action team within the Environmental Quality Division in the Department of Public Health & Environment.	0.00	2,673,700
· An increase in revenue due to a one-time transfer from the Environmental Enterprise Fund to provide funding for services and supplies, including office equipment and space, to implement setting up the new Office.	0.00	1,325,000



Mission

DEN's mission is to operate at the highest standards of safety and security. This mission is executed while delivering consistent, outstanding service to our customers that delights, inspires, eases the pressures of travel and offers the highest levels of service and efficiency.

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-breaking 64.5 million passengers traveling through in 2018. As of August 2019, DEN serves 215 domestic and international destinations and is known around the globe 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 \$26 billion.¹ in economic impact for the State each year.

DEN has an established reputation for excellence and continues to look for ways to embody quality. In November 2018, DEN was recognized as the best airport in the United States in the first-ever Wall Street Journal U.S. Airport rankings. OAG Aviation Punctuality Report ranked DEN fourth worldwide among mega airports (more than 30 million passengers) for flight punctuality and second in the United States. In September 2018, J.D. Power supported this by ranking DEN No. 4 among "mega" airports. Leisure Lifestyle Award recognized DEN for its unique host of customer services, including its CATS program and DEN events. Global Traveler Trazees awarded DEN third place for Favorite Airport in North America and second place for Favorite Airport Shopping in July 2018. DEN was also recognized for having the second fastest airport Wi-Fi in the World. Additionally, in 2018, DEN was recognized by the International Parking Institute Award of Excellence for "Best design/implementation of a surface parking lot" for its 61st and Pena Station parking facility. In December 2018, DEN was awarded The Bond Buyer's Deal of the Year award which recognizes excellence and innovation in municipal financing for its \$2.5 billion issuance, the largest AMT bond transaction and the largest airport revenue bond ever issued. At the start of 2019, DEN continues to receive awards and was named by Skytrax as the Best Regional Airport in North America, No. 2 Best Airport in North America, No. 7 World's Best Regional Airport and No. 3 Best Airport Staff in North America.

DEN's strategic plan has ambitious goals interlinked with performance measures to adapt to changes in the industry and to measure its success. Since DEN opened 24 years ago, air transport has evolved, and airports are ambitiously competing for air service and business. This strategic plan has positioned DEN to continue to excel and compete in this dynamic global industry.

¹ From CDOT's 2013 Economic Impact Study for Colorado Airports



With 215 destinations in twelve countries, DEN continues to expand and will add six more domestic destinations by year-end on top of the seven domestic and one international destination added in early 2019. In March 2019, United Airlines added seven domestic destinations while Cayman Airways added nonstop travel to Grand Cayman Islands. United added daily, year-around service to Frankfurt in May 2019 and will begin year-round service to London in November 2019. United joins its Star Alliance partner Lufthansa German Airlines in providing nonstop service between

Denver and Frankfurt. Later in 2019, United and Frontier will begin service to Mobile, AL, Burlington, VT, Green Bay, WI, Eureka, CA, Fairbanks, AK, and Tyler, TX. The twelve international countries currently include: Belize, Canada, Cayman Islands, Costa Rica, England, France, Germany, Iceland, Japan, Mexico, Panama, and Switzerland. In addition to increased destinations, Southwest announced plans to build a three aircraft maintenance hangar to accommodate growing needs. 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, 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 June 2019, DEN has a total of 16,644 parking spaces in the public garages and 27,268 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 the growing air service and revenue streams, Denver International Airport is undertaking a \$3.5 billion capital program (2018-2022) accommodating growth and balancing elements of the airport which includes Concourse Expansion and Terminal Redevelopment. The Concourse Expansion Project 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, on each concourse. The Terminal Redevelopment will result in an improved security model, featuring innovative technology, and a modernized facility. Through these initiatives, DEN will better utilize the terminal space for improved concessions and increased non-airline revenue in an environment that promotes relaxation and enjoyment. DEN's goal is for travelers to find the terminal experience safer, more efficient, and enjoyable and these upgrades will result in a streamlined facility that serves as a warm welcome to Denver, keeps up with increasing passenger demand, and creates a lasting impression on visitors. For more detailed information, visit www.flydenver.com.

Services

The **Executive Office** is comprised of the Aviation Chief Executive Officer and five Executive Vice Presidents for External Affairs, Commercial, Finance, Operations, and DEN Real Estate 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: the City Attorney, City Auditor, Division of Small Business Opportunity, and Division of Workforce Development. The Executive Office also manages the External Affairs Division, Global Communications and Marketing Department, and Planning and Design Department.

The **External Affairs Division** is responsible for government and community affairs, working with the community on DEN opportunities, airport-wide process improvement through the Peak Program, and employee engagement and diversity.

The [Global Communications and Marketing Department](#) manages external and internal communications for Denver International Airport, including media relations, social media, employee communications, employee recognition programs, executive communications, web and video. In addition, all marketing and branding efforts for the airport, including special events, advertising and printed collateral are handled by this division.

The [Planning and Design Department](#) oversees planning and noise, development, and energy management. The Development Section is responsible for project management, coordination, construction of airfield and roadway projects and site development/survey, management of airport project design coordination, tenant development and engineering standards for the airport.

The [Commercial Division](#) optimizes existing airport businesses and identifies and develops new business opportunities to support the airport's strategic objectives. The department's portfolio includes the hotel, concessions, rental car facilities and parking, and production of natural resources. The department is charged with developing and monetizing all airport assets, including terminals, land, and minerals.

The [Finance Division](#) leads DEN's financial strategy and manages its financial operations. The Division is comprised of Financial Accounting, Human Resources, Business Technologies, Air Service, Business Management Services, and Finance. Key responsibilities include financial analysis and reporting, capital planning and funding, rates and charges, budget planning and management, procurement and contracts, financial statement preparation, audits on key risk areas, debt issuance, risk management, technical infrastructure, cyber security, and investor relations.

The [Operations Division](#) includes Airport Infrastructure Management and Airport Operations.

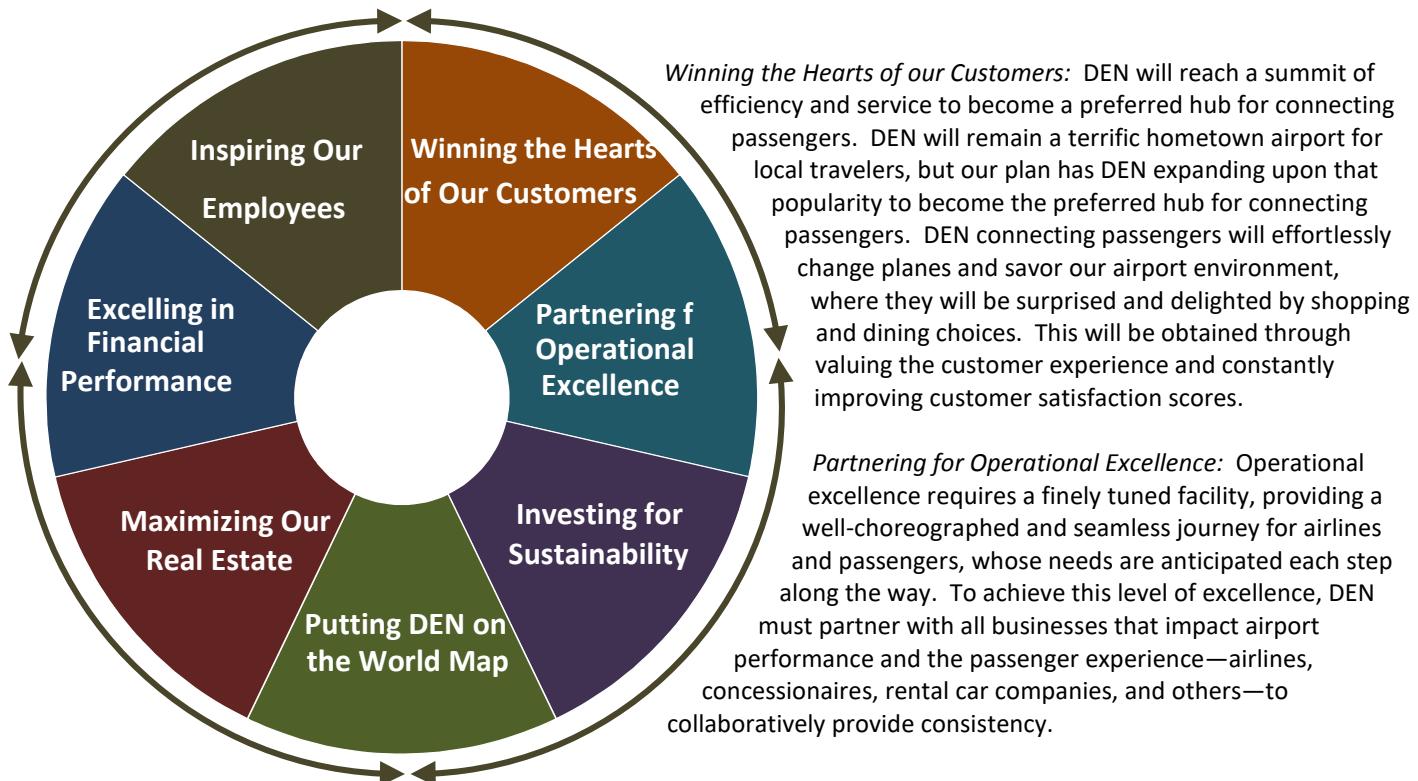
The [Airport Infrastructure Management \(AIM\) Department](#) safely and efficiently maintains all airport assets and manages environmental services. AIM strives to provide exceptional service to all DEN customers through leading the repair and maintenance of airport facilities, airfield maintenance (including snow removal), electrical and technical maintenance, and fleet maintenance. AIM endeavors to increase operating efficiency for the expanding airport with simple, impactful solutions like switching to LEDs for runway lighting thereby reducing cost. The Environmental and Sustainability Section is responsible for overseeing all activities at DEN for compliance with environmental regulations and sustainable practices.

The [Airport Operations Department](#) is responsible for the safe, efficient, and secure operation of the airfield, main terminal and concourses. Specifically, the Airfield Operations Section coordinates airfield construction and aircraft movement on the ramp in coordination with the FAA Tower, and has oversight of the Denver Fire Department units at DEN. The Airport Security Section is responsible for the management of the airport's security related compliance, badging, permitting functions, and is the primary liaison with the Denver Police, Transportation Security Administration, Federal Bureau of Investigation, and Customs and Border Protection. The Operations Support Section manages the airport's Communication Center, and plans and conducts emergency planning exercises in compliance with federal requirements. The Airport Services Section manages the Automated Guideway Transit System (AGTS), conveyances and janitorial contracts, and baggage handling system.

The [DEN Real Estate Division](#) provides a road map for smart, sustainable, and compatible growth of the airport for decades to come. At 53 square miles, DEN remains positioned for growth at incrementally low costs, which will help maintain a competitive cost structure for our carriers while keeping up with growing demand. The airport has the ability to double its runways and facilities to serve 100 million passengers annually, with an additional 9,000 acres available for commercial development. This land represents one of the most compelling real estate opportunities in the world. It will generate non-aviation revenue, thus reducing airline operating costs in Denver, increasing regional economic benefits and generating new passengers, all of which should result in more flights to more cities.

Strategies

DEN implemented a strategic plan to put into context a highly competitive global airport industry, define the airport's strategic priorities and establish quantifiable objectives for success. This plan helps DEN organize performance measures that support Mayor Hancock's vision — "We will deliver a world-class city where everyone matters." DEN's vision is to become, "America's favorite connecting hub, where the Rocky Mountains meet the world." The vision is supported by seven strategic objectives and nine goals. The objectives and the related goals are summarized below.



Excelling in Financial Performance: DEN will excel in financial performance by managing its budget, strategically and judiciously funding capital projects, along with seeking new sources of airport revenue that do not come from or depend upon airline operations. Excellent fiscal policy means a good reputation in the financial community, resulting in high ratings and low interest rates for the airport's bonds. By promoting sources of non-airline revenue, which goes toward offsetting DEN's operating and maintenance costs, we will reduce the cost of operating at DEN, make DEN more competitive globally, and make it a more attractive investment for new air service.

Putting DEN on the World Map: Denver and Colorado are just emerging in the global consciousness. DEN has unparalleled potential to serve the airlines and their international clients—business and leisure—who will be discovering the area. The airport continues to partner with local organizations that promote Denver as a tourism and business destination, to seek viable new air service, and position itself as a connecting hub for both international and domestic flights. As part of the plan, DEN plans to increase international passengers by 40 percent and secure service to over 200 destinations worldwide.





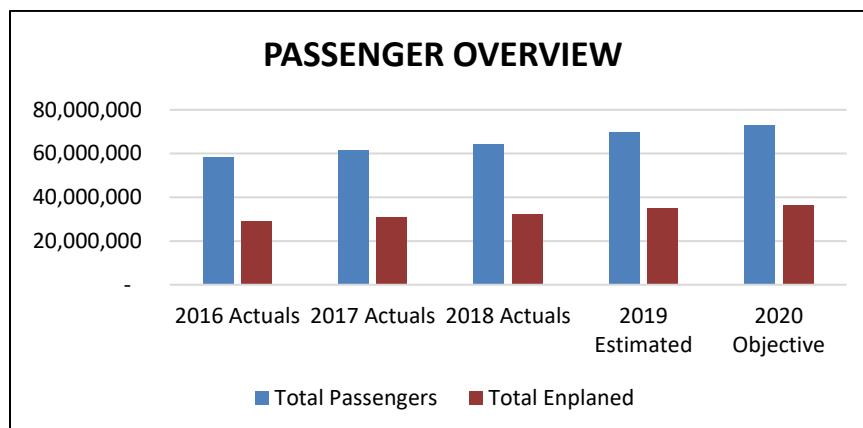
Maximizing our Real Estate: From the moment planners decided that our new airport should be big enough to meet the needs of a distant future, DEN has had an enviable aviation asset—the ability to add capacity. This wealth of land positions the airport to develop commerce within its boundaries, creating dynamic enterprise zones. DEN's foray into large-scale commercial growth has already begun with the on-airport hotel, open-air plaza, and a commuter rail station, with planning for urban development at the stations along the commuter rail corridor between downtown Denver and the airport. Aviation-related businesses, enterprises that rely on cargo flight and companies that simply need airport access will be interested in operating within DEN Real Estate.

Investing for Sustainability: DEN's sustainability efforts are focused strategically considering the long-term economic, social, and environmental impacts of all airport activities in order to maximize long-term benefits and ensure that our success strengthens our community stakeholders. By reducing waste, increasing efficiencies, and implementing various environmental programs, DEN plans to improve its environmental impact and better prepare future generations for a clean, sustainable airport. One way that we reduce cost, reduce waste, and build community capacity is by improving waste diversion through our recycling, composting, and food donation programs.



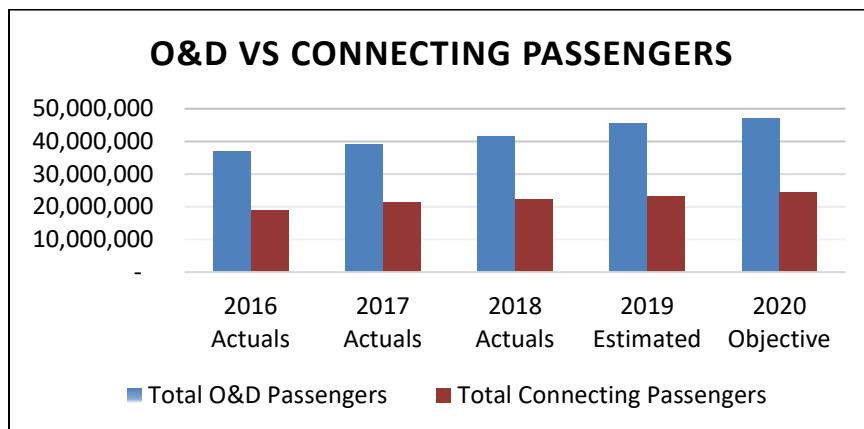
Inspiring Our Employees: DEN challenges employees to reach new heights in service and performance. The combination of each employee's daily contributions toward achieving our vision and the airport's assets and strengths can be a transformative force — energy that will propel DEN to the forefront of international airports. Through better transparency and increased employee appreciation and engagement activities, DEN strives to become one of the top workplaces in Metro Denver.

Performance Context



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.

Performance Measures	2016 Actual	2017 Actual	2018 Actual	2019 Estimated	2020 Objective
Gross Concession Revenue per Enplaned Passenger	\$12.03	\$11.99	\$12.32	\$12.33	\$12.34
Cost per Enplaned Passenger	\$10.92	\$10.69	\$10.56	\$10.91	\$11.79
Senior Bond Ratings	A+/A+/A1	A+/A+/A1	AA-/A+/A1	AA-/A+/A1	AA-/A+/A1
Debt Service Coverage – All Bonds	1.69x	1.84x	1.96x	1.61x	1.53x
International Destinations	21	23	25	26	27
Total Destinations	181	187	201	215	220

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 & Total Destinations is the number of destinations served by DEN with regularly scheduled service at some point during the year.

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Revenues					
Operating Revenue					
Airline					
Facility Rentals	\$196,065,192	\$202,434,823	\$210,281,709	\$7,846,886	3.9%
Landing Fees	161,981,181	177,767,054	187,475,342	9,708,288	5.5%
Total Airline	358,046,373	380,201,877	397,757,051	17,555,174	4.6%
Non-Airline					
Parking Revenues	189,890,347	198,351,444	204,107,226	5,755,782	2.9%
Car Rental Revenues	72,620,705	77,377,903	78,578,233	1,200,330	1.6%
Concessions Revenues	83,296,714	76,993,671	92,363,955	15,370,284	20.0%
Aviation Fuel Tax	25,039,142	23,167,921	26,564,026	3,396,105	14.7%
Hotel	53,304,258	51,321,812	63,223,878	11,902,066	23.2%
Ground Transportation	17,312,633	17,187,601	20,094,348	2,906,747	16.9%
Other Sales & Charges	8,849,658	8,200,000	10,078,550	1,878,550	22.9%
Total Non-Airline	450,313,458	452,600,352	495,010,216	42,409,864	9.4%
Total Operating Revenue	808,359,831	832,802,229	892,767,267	59,965,038	7.2%
Non-Operating Revenue					
Passenger Facility Charges	123,907,063	128,849,483	139,662,569	10,813,086	8.4%
Customer Facility Fees	20,019,006	20,582,907	22,710,517	2,127,610	10.3%
Investment Income	73,802,316	49,600,000	42,000,000	(7,600,000)	(15.3%)
Other Non-Operating Revenues	42,846,040	15,700,000	10,000,000	(5,700,000)	(36.3%)
Total Non-Operating Revenue	260,574,424	214,732,390	214,373,086	(359,304)	(0.2%)
Total Revenues	\$1,068,934,256	\$1,047,534,619	\$1,107,140,353	\$59,605,734	5.7%
Expenditures					
2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change	
Personnel	\$124,476,793	\$140,060,458	\$146,579,146	\$6,518,688	4.7%
Services and Supplies	231,881,272	252,257,687	258,995,106	6,737,419	2.7%
Internal Services and Misc	59,165,865	63,884,518	68,334,646	4,450,128	7.0%
Total Operating	\$415,523,930	\$456,202,663	\$473,908,898	\$17,706,235	3.9%
By Division					
Executive Office	\$22,913,861	\$25,904,726	\$26,710,932	\$806,206	3.1%
External Affairs	5,792,791	7,811,853	9,287,322	1,475,469	18.9%
Commercial	59,257,735	61,896,174	64,459,860	2,563,686	4.1%
Finance	70,991,101	78,627,928	80,278,895	1,650,967	2.1%
Operations	253,079,390	277,491,092	289,518,325	12,027,233	4.3%
DEN Real Estate	3,489,052	4,470,890	3,653,564	(817,327)	(18.3%)
Total DEN	\$415,523,930	\$456,202,663	\$473,908,898	\$17,706,235	3.9%

	2019		2020		\$ Change	% Change
	2018 Actuals	Appropriated	Recommended			
Hotel 73130-6000000	\$29,022,881	\$32,817,458	\$36,344,246	\$3,526,788	10.7%	
Debt Service 73820-6000000	\$371,652,105	\$370,000,000	\$413,615,169	\$43,615,169	11.8%	
Concession Joint Marketing Fund* 73880-6000000	\$1,728,353	\$3,200,000	\$4,029,413	\$829,413	25.9%	
Customer Facility Charge* 73790-6000000	\$1,109	\$20,582,907	\$26,586,740	\$6,003,833	29.2%	
Capital Equipment and Improvements Fund: 73850-6000000	\$11,941,465	\$10,708,049	\$12,560,851	\$1,852,802	17.3%	
Capital Equipment Net Revenue Deposit for Capital Improvements	\$155,892,490	\$94,000,000	\$191,693,490	\$97,693,490	103.9%	
	\$167,833,955	\$104,708,049	\$204,254,341	\$99,546,292	95.1%	

*Cash-based, non-lapsing fund that is appropriated based on revenues collected. Actuals are based on proceeds spent.

Personnel Complement

	2019		2020		Variance	% Variance
	2017 Actuals	2018 Actuals	Budget	Projected		
Career Service Authority (CSA) Employees						
Executive Office	11.50	12.50	12.50	13.50	1.00	8.0%
External Affairs	78.50	86.50	86.50	89.00	2.50	2.9%
Commercial	112.00	113.00	113.00	113.00	-	0.0%
Finance	117.00	117.00	117.00	117.00	-	0.0%
Operations	951.25	974.25	974.25	974.75	0.50	0.1%
Real Estate	5.00	5.00	5.00	5.00	-	0.0%
Personnel Complement (Budgeted) Total*	1,275.25	1,308.25	1,308.25	1,312.25	4.00	0.3%

Executive Office: 1.0 FTE to support community affairs, outreach, MWBE efforts and strategic planning.

External Affairs: 2.0 FTEs transferred from the City to the Airport's Commerce Hub and 0.5 FTE request for converting marketing professional position to full-time.

Operations: 0.5 FTE request for converting geographic info systems administration position to full-time

Note: *Excludes FTEs located in other agencies that provide direct services to DEN and excludes Auditor staff (billable hours) and Indirect Cost FTE allocations.

Programmatic Changes

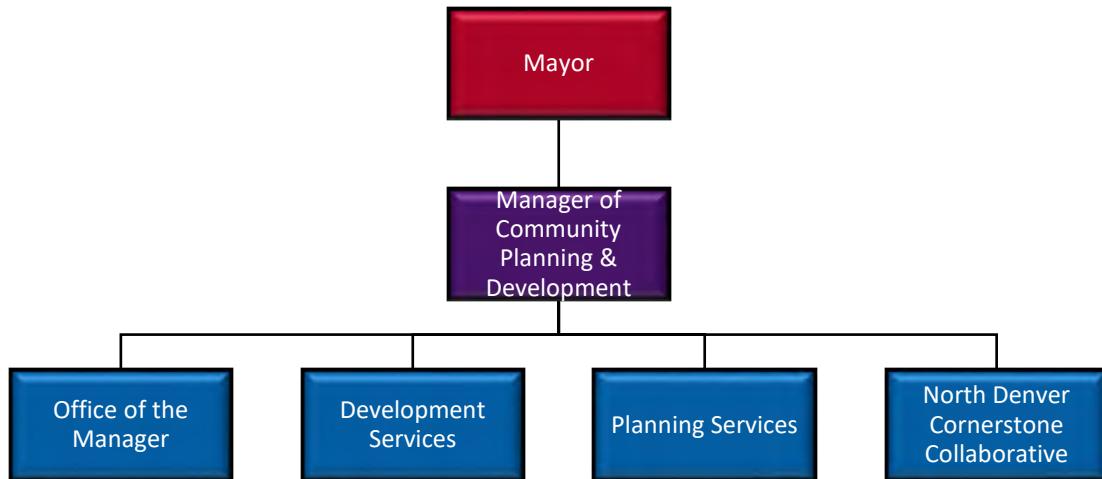
Aviation

Impact Description

- A net increase in revenue driven by forecasted growth in both budgeted airline and non-airline revenue sources 0.00 59,605,734
- A net increase in personnel services due to merit, pension, and overall healthcare increases as well as four FTE requests to include: 2 FTEs for contract compliance, 1 FTE for a deputy director position to support community affairs, outreach, and strategic planning, and converting 2 current administrative positions from part-time to full-time within systems administration, and marketing. 4.00 6,518,688
- A net increase in services and supplies due to maintenance contracts for concourse train, baggage, and janitorial services driven by strong passenger growth 0.00 6,737,419
- A net increase in internal services and miscellaneous due to increased City FTEs, personnel, merit, and benefits costs and indirect cost allocations 21.00 4,450,128

Capital Equipment

Item	Quantity	New/Replacement
Truck/4x4	2	New
Inflatable Tent System	1	New
Testing Equipment	1	New
Hazmat ID	1	New
Truck/Pickup	12	Replacement
Truck/Utility	12	Replacement
Jetbroom Sweeper	9	Replacement
Truck/Dump	6	Replacement
Cargo Van	4	Replacement
Truck/Stakebed	3	Replacement
Sedan	3	Replacement
Trailer	3	Replacement
Sweeper	2	Replacement
Truck/Flatbed	2	Replacement
Striper	2	Replacement
Compactor	2	Replacement
Grader	1	Replacement
ARFF Fire Truck	1	Replacement



Mission

To guide and promote the planning, building, and maintenance of an outstanding City and County of Denver.

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 want to live, work, and play – a concept referred to as ‘place-based economic development.’

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 responsible for administering the Denver Zoning Code, which regulates land uses, provides building and site design standards, and outlines the development review processes. Through permitting and inspection services, CPD also 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 and www.denvergov.org/ds.

Services

The [Office of the Manager](#) provides the Community Planning and Development (CPD) Department’s guiding vision and oversees all divisions of the department. Duties under the Office of the Manager include key activities such as policy development and direction, establishing agency goals, objectives and guidance, purchasing, contract management, public education and media relations, and financial management, including budgeting and accounting. CPD also processes cashiering/collections transactions for Excise & Licenses, Parks and Recreation, Public Works, and several other smaller agencies.

The [Development Services Division](#) ensures that the real estate development and construction industry, both public and private, acquires the information and approvals it needs to complete its work, simultaneously ensuring the community’s and the City’s interests. Development Services 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 Public Works. Additional coordination with agencies such as Department of Public Health and Environment, Denver Water, and Excise and Licenses is done on an as-needed basis.

The [Planning Services Division](#) leads the City Planning program through preparing plans and regulatory tools that advance the citywide goals of our Comprehensive Plan 2040 and Blueprint Denver land use and transportation plan. 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. Together, the Planning Services Division’s supports the vision of Building Community and ensures that Denver is healthy, connected, vibrant, sustainable, and safe.

The [Office of the Manager](#), [Development Services Division](#), and [Planning Services Division](#) all also 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.

The [North Denver Cornerstone Collaborative](#) (NDCC) is an initiative of Mayor Hancock to strategically align, in coordination with all its partners, the planning and implementation of projects and programs in Globeville, Elyria, Swansea, and River North. The NDCC builds partnerships both internally and externally to add capacity and leverage investments, coordinates

existing planning and implementation efforts to build strong, healthy, connected communities, and supports an inclusive community engagement process.

Strategies

CPD aims to facilitate place-based economic development to create healthy, livable, and better-connected communities with several strategies that cross multiple divisions. The three key themes of CPD's strategic plan, last updated in 2017, are described below.

Recruit, Retain, and Empower Great People: 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 that:

- Encourage professional development by identifying improved onboarding practices, supporting investments in continuous training opportunities, and providing the necessary tools and resources for all staff to advance in their careers.
- Promote leadership, creativity, and innovation by celebrating the value of expertise and intellectual capital, creating opportunities for internal and external leadership, and supporting and recognizing those who go above and beyond.
- Celebrate teamwork by creating collaborative, inclusive teams that value each individual's creativity, history, and experience.

Make Great Places Possible: CPD has set a high bar for itself, aiming to create innovative systems and processes that result in quality outcomes across all workgroups.

- Pursue excellence by producing clear standards that can be easily understood, ensuring transparent best practices, and understand and communicate the big picture to staff and stakeholders.
- Innovate boldly by identifying opportunities to improve processes, collaborating to ensure changes work across the department, and communicating changes effectively so they become standard practice.
- Break down silos by ensuring plans and regulations enforce each other.

Connect 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 to:

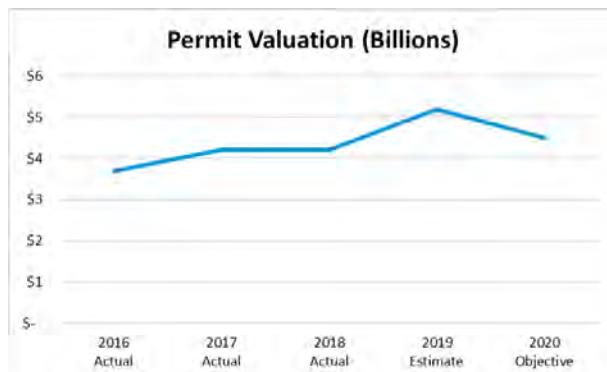
- Listen, learn, and partner by breaking down the barriers between staff and stakeholders to properly understand external needs and build trust with the department's peers and the public.
- Show and share with open doors by reaching out to the community to make ourselves available and to effectively tell the story of what we do and how we do it.
- Step up and follow through by ensuring the department is accountable and responsive.

Performance and Program Highlights

Community Planning and Development 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. These efforts have helped CPD manage unprecedented levels of permit activity in recent years, delivering tangible and meaningful improvements across the 100+ metrics the agency maintains to evaluate its performance.

CPD is continuing its focus on improving the quality of service provided to our customers, residents, and partners by reexamining our performance metrics with quality and customer service. CPD continues to explore additional tools aimed at improving the quality and consistency of our work and providing better services to our customers. Additional key priorities in 2020 include furthering our ability to invest in the success of our employees, advancing sustainable practices in our zoning and building codes, and progressing regulations and policies that strengthen Denver's neighborhoods. A few highlights are listed below:

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.

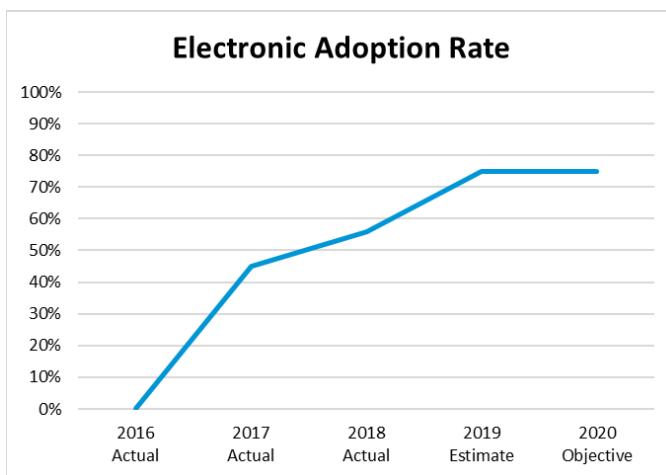
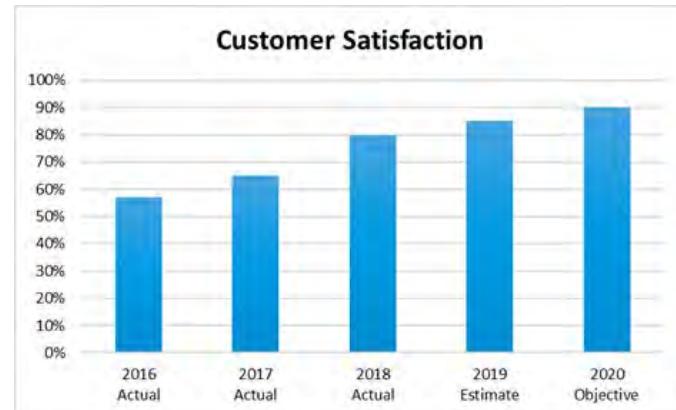


The division intends to increase the percentage of **plan reviews completed on time** by implementing process improvements. This may include using a contract with consultants as needed to address increased permitting requests. The timeframe to complete plan reviews on time can range from 1 day to 4 weeks depending on the type and size of project.

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. Past year goals have been 4:1. Actual results have exceeded that objective. Previous years tracked “Areas of Change” and “Areas of Stability” per the original Blueprint Denver. Under the update to Blueprint Denver adopted April 2019, the new terminology is “Growth Areas” and the geographic area is slightly modified.

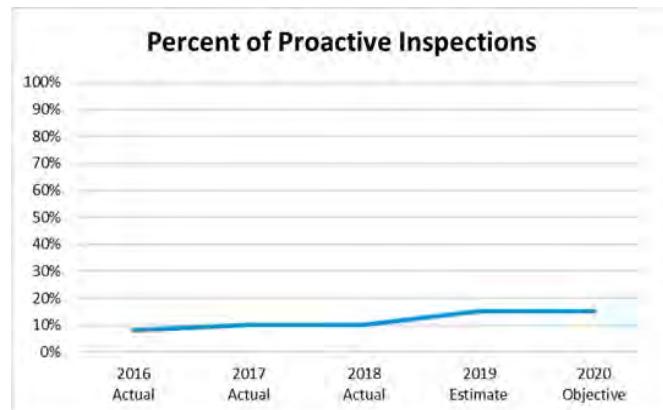
	2016 Actual	2017 Actual	2018 Estimate	2019 Estimate	2020 Objective
Ratio of Investment in Growth Areas	8 to 1	9 to 1	5 to 1	4 to 1	4 to 1

CPD strives to consistently provide excellent service to all our customers. Improvements to plan review turn-around times, shorter counter wait times, implementing appointments at the counter, and new online tools have driven a remarkable improvement in **customer satisfaction** over the past several years. This metric is measured as a percentage of total customer survey responses ranked good or excellent on a 5-point scale.



Electronic adoption rate represents the percentage of total plan reviews that are submitted through digital channels. Digital plan submissions allow our customers to spend their time on-line rather than in-line, drastically reducing the time and expenses associated with submitting their projects and allow for cumulative efficiencies in processing plan reviews and managing project records.

Neighborhood inspectors help protect the safety, prosperity, health, and welfare of all city residents by ensuring property owners keep their properties safe and well maintained. They primarily respond to complaint-driven inspection requests received through the City's 311 Call-Center. However, inspectors often self-identify and initiate inspections (Proactives) while in the field, which otherwise may have not been reported via a complaint. This metric represents the percentage of total Zoning Neighborhood (ZNIS) Inspections that are initiated in the field by the inspector (Proactive Inspections).



North Denver Cornerstone Collaborative

The [North Denver Cornerstone Collaborative](#) (NDCC) is an initiative of Mayor Hancock to strategically align and deliver the recommendations outlined in the Globeville, Elyria, and Swansea Neighborhood Plans, and the River North Area Plan. Working at the intersection of major infrastructure projects and people's daily lives, NDCC builds partnerships both internally and externally to add capacity and leverage investments. NDCC coordinates existing planning and implementation efforts to build strong, healthy, connected communities and supports a responsible and responsive community engagement process that ensures all community stakeholders are represented.

For more detailed information, please visit the North Denver Cornerstone Collaborative at:
<https://www.denvergov.org/content/denvergov/en/north-denver-cornerstone-collaborative.html>

Services

Promoting Mobility and Connectivity

NDCC works to support and coordinate Capital Improvement Projects (CIP) in north Denver. This work involves an active and intentional community participation process throughout the life cycle of the projects, from planning to implementation. NDCC projects focus on increasing safety, sustainable accessibility, and connectivity to those living in historically underserved neighborhoods through building of sidewalks, bus stops, bridges, roads, drainage, traffic navigation systems, and other types of infrastructure. Conscious that catalytic public projects can also be powerful disruptors in the daily lives of residents, businesses, and visitors, the NDCC started to expand its scope in 2018 to include wraparound social impact programs that are planned in tandem with infrastructure projects to support those most impacted by their implementation (see *Fostering Social Impact* section below.)

Providing Access to Health and Wellness

When it comes to improving the lives of the people in the north Denver communities, access to health and wellness programs is crucial. Such access has lacked for many decades in the NDCC neighborhoods. NDCC's work to address such inequity involves building parks and green open spaces that foster community gathering and promote community health; conducting studies to address risk of flooding and exploring potential solutions; implementing home improvements to mitigate the effects of construction noise and dust, but that also help with maintaining the area's affordable housing inventory; funding programs focused on active living, safety, education, access to healthy food, and other community-organized initiatives.

Fostering Social Impact

The neighborhoods in the NDCC area of operations are rich in culture, ethnicity, language, history, and display a high sense of belonging and pride among their residents. However, they face systemic social and economic barriers that span multiple generations and have been heightened in recent years as the city has experienced tremendous growth and development. NDCC addresses inclusive growth through a variety of program offerings that mitigate chronic unemployment, poverty, and

lack of education. From establishing Denver's first neighborhood economic resource center to training childcare providers to female leadership program, this focus area is setting a precedent for social innovation that is driven by public catalytic projects.

Strategies

Build partnerships both internally and externally, to add capacity and leverage investments.

- Strengthen and maintain existing funding partnerships that serve to leverage Denver investments in the NDCC neighborhoods; especially in the areas of workforce development, community services, affordable housing, health access, healthy foods, and educational programs for residents of all ages.
- Leverage resources from and collaborate with new and current subject-matter partners to deliver targeted services that maximize collective impact for north Denver residents.
- Provide a forum for stakeholders in north Denver to learn best practices on continued community engagement and build new programs to address gaps from residents.

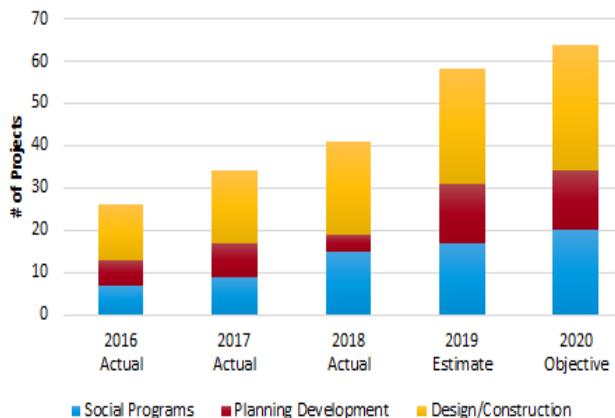
Identify efficiencies within current Denver projects and programs that can potentially benefit the NDCC neighborhoods.

- Work closely with partner agencies from the early stages of project/program planning to understand the vision, goals, scope, and impact of their work in the NDCC area.
- Develop a process that records projects and programs' best practices/lessons learned, which can serve as guideline to current and future work.
- Involve the diverse expertise and skills of our team to work with partner agencies and provide a different and more holistic perspective to the planning and implementation of infrastructure projects

Lead a responsive community engagement process that respects the role of community in helping identify and design public infrastructure projects, and that ensures transparent communications.

- Work with Denver agencies to be deliberate in their community engagement plans as they set out to implement projects in the NDCC communities.
- Develop effective community engagement tactics that provide consistent and complete information to the NDCC neighborhoods.
- Coordinate with other Denver agencies and external partners to maximize their existing outreach and engagement efforts and help deliver timely, accurate, and complete information, while also gathering community feedback.

Summary of NDCC Work Efforts



Performance and Program Highlights

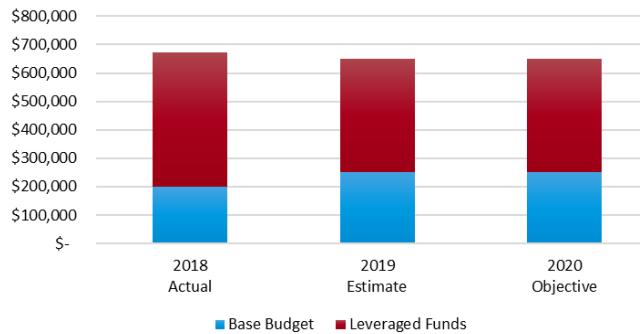
NDCC Advancement of Area/Neighborhood Plans

Recommendations:

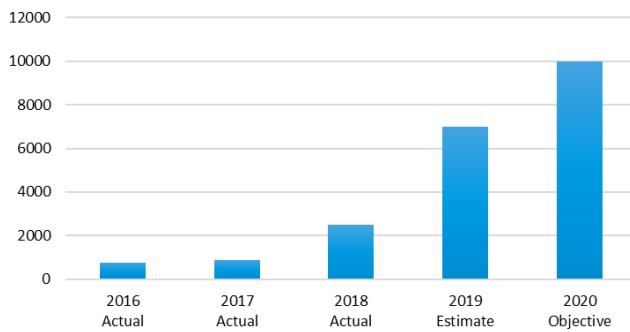
NDCC has evolved from a planning and development office into an implementation and coordination office for redevelopment projects in the River North, Globeville, Elyria and Swansea neighborhoods. In 2016, the focus of NDCC was on the development of neighborhood plans and planning of large infrastructure projects. In recent years, the work efforts have shifted to the design and construction phase along with social impact program efforts. As NDCC moves into the future, the focus will be on making progress on the implementation of both the neighborhood plan and social program initiatives.

Growth of the NDCC Social Impact Programs: One of NDCC's goals is to build partnerships both internally and externally to add capacity and leverage investments to help implement and fund neighborhood plan recommendations. By leveraging funds and opportunities with other city agencies and external foundations/nonprofits/public institutions, the NDCC economic mobility and social equity programs can have a greater impact in Globeville, Elyria and Swansea.

Growth of NDCC Social Impact Programs



Number of Community Interactions



Community Engagement Interactions: One of NDCC's core objectives is to ensure a consistent, transparent, and accessible community engagement process for all the projects and programs in its area of operations. As NDCC seeks to fulfill the area/neighborhood plans recommendations, community engagement efforts will increase. Such increase in community interactions will ensure a positive feedback loop that allows for course correction of our work.

Department Budget

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Office of the Manager	3,811,734	3,989,285	3,735,666	(253,619)	(6.4%)
Development Services	22,028,969	22,085,244	22,496,146	410,902	1.9%
Planning Services Division	5,702,864	5,939,675	7,149,138	1,209,463	20.4%
North Denver Cornerstone Collaborative	1,768,632	2,302,587	2,340,312	37,725	1.6%
Total	33,312,199	34,316,791	35,721,262	1,404,471	4.1%
General Fund Expenditures by Type					
Personnel Services	29,589,135	31,198,665	32,603,978	1,405,313	4.5%
Services and Supplies	3,659,502	3,029,528	3,093,486	63,958	2.1%
Capital Equipment	51,487	47,300	2,500	(44,800)	(94.7%)
Internal Services and Misc.	12,074	41,298	21,298	(20,000)	(48.4%)
Total	33,312,199	34,316,791	35,721,262	1,404,471	4.1%
Total General Fund	33,312,199	34,316,791	35,721,262	1,404,471	4.1%
General Fund Revenue					
Licenses and Permits	25,189,352	27,049,000	27,005,200	(43,800)	(0.2%)
Charges for Services	11,647,693	13,225,500	12,090,500	(1,135,000)	(8.6%)
Miscellaneous Other	(140,679)	50,000	50,000	0	0.0%
Total	36,696,366	40,324,500	39,145,700	(1,178,800)	(2.9%)
Special Revenue Funds Expenditures					
General Government	6,277	50,000	50,000	0	0.0%
Total Special Revenue Funds	6,277	50,000	50,000	0	0.0%
Grants					
Grants	415,497	1,056,834	401,725	(655,109)	(62.0%)
Total Grants	415,497	1,056,834	401,725	(655,109)	(62.0%)
Personnel Complement					
General Fund Operations - Civilian	282.00	300.25	299.58	(0.67)	(0.2%)
General Government - Civilian	0.00	0.00	0.58	0.58	0.0%
Total	282.00	300.25	300.17	(0.08)	0.0%
Total Personnel Complement	282.00	300.25	300.17	(0.08)	0.0%

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
Capital Improvements*					
Capital Improvements	1,000,000	750,000	(250,000)	(250,000)	(25.0%)
State Conservation Trust Funds (Lottery)	350,000	0	(350,000)	(350,000)	(100.0%)
Entertainment And Cultural Capital Funds	0	400,000	400,000	400,000	0.0%
Total	1,350,000	1,150,000	(200,000)	(200,000)	(14.8%)

*Actuals are not included for capital projects by department as capital project budgets are non-lapsing. Actuals for capital funds can be found in the "Financial Summary for all CIP-Funds".

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Office of the Manager		
· A decrease in personnel services due to temporarily holding a Deputy Director position vacant for 2020.	0.00	(168,800)
· A decrease in personnel services due to the elimination of an Accounting Technician position.	(1.00)	(59,600)
· A decrease in personnel services due to the elimination of an Administrator I position in the fourth quarter of 2020.	(0.42)	(52,600)
· A net increase in services and supplies due to budget being restored in 2020 after being moved to capital equipment in 2019 for one-time purchases.	0.00	3,600
· A decrease in services and supplies due to a reduction in maintenance agreements, leases and rentals, and other administration expenses to align the 2020 budget with actual spending in prior years.	0.00	(29,000)
· A decrease in capital equipment due to budget being restored in 2020 after being moved from services and supplies in 2019 for one-time purchases.	0.00	(44,800)
· A decrease in internal services due to a reduction in administrative cell phone stipends to align the 2020 budget with actual spending in prior years.	0.00	(20,000)
Development Services		
· An increase in personnel services for a City Planning Manager position added mid-year 2019, responsible for the review of major development projects and managing the Development Project Management Team.	1.00	150,400
· An increase in personnel services for a Construction Inspector dedicated to enforcing compliance with the Green Buildings Ordinance.	1.00	116,000
· An increase in personnel services due to the annualization of an Associate City Inspector, City Planner Associate, Project Manager I, Urban Design Architect, Architect, Plans Review Engineer, Engineer-Architect Specialist, and Plans Review Specialist positions which were added mid year in 2019.	2.00	112,500
· A decrease in personnel services due to an Architect, City Planner Associate, Administrative Support Assistant IV and one on-call position expiring in 2019. Development Services has made process improvements resulting in no decrease in service delivery.	(4.00)	(326,500)

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
· A decrease in personnel services due to temporarily holding a Plans Review Engineer position vacant for 2020.	0.00	(175,200)
· A decrease in personnel services due to a reduction to on-call services.	(2.00)	(107,600)
· An increase in services and supplies for one-time costs associated with the addition of new FTEs in 2020.	0.00	33,300
· A decrease in services and supplies for one-time costs for SafeBuilt services.	0.00	(300,000)
· A net decrease in services and supplies for one-time technology equipment and training for new employees hired in 2019.	0.00	(74,000)
· A decrease in services and supplies due to a reduction in travel, subscriptions, and professional services.	0.00	(55,000)
Planning Services		
· An increase in personnel services for a City Planner position to improve residential quality in all neighborhoods as recommended in Blueprint Denver.	1.00	110,900
· An increase in personnel services due to the annualization of a Senior City Planner and Principal City Planner approved in the 2019 budget.	0.50	55,600
· A decrease in personnel services due to a limited Senior City Planner position expiring in 2019.	(1.00)	(103,800)
· An increase in services and supplies to expand capacity in the City's Neighborhood Planning Initiative (NPI) and to continue to provide comprehensive neighborhood plans on an annual basis.	0.00	580,000
· An increase in services and supplies for consultant services to support residential design quality.	0.00	150,300
· An increase in services and supplies for one-time costs to leverage the West Denver Renaissance Collaborative to further neighborhood planning initiatives addressing housing and involuntary displacement issues.	0.00	50,000
· An increase in services and supplies for one-time computer and training costs for new FTE in 2020.	0.00	27,500
· A decrease in services and supplies due to a reduction in professional services.	0.00	(80,000)
· A net decrease in services and supplies for one-time computer and training costs associated with new FTE in 2019.	0.00	(27,600)
North Denver Cornerstone Collaborative (NDCC)		
· An increase in personnel services for an Administrator II position added mid-year 2019 to support NDCC's fundraising and community outreach and engagement initiatives.	1.00	141,200
· An increase in personnel services for an Administrator I position to support all NDCC programs by providing in depth financial reporting. The cost of the position will be offset by a reduction in professional services.	1.00	97,000
· An increase in personnel services due to the annualization of one Administrator I position.	0.25	24,200
· A decrease in services and supplies due to a one-time encumbrance roll for professional services.	0.00	(100,000)
· A decrease in services and supplies for a permanent reduction of a reporting consultant. The new Administrator I position will take over these responsibilities.	0.00	(100,000)
· A net decrease in services and supplies to align the 2020 budget with actuals.	0.00	(15,000)
Revenue		
· A decrease in revenue for violation fines and building permitting fees to align the 2020 budget with actual revenue in prior years.	0.00	(1,135,000)
· A decrease in revenue for licenses and permits to align the 2020 budget with actual revenue in prior years.	0.00	(43,800)

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Grants		
· A decrease in estimated federal grant funds from the Regional Transportation District (RTD) due to the multi-year grant concluding in 2020.	0.00	(711,600)
· An increase in FTE due to the recognition of a partially grant-funded Associate City Planner position in the 2020 FTE count. Although this position became active in 2019, it was created and filled after grant FTE estimates were compiled for the 2019 budget book.	0.58	56,500

Budget Detail

Office of the Manager (0141000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	3,391,096	3,420,152	3,256,733	(163,419)	(4.8%)
Services and Supplies	372,590	493,535	468,135	(25,400)	(5.1%)
Capital Equipment	46,317	44,800	0	(44,800)	(100.0%)
Internal Services and Misc.	1,732	30,798	10,798	(20,000)	(64.9%)
Expenditures by Type Total	3,811,734	3,989,285	3,735,666	(253,619)	(6.4%)
Expenditures by Activity					
Administration	2,224,186	2,157,281	2,014,823	(142,458)	(6.6%)
Finance & Accounting	1,587,549	1,832,004	1,720,843	(111,161)	(6.1%)
Expenditures by Activity Total	3,811,734	3,989,285	3,735,666	(253,619)	(6.4%)
Other Program Funding Sources					
Grants					
Historic Structure Assessment	153,693	6,300	0	(6,300)	(100.0%)
General Government SRF					
Landmark Preservation Fund	6,277	50,000	50,000	0	0.0%
Capital Projects Funds*					
Other Agency Capital Project		575,000	300,000	(275,000)	(47.8%)
Other Program Funding Sources Total	159,970	631,300	350,000	(281,300)	(44.6%)
Total Program Expenditures	3,971,704	4,620,585	4,085,666	(534,919)	(11.6%)
Personnel Complement (Budgeted)					
Administration	12.00	11.00	11.58	0.58	5.3%
Finance & Accounting	22.00	23.00	21.00	(2.00)	(8.7%)
Personnel Complement (Budgeted) Total	34.00	34.00	32.58	(1.42)	(4.2%)
Total Personnel Complement	34.00	34.00	32.58	(1.42)	(4.2%)

Community Planning and Development

0140000

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Office of the Manager (0141000)					
Revenue					
Licenses and Permits	1,102,840	636,600	592,800	(43,800)	(6.9%)
Charges for Services	48,586	60,000	60,000	0	0.0%
Miscellaneous Other	0	0	0	0	0.0%
Revenue Total	1,151,426	696,600	652,800	(43,800)	(6.3%)
Development Services (0142000)					
Expenditures by Type					
Personnel Services	20,106,880	21,060,883	21,867,570	806,687	3.8%
Services and Supplies	1,920,445	1,022,361	626,576	(395,785)	(38.7%)
Internal Services and Misc.	1,644	2,000	2,000	0	0.0%
Expenditures by Type Total	22,028,969	22,085,244	22,496,146	410,902	1.9%
Expenditures by Activity					
Permitting	12,707,914	12,755,604	12,451,936	(303,668)	(2.4%)
Inspections	9,321,054	9,329,640	10,044,210	714,570	7.7%
Expenditures by Activity Total	22,028,969	22,085,244	22,496,146	410,902	1.9%
Total Program Expenditures	22,028,969	22,085,244	22,496,146	410,902	1.9%
Personnel Complement (Budgeted)					
Inspections	98.00	103.75	107.00	3.25	3.1%
Permitting	93.00	101.25	96.00	(5.25)	(5.2%)
Personnel Complement (Budgeted) Total	191.00	205.00	203.00	(2.00)	(1.0%)
Total Personnel Complement	191.00	205.00	203.00	(2.00)	(1.0%)
Revenue					
Licenses and Permits	23,985,199	26,357,400	26,357,400	0	0.0%
Charges for Services	11,598,146	13,165,500	12,030,500	(1,135,000)	(8.6%)
Miscellaneous Other	(140,679)	50,000	50,000	0	0.0%
Revenue Total	35,442,666	39,572,900	38,437,900	(1,135,000)	(2.9%)
Planning Services (0143000)					
Expenditures by Type					
Personnel Services	5,174,832	5,506,488	6,015,808	509,320	9.2%
Services and Supplies	522,359	428,187	1,128,330	700,143	163.5%
Internal Services and Misc.	5,674	5,000	5,000	0	0.0%
Expenditures by Type Total	5,702,864	5,939,675	7,149,138	1,209,463	20.4%
Expenditures by Activity					
Planning	5,212,712	5,502,911	6,238,571	735,660	13.4%

Community Planning and Development

0140000

Planning Services (0143000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Plan Implementation	321,244	234,369	705,189	470,820	200.9%
North Denver Collaborative	107	0	0	0	0.0%
NDCC Projects	168,801	202,395	205,378	2,983	1.5%
Expenditures by Activity Total	5,702,864	5,939,675	7,149,138	1,209,463	20.4%

Other Program Funding Sources

Grants

Transit Oriented Development Planning Pilot Program	261,804	1,050,534	401,725	(648,809)	(61.8%)
Total Program Expenditures					

Personnel Complement (Budgeted)

NDCC Projects	1.00	2.00	2.00	0.00	0.0%
Plan Implementation	2.00	2.00	1.00	(1.00)	(50.0%)
Planning	46.00	47.50	49.00	1.50	3.2%
Personnel Complement (Budgeted) Total					

Other Program Funds FTE

Grants

Transit Oriented Development Planning Pilot Program	0.00	0.00	0.58	0.58	0.0%
Total Personnel Complement					

Revenue

Licenses and Permits	101,313	55,000	55,000	0	0.0%
Charges for Services	961	0	0	0	0.0%
Revenue Total					

North Denver Cornerstone Collaborative (0146000)

Expenditures by Type	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Personnel Services	916,328	1,211,142	1,463,867	252,725	20.9%
Services and Supplies	844,109	1,085,445	870,445	(215,000)	(19.8%)
Capital Equipment	5,171	2,500	2,500	0	0.0%
Internal Services and Misc.	3,024	3,500	3,500	0	0.0%
Expenditures by Type Total	1,768,632	2,302,587	2,340,312	37,725	1.6%

Expenditures by Activity

North Denver Cornerstone Collaborative	1,768,632	2,302,587	2,340,312	37,725	1.6%
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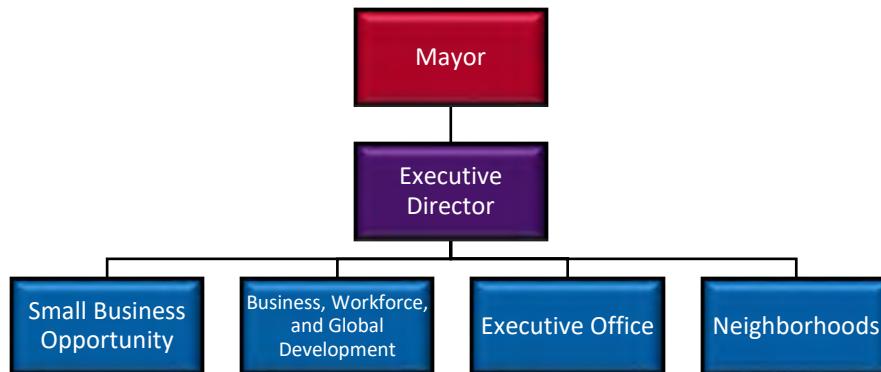
Other Program Funding Sources

Community Planning and Development 0140000

North Denver Cornerstone Collaborative (0146000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Capital Projects Funds*					
Other Agency Capital Project		425,000	450,000	25,000	5.9%
Parks Improvements Projects - 35050		350,000	0	(350,000)	(100.0%)
Theatres & Arenas Capital Projects		0	400,000	400,000	0.0%
Total	0	775,000	850,000	75,000	9.7%
Total Program Expenditures	1,768,632	3,077,587	3,190,312	112,725	3.7%
Personnel Complement (Budgeted)					
North Denver Cornerstone Collaborative	8.00	9.75	12.00	2.25	23.1%
Total Personnel Complement	8.00	9.75	12.00	2.25	23.1%

*Actuals are not included for capital projects by department as capital project budgets are non-lapsing. Actuals for capital funds can be found in the "Financial Summary for all CIP-Funds".

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Mission

Delivering today while strategically investing for tomorrow. We create, catalyze, connect, and cultivate.

WE CREATE consistency and stability amidst ever-changing economic tides. Our workforce support programs and neighborhood stabilization efforts help create economic resiliency for Denver.

WE CATALYZE an innovation ecosystem for people, business, and the Denver community. We promote innovation, invest in opportunity areas, and support small business development to help catalyze responsible growth in Denver.

WE CONNECT our partners and customers with opportunities now and in the future. Our efforts attract global interest, expand city partnerships, and improve small business competitiveness to help connect businesses and residents with opportunities, both global and local.

WE CULTIVATE and promote equity. By reducing involuntary displacement and improving job access, we cultivate responsible, equitable growth that preserves the character and vitality of Denver's neighborhoods.

Department Summary

Denver Economic Development & Opportunity (DEDO) strives to be a driving force that advances economic prosperity for the City and County of Denver, its businesses, neighborhoods, and residents. Through coordinated planning and implementation of initiatives supporting local and global business development and stabilization efforts in Denver's diverse neighborhoods, DEDO strengthens Denver's economic and community base. There are three program divisions, supported by the Executive Office, working together to ensure everyone in Denver's community is afforded the opportunity to make a home, get a job, and build a future.

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. DSBO's mission is to encourage the utilization of certified firms on city-managed construction and professional services projects and the procurement of covered goods and services purchased by the City. 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 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 technical assistance and education training for small businesses; and 4) ensuring that the Division's outreach program focuses on educating small businesses, coordinating the Mentor Protégé program, and collaborating with internal and external stakeholders within the Denver community. DSBO also works to increase opportunity and access through partnerships with stakeholder groups, such as the Black and Hispanic Chambers and various contractor organizations, as well as nonprofit resource partners to implement specific programmatic actions.

Business, Workforce, and Global Development

The [Business, Workforce and Global Development Division](#) develops local and global business opportunities while connecting residents to jobs through three business units: [Business Development](#), [Global Business Development](#), and [Workforce Services](#).

The [Business Development Business Unit \(BD\)](#) is responsible for growing and sustaining the local business environment, from aspiring businesses and emerging entrepreneurs to Denver's largest foundational firms. BD's efforts 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. BD's efforts are focused on fostering economic inclusivity and enhancing Denver's future economic resiliency. The success of BD efforts is measured in jobs influenced, investment encouraged, and business and entrepreneurial activity.

The [Workforce Services Business Unit \(WS\)](#) connects local employers with a qualified and trained workforce, while providing job seekers with training and employment opportunities. WS cultivates job and career skills of Denver's current and future workforce and assists businesses with connecting to a talent pool of productive employees, while also helping those businesses to sustain and succeed in the global marketplace.

Working closely with Denver Human Services, Denver Public Schools, and other partners, WS continues to focus on moving adults and youth toward economic independence and success. WS will also continue to partner with several public and private organizations to expand the talent pipeline needed for the large number of regional public infrastructure projects (National Western, I-70, DEN Great Hall, Convention Center, Elevate Denver Bond projects) to recruit, train, and staff these projects. In addition to these partnerships, WS 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. In 2019 WS supported the expansion of the WORKNOW platform to recruit, train, and deploy workers in construction fields and created an internal team to advise and monitor the performance of construction firms performing the work on public projects as it relates to workforce development.



SUMMER YOUTH EMPLOYMENT PROGRAM (SYEP)

DEDOT partners with Denver Public Schools to provide youth ages 16-21 with paid summer internships. Younger students are offered career readiness and exploration opportunities.

The [Global Business Development Business Unit \(GBD\)](#), created in 2018, focuses on building Denver's capacity to engage in global markets. This activity includes strengthening Denver's global connectivity and competitiveness to spur local job opportunities, increasing foreign direct investment in Denver, and increasing businesses' access to the global marketplace. Efforts center on attracting foreign direct investment; increasing community awareness and economic opportunities by hosting international delegations and dignitaries; building strategic partnerships with international organizations; supporting Denver International Airport's route development through international businesses missions, events, and programs; and encouraging exports by Denver businesses. In 2019, DEDOT's GBD conducted a global target market study to determine top and emerging markets to focus current and future global efforts.

Neighborhoods

The Neighborhoods Division works to increase opportunity, develop close relationships with target communities, and to create equitable choices for residents and businesses by ensuring access to programs and services that catalyze positive change for Denver's neighborhoods. Three units work collaboratively to advance these activities:

[Neighborhood Services](#) provides access to funding, makes program investments to increase access and opportunities, supports capacity building for nonprofits, and ensures city resources are focused on meeting the needs of the communities they are serving.

The [Neighborhood Equity and Stabilization Team \(NEST\)](#) specifically focuses on preventing involuntary displacement and preserving the culture and character of Denver's neighborhoods experiencing significant change. NEST coordinates city efforts and proactively addresses the challenges presented by residents and



NEST Director Irene Aguilar visits with a local business in the Swansea neighborhood.

businesses in targeted neighborhoods. This work has become increasingly important as many of Denver's neighborhoods have or will experience a surge in capital investment in the coming years, creating challenges for long-time businesses and residents to adapt to the changing business and housing landscape.

Catalytic Development seeks to attract investments, develop partnerships, and support developments that catalyze neighborhood-desired changes and foster inclusivity while enhancing the economic resiliency of our diverse residents.

Executive Office

The Executive Office is dedicated to advancing the operational effectiveness and customer service of DEDO, 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 strategic plan, goals, objectives, and performance/forecasting metrics; policy development and direction; marketing and communications support, 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. As a support to each DEDO division, this team seeks to increase awareness of our investments, programs and services, as well as ensure all public funds (federal, state, and city) leverage the type of impact and change that aligns with the Mayor's, City Council's, and the Department's goals and vision.

Strategies

In 2019, DEDO developed PROPEL Denver, a strategic plan for advancing the Mayor's mission to set Denver's people and neighborhoods on an equitable path to prosperity. This plan will continue to guide DEDO's work through 2020, ensuring the City is building and sustaining a strong economy that works for everyone.

DEDO does this through developing local and global business opportunities; connecting people to jobs; helping small, minority- and women-owned businesses; as well as working within neighborhoods – with both residents and businesses – to ensure they can be successful as the environment around them is changing.

Key strategies include:

- Strengthen alignment between business needs and community assets to expand talent pipelines
- Increase access to and impact of business and workforce services
- Build Denver's capacity to engage in global markets
- Expand capacity of small, minority, and women-owned businesses
- Foster equitable access to city and neighborhood amenities and services
- For detailed information on the strategies contained within PROPEL Denver, please find more information at:
<http://bit.ly/PropelDenver>

Performance and Program Highlights

STRENGTHEN THE WORKFORCE

Each year, DEDO's Workforce Services serves over 20,000 job seekers by leveraging sector partnerships in the Healthcare, Retail, Technology, Manufacturing, and Early Childhood Education industries. In 2018, with billions of dollars of construction projects in the pipeline and a shortage of skilled workers in Denver to fill the jobs, DEDO placed more emphasis on building the construction career pipeline.

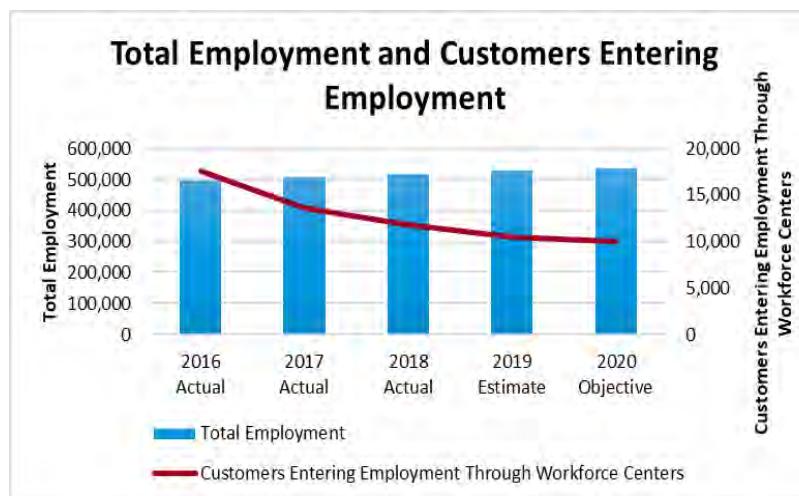
DEDO is a member of the Colorado Resource Partner network (CORE) and funder of WORKNOW, a job recruitment, advancement and support platform for Denver area families living in neighborhoods directly affected by community construction projects. This is Denver's first workforce development platform striving to equalize opportunities for all Coloradans by enabling inclusive, diverse, and skilled employment opportunities in construction. As of April 2019, 906 individuals have enrolled in this program, with 473 of them completing training, and 381 being placed into industry employment at an average wage of \$19.11/hr.

Additionally, while Denver's overall unemployment rate has decreased year-over-year, DEDO's three workforce centers in West Denver, Montbello, and at Denver International Airport continue to support those in search of a job. In 2018 the Department helped 11,756 customers gain employment through these centers, and project 10,500 and 10,000 customers in 2019 and 2020 respectively.



CONSTRUCTION CAREER SUPPORT

Meet Ricky Davis, a former jobseeker turned full-time Traffic Control Supervisor with Kiewit. Ricky was connected to Kiewit through the WORKNOW Employment Platform, a program which helps connect area residents to training and employment opportunities on large-scale construction projects.





SUPPORT START-UPS & BUSINESS RETENTION

In 2018, DEDO's portfolio of business development programs influenced the creation or retention of more than 10,000 jobs and the expansion of Denver's tax base. Specifically, site selection, business incentive, tax credit, small business lending, technical assistance, and business advisory & advocacy supported 5,452 new jobs and encouraged almost \$190 million of private, capital investments by participating businesses.

The **Commons on Champa**, a start-up innovation center supported by DEDO, is a place where entrepreneurs receive hands-on tools and resources as they explore business ownership and where they return to prepare for launch and growth.

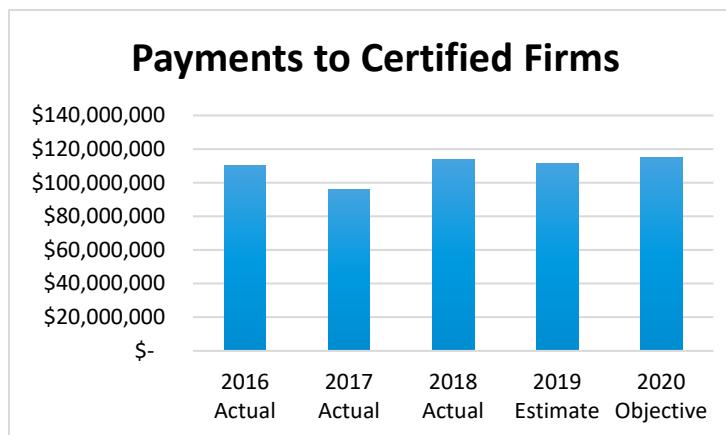
Since the launch of The Commons in 2015, DEDO advisors have met with over **1,000 clients** (serving both aspiring entrepreneurs and existing small business owners). DEDO has also been instrumental in the programming offered here at The Commons on Champa. Since, 2015, DEDO has coordinated, led, or hosted over **400 unique** workshops, programs, or events that directly support the growth of small business.

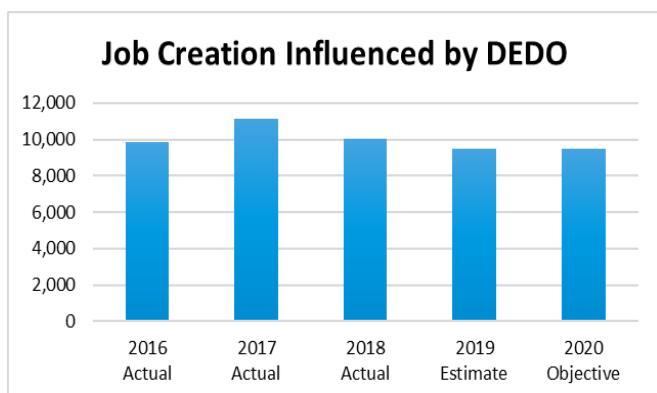
SUPPORTING START-UPS & TAKING THEM TO THE NEXT LEVEL

"Denver's Economic Development & Opportunity has been crucial in connecting us with business leaders and speaking opportunities where we've been able to share our story of success as a minority woman-owned business. We were honored to be in their 2018 Denver Gazelle program at the Commons on Champa and have a speaking opportunity during Denver Startup Week . . . simply stated, we love DEDO".

Lorena Cantarovici, Owner, Maria Empanada

DEDO projects that these efforts, combined with other business development programs and investments, will influence the creation and retention of 9,500 jobs in both 2019 and 2020.





IMPROVE BUSINESS EQUITY

Improving business equity for Denver's small, minority-, and women-owned businesses starts with making process improvements to DEDO's Division of Small Business Opportunity (DSBO) program. From 2017 to 2018, there was a 17 percent increase in number of firms certified to work on city contracts and a 24 percent increase in awards to certified firms, which totaled \$119.3 million in contracts. Additionally, projections indicate that payments to certified firms will improve from \$111 million in 2019 to \$115 million in 2020.

Year to year improvements are made possible because of the DSBO team's dedication to working with both external and internal partners to improve processes and implement changes to benefit small businesses and the community. The Disparity Study conducted by BBC Research and Consulting was released in February 2019 and highlighted several key issues affecting the ability of small businesses to participate in city contracting opportunities. As a result, DSBO's ordinance has been extended through December 2019 to allow for the implementation of recommendations from the study and from the community. Additionally, at the direction of Mayor, the executive leadership of the largest city agencies and capital programs have convened to form the Business Equity Leadership Team (BELT) to work alongside DSBO to implement strategies and tactics to increase small business participation on city contracts.

Innovation and Process Improvement

Through DSBO's partnership with Peak Performance, 30 process improvements have been made within the areas of certification and compliance. A major highlight is the change of the certification renewal from one to three years, allowing the certification team to reduce their yearly workload and making the process easier for customers. DSBO will continue to implement additional changes after the formal partnership has ended.

Department Budget

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Office of HOPE	598,963	844,484	0	(844,484)	(100.0%)
Small Business Opportunity	1,924,701	3,038,630	3,270,877	232,247	7.6%
Neighborhoods	0	0	334,599	334,599	0.0%
Business Development Division	1,436,620	2,680,932	2,270,973	(409,959)	(15.3%)
Operations and Communications	2,722,933	2,766,947	2,375,822	(391,125)	(14.1%)
Total	6,683,217	9,330,993	8,252,271	(1,078,722)	(11.6%)
General Fund Expenditures by Type					
Personnel Services	4,891,993	6,638,688	6,489,072	(149,616)	(2.3%)
Services and Supplies	1,761,018	2,600,101	1,741,719	(858,382)	(33.0%)
Capital Equipment	23,187	72,304	4,920	(67,384)	(93.2%)
Internal Services and Misc.	7,019	19,900	16,560	(3,340)	(16.8%)
Total General Fund	6,683,217	9,330,993	8,252,271	(1,078,722)	(11.6%)
General Fund Revenue					
Charges for Services	866,731	1,213,698	1,965,717	752,019	62.0%
Miscellaneous Other	(27)	0	0	0	0.0%
Total	866,704	1,213,698	1,965,717	752,019	62.0%
Special Revenue Funds Expenditures					
Economic Development	3,357,369	5,631,936	5,993,532	361,596	6.4%
Total Special Revenue Funds	3,357,369	5,631,936	5,993,532	361,596	6.4%
Grants					
Grants	9,189,083	7,478,542	23,116,777	15,638,235	209.1%
Total Grants	9,189,083	7,478,542	23,116,777	15,638,235	209.1%
Personnel Complement					
Economic Development - Civilian	29.83	30.78	61.43	30.65	99.6%
General Fund Operations - Civilian	52.97	61.97	57.47	(4.50)	(7.3%)
Total	82.80	92.75	118.90	26.15	28.2%
Total Personnel Complement	82.80	92.75	118.90	26.15	28.2%

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Office of Hope		
· A decrease in personnel services due to the transfer of staff previously funded by the former Office of HOPE into the Department of Housing Stability as a part of the new agency structure.	(5.00)	(555,000)
· A decrease in services and supplies for the transfer of all resources from the former Office of HOPE to the Department of Housing Stability.	0.00	(290,600)
· A decrease in capital equipment for the transfer of all resources from the former Office of HOPE to the Department of Housing Stability.	0.00	(6,000)
· A decrease in internal services for the transfer of all resources from the former Office of HOPE to the Department of Housing Stability.	0.00	(2,300)
Operations and Communication		
· An increase in personnel services for the reallocation of employees to align scope of work to day-to-day job duties. Positions were reallocated from Workforce Development grants and then transferred to the Executive Office.	3.00	291,400
· An increase in personnel services for the transfer of 0.5 FTE previously budgeted in the Denver Housing Division to Denver Economic Development and Opportunity.	0.50	79,600
· A decrease in personnel services for the transfer of one Community Development II position to the new Department of Housing Stability.	(1.00)	(96,700)
· A decrease in personnel services due to the transfer of one Marketing and Communications Manager from Denver Economic Development and Opportunity to the Department of Housing Stability.	(1.00)	(148,300)
· A decrease in personnel services for the transfer of one Administrator III position from the Executive Office to the Neighborhoods Division to lead the Neighborhood Equity and Stabilization Team (NEST).	(1.00)	(128,100)
· A decrease in personnel services for the expiration of one vacant Administrator II position that was funded until the end of 2019.	(1.00)	(156,700)
· An increase in services and supplies to support the West Denver Renaissance Collaborative's workforce development efforts.	0.00	50,000
· A decrease in services and supplies for one-time items received in 2019 for the Aerotropolis Marketing project and expanded technology services for Denver Economic Development and Opportunity.	0.00	(300,000)
· A decrease in capital equipment for one-time capital purchases in 2019.	0.00	(25,800)
Business Development Division (BD)		
· A net decrease in personnel services for the consolidation of two business development representative positions to create a new Global Business Director to oversee the Global Business Development Division.	(1.00)	(23,800)
· An increase in services and supplies to continue the Business Impact Opportunity (BIO) Fund to support businesses disrupted by construction and other neighborhood changes and ensure they can stay in business.	0.00	100,000
· A decrease in services and supplies for one-time funds received through the roll forward of 2018 encumbrances into 2019.	0.00	(161,500)
· A decrease in services and supplies for one-time funds received in 2019 for a small business loan program.	0.00	(400,000)
· A decrease in capital equipment for one-time capital purchases in 2019.	0.00	(10,000)
· A decrease in internal services for one-time billing transfers and facility rentals in 2019.	0.00	(1,000)

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Division of Small Business Opportunity (DSBO)		
· An increase in personnel services to add one Manager position to support the Division of Small Business Opportunity's airport operations. The cost for this position will be offset by revenue from Denver International Airport.	1.00	125,400
· An increase in personnel services to add one Administrator II position to help coordinate special projects at Denver International Airport. Funding for this position is offset from revenue provided by Denver International Airport.	1.00	118,200
· An increase in personnel services to add one Contract Compliance Supervisor to help contract management activities at Denver International Airport. Funding for this position is offset by revenue provided by Denver International Airport.	1.00	98,900
· An increase in personnel services for one Contract Certification Officer transferring from the former Denver Housing Division to DSBO to better align scope of work with funding source.	1.00	86,800
· A decrease in personnel services for one vacant Contract Compliance Coordinator position that was funded until the end of 2019.	(1.00)	(84,100)
· A net decrease of personnel services for the reallocation of employees to align scope of work to day-to-day job duties. Positions were reallocated from the General Fund and will be funded by grant dollars in 2020.	(3.00)	(221,100)
· An increase in services and supplies for analytical and special projects support at Denver International Airport. This expense is offset by revenue provided by Denver International Airport.	0.00	89,500
· An increase in services and supplies for professional services to support additional studies and assessment of audit recommendations to enhance DSBO processes and improve services based on compliance recommendations.	0.00	30,000
· An increase in services and supplies for office supplies and a printer maintenance service agreement to support services provided to the airport. This expense is offset by revenue provided by Denver International Airport.	0.00	11,300
· A decrease in services and supplies due to a reduction in professional services.	0.00	(100,000)
· A decrease in services and supplies for one-time items purchased by DSBO in 2019.	0.00	(15,000)
· An increase in capital equipment to purchase computers and other equipment for new positions added in 2020.	0.00	3,700
· A decrease in capital equipment for one-time capital purchases in 2019.	0.00	(30,500)
· A net increase in revenue for the addition of new FTE and professional services dollars to support operations activities at Denver International Airport. Billings revenue is paid by Denver International Airport for services provided by DSBO.	0.00	740,600
Neighborhoods Division		
· An increase in personnel services for an Administrator III position that was transferred from the Executive Office in the Operations and Communications Division.	1.00	134,000
· An increase in personnel services to add one program coordinator position who will support the Neighborhoods team by leading community meetings, facilitating conversations with community groups, and assisting in the development of policies and programs to reduce involuntary displacement in the community.	1.00	82,300
· An increase in services and supplies to expand the Women Leadership program currently supported by the North Denver Cornerstone Collaborative (NDCC). This funding will add two additional cohorts for women in target neighborhoods in Denver.	0.00	70,000
· An increase in services and supplies to support new funding for microgrants and capacity building efforts to benefit target neighborhoods in the community.	0.00	50,000
· An increase in services and supplies and capital equipment for equipment associated with new FTEs in the Neighborhoods Division.	0.00	1,800

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Workforce Development Special Revenue Funds		
• An increase in SRF expenditures for the relocation of Skyline - Economic Development Project Funds from the Denver Housing Division to Denver Economic Development and Opportunity.	0.00	1,000,000
• A decrease in SRF expenditures and FTE driven primarily by the reallocation of positions formerly funded by grants now funded by Special Revenue Funds and decreases for one-time expenditures in 2019.	2.75	(648,700)
Workforce Development Grants		
• An increase in grant expenditures driven primarily by the transfer of CDBG administration from the former Denver Housing Division to Denver Economic Development and Opportunity.	20.65	17,001,600
• A decrease in grants expenditures for changes to expected grant programs in 2020. Changes to federal funding and FTE allocation may vary from year to year. For more detail, please consult the Grants section of this book.	7.25	(1,363,300)

Budget Detail

Operations and Communications (0115000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	1,706,997	1,969,290	1,757,038	(212,252)	(10.8%)
Services and Supplies	1,004,067	760,812	528,097	(232,715)	(30.6%)
Capital Equipment	9,115	25,785	0	(25,785)	(100.0%)
Internal Services and Misc.	2,252	11,060	11,060	0	0.0%
Expenditures by Type Total	2,722,430	2,766,947	2,296,195	(470,752)	(17.0%)
Expenditures by Activity					
Administration	2,317,041	2,332,985	2,296,195	(36,790)	(1.6%)
Policy Team	179,473	173,827	0	(173,827)	(100.0%)
Marketing and Communication	215,799	220,135	0	(220,135)	(100.0%)
Fiscal/IT	10,118	40,000	0	(40,000)	(100.0%)
Expenditures by Activity Total	2,722,430	2,766,947	2,296,195	(470,752)	(17.0%)
Other Program Funding Sources					
Economic Development SRF					
Business Incentives	2,595,785	2,250,000	2,250,000	0	0.0%
Marketing Sponsorships	0	16,800	16,800	0	0.0%
Total	2,595,785	2,266,800	2,266,800	0	0.0%
Total Program Expenditures	5,318,215	5,033,747	4,562,995	(470,752)	(9.4%)
Personnel Complement (Budgeted)					
Administration	10.25	11.47	12.22	0.75	6.5%
Marketing and Communication	2.00	2.00	0.00	(2.00)	(100.0%)
Policy Team	1.00	1.00	0.00	(1.00)	(100.0%)

Denver Economic Development & Opportunity

0110000

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Operations and Communications (0115000)					
Personnel Complement (Budgeted) Total	13.25	14.47	12.22	(2.25)	(15.5%)
Total Personnel Complement	13.25	14.47	12.22	(2.25)	(15.5%)
Revenue					
Charges for Services	66,210	0	0	0	0.0%
Small Business Opportunity (0111000)					
Expenditures by Type					
Personnel Services	1,721,920	2,638,303	2,851,030	212,727	8.1%
Services and Supplies	196,766	365,827	412,147	46,320	12.7%
Capital Equipment	6,015	30,500	3,700	(26,800)	(87.9%)
Internal Services and Misc.	0	4,000	4,000	0	0.0%
Expenditures by Type Total	1,924,701	3,038,630	3,270,877	232,247	7.6%
Expenditures by Activity					
Downtown Administration	577,764	996,210	1,730,153	733,943	73.7%
Certification	816,895	1,046,080	0	(1,046,080)	(100.0%)
Compliance	51,343	90,215	0	(90,215)	(100.0%)
Airport Administration	93,196	456,898	1,540,724	1,083,826	237.2%
Airport Compliance Unit	192,427	172,807	0	(172,807)	(100.0%)
Airport Concessions Unit	193,076	276,420	0	(276,420)	(100.0%)
Expenditures by Activity Total	1,924,701	3,038,630	3,270,877	232,247	7.6%
Total Program Expenditures	1,924,701	3,038,630	3,270,877	232,247	7.6%
Personnel Complement (Budgeted)					
Airport Administration	2.00	4.00	14.00	10.00	250.0%
Airport Compliance Unit	2.00	2.00	0.00	(2.00)	(100.0%)
Airport Concessions Unit	3.00	3.00	0.00	(3.00)	(100.0%)
Certification	10.00	12.00	0.00	(12.00)	(100.0%)
Compliance	1.00	1.00	0.00	(1.00)	(100.0%)
Downtown Administration	4.05	7.00	15.00	8.00	114.3%
Personnel Complement (Budgeted) Total	22.05	29.00	29.00	0.00	0.0%
Total Personnel Complement	22.05	29.00	29.00	0.00	0.0%
Revenue					
Charges for Services	800,521	1,213,698	1,684,110	470,412	38.8%
Miscellaneous Other	180	0	0	0	0.0%
Revenue Total	800,701	1,213,698	1,684,110	470,412	38.8%

Neighborhoods (0113000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	0	0	212,749	212,749	0.0%
Services and Supplies	0	0	120,630	120,630	0.0%
Capital Equipment	0	0	1,220	1,220	0.0%
Expenditures by Type Total		0	334,599	334,599	0.0%
Expenditures by Activity					
Neighborhoods Administration	0	0	334,599	334,599	0.0%
Total Program Expenditures	0	0	334,599	334,599	0.0%
Personnel Complement (Budgeted)					
Neighborhoods Administration	0.00	0.00	2.00	2.00	0.0%
Total Personnel Complement	0.00	0.00	2.00	2.00	0.0%
Business Development Division (0114000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	1,130,142	1,485,587	1,588,628	103,041	6.9%
Services and Supplies	297,275	1,182,845	680,845	(502,000)	(42.4%)
Capital Equipment	6,085	10,000	0	(10,000)	(100.0%)
Internal Services and Misc.	3,118	2,500	1,500	(1,000)	(40.0%)
Expenditures by Type Total	1,436,620	2,680,932	2,270,973	(409,959)	(15.3%)
Expenditures by Activity					
Business Development Administration	54,444	243,500	0	(243,500)	(100.0%)
Business Development	1,160,537	2,286,572	2,148,373	(138,199)	(6.0%)
Global Business Development	113,852	42,600	122,600	80,000	187.8%
Business Assistance Center	107,786	108,260	0	(108,260)	(100.0%)
Expenditures by Activity Total	1,436,620	2,680,932	2,270,973	(409,959)	(15.3%)
Other Program Funding Sources					
Grants					
Enterprise Zone	16,950	16,950	16,950	0	0.0%
Economic Development SRF					
Enterprise Zone	13,230	118,363	125,199	6,836	5.8%
Other Program Funding Sources Total	30,180	135,313	142,149	6,836	5.1%
Total Program Expenditures	1,466,800	2,816,245	2,413,122	(403,123)	(14.3%)
Personnel Complement (Budgeted)					
Business Assistance Center	1.00	1.00	0.00	(1.00)	(100.0%)
Business Development	11.78	12.50	12.50	0.00	0.0%
Business Development Administration	0.89	0.00	0.00	0.00	0.0%

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Business Development Division (0114000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Global Business Development	1.00	0.00	0.00	0.00	0.0%
Personnel Complement (Budgeted) Total	14.67	13.50	12.50	(1.00)	(7.4%)
Other Program Funds FTE					
Economic Development SRF					
Enterprise Zone	0.00	0.50	0.50	0.00	0.0%
Total Personnel Complement	14.67	14.00	13.00	(1.00)	(7.1%)
Revenue					
Charges for Services	0	0	281,607	281,607	0.0%
Miscellaneous Other	(207)	0	0	0	0.0%
Revenue Total	(207)	0	281,607	281,607	0.0%
Economic Development Grant and Special Revenue Funds (0117100)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	193,398	954,827	958,040	3,213	0.3%
Services and Supplies	551,811	2,251,867	1,603,608	(648,259)	(28.8%)
Internal Services and Misc.	73	194	0	(194)	(100.0%)
Expenditures by Type Total	745,282	3,206,888	2,561,648	(645,240)	(20.1%)
Expenditures by Activity					
Administration	745,282	3,206,888	2,561,648	(645,240)	(20.1%)
Other Program Funding Sources					
Grants					
Apprenticeship USA for Work Based Learning Grant	17,222	28,278	15,361	(12,917)	(45.7%)
CDBG - Administration	0	0	2,367,184	2,367,184	0.0%
CDBG - Program	0	0	14,634,384	14,634,384	0.0%
Disability Employment Initiative	107,786	102,005	101,094	(911)	(0.9%)
Disabled Vets Outreach Program (DVOP)	17,686	18,000	18,000	0	0.0%
Employment Support Fund	1,077,322	1,200,001	968,546	(231,455)	(19.3%)
Governor's Summer Job Hunt	44,000	44,000	44,000	0	0.0%
H-1B Ready to Work Grant	1,636,933	504,003	0	(504,003)	(100.0%)
Lives Empowered	371,675	475,918	340,230	(135,688)	(28.5%)
Local Veterans Employment Representative (LVER)	5,895	6,000	6,000	0	0.0%
Reemployment Services & Eligibility Assessment	23,788	43,267	43,267	0	0.0%
Sector Partnership Technical Assistance	17,406	90,000	90,361	361	0.4%
TA Case Management	51,227	112,708	51,730	(60,978)	(54.1%)
TANF Employment and Training	887,757	908,451	650,492	(257,959)	(28.4%)
Veterans' Service Grant Program	0	230,000	230,107	107	0.0%

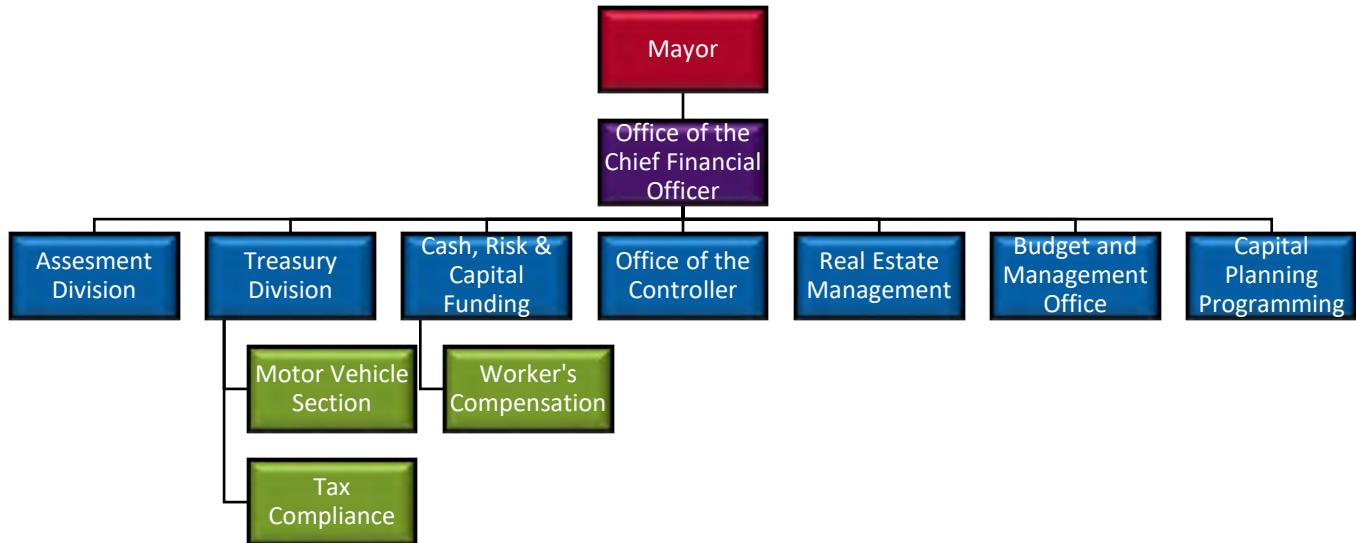
Denver Economic Development & Opportunity

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Economic Development Grant and Special Revenue Funds (0117100)	2018	2019	2020	\$ Change	% Change
	Actuals	Appropriated	Recommended		
Wagner-Peyser	1,365,851	1,009,204	1,046,346	37,142	3.7%
WIOA Adult	1,645,476	1,200,115	1,094,078	(106,037)	(8.8%)
WIOA Dislocated Worker	637,454	497,520	592,176	94,656	19.0%
WIOA Innovation	30	0	0	0	0.0%
WIOA Work Based Learning	108,696	100,537	45,314	(55,223)	(54.9%)
WIOA Workforce Performance Incentive	44,265	42,046	42,096	50	0.1%
WIOA Youth	1,089,664	849,539	719,061	(130,478)	(15.4%)
Youth Work Based Direct Services	22,000	0	0	0	0.0%
Total	9,172,133	7,461,592	23,099,827	15,638,235	209.6%
Economic Development SRF					
Business and Workforce Development Training, Support, and Outreach	0	39,885	39,885	0	0.0%
MOWD General Cost Pool	3,575	0	0	0	0.0%
Skyline - Economic Development Project	0	0	1,000,000	1,000,000	0.0%
Total	3,575	39,885	1,039,885	1,000,000	2,507.2%
Other Program Funding Sources Total	9,175,708	7,501,477	24,139,712	16,638,235	221.8%
Total Program Expenditures	9,920,990	10,708,365	26,701,360	15,992,995	149.4%
Personnel Complement (Budgeted)					
Administration	0.30	4.00	6.75	2.75	68.8%
Other Program Funds FTE					
Grants					
Apprenticeship USA for Work Based Learning Grant	0.00	0.00	0.25	0.25	0.0%
CDBG - Administration	0.00	0.00	20.65	20.65	0.0%
Disability Employment Initiative	0.00	0.00	0.55	0.55	0.0%
Employment Support Fund	1.95	2.68	2.28	(0.40)	0.0%
Governor's Summer Job Hunt	1.08	0.00	0.00	0.00	0.0%
H-1B Ready to Work Grant	4.15	0.60	0.00	(0.60)	(100.0%)
Lives Empowered	0.10	0.25	2.35	2.10	0.0%
Sector Partnership Technical Assistance	0.00	0.00	0.25	0.25	0.0%
TAA Case Management	0.00	0.75	1.30	0.55	73.3%
TANF Employment and Training	3.00	0.85	2.05	1.20	141.2%
Veterans' Service Grant Program	0.00	0.00	0.10	0.10	0.0%
Wagner-Peyser	9.35	16.25	18.65	2.40	14.8%
WIOA Adult	3.48	1.33	2.80	1.47	110.5%
WIOA Dislocated Worker	3.14	1.33	1.75	0.42	0.0%
WIOA Work Based Learning	0.00	0.00	0.05	0.05	0.0%
WIOA Youth	3.28	2.24	1.15	(1.09)	(48.7%)
Total	29.53	26.28	54.18	27.90	106.2%

Economic Development Grant and Special Revenue Funds (0117100)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Total Personnel Complement	29.83	30.28	60.93	30.65	101.2%
Revenue					
Miscellaneous Other	810,300	2,235,300	2,235,300	0	0.0%
Office of HOPE (0145800)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	332,934	545,508	0	(545,508)	(100.0%)
Services and Supplies	262,408	290,617	0	(290,617)	(100.0%)
Capital Equipment	1,972	6,019	0	(6,019)	(100.0%)
Internal Services and Misc.	1,649	2,340	0	(2,340)	(100.0%)
Expenditures by Type Total	598,963	844,484	0	(844,484)	(100.0%)
Expenditures by Activity					
Office of HOPE	598,963	0	0	0	0.0%
DHD Administration	0	175,596	0	(175,596)	(100.0%)
DHD HOPE Initiative	0	668,888	0	(668,888)	(100.0%)
Expenditures by Activity Total	598,963	844,484	0	(844,484)	(100.0%)
Total Program Expenditures	598,963	844,484	0	(844,484)	(100.0%)
Personnel Complement (Budgeted)					
DHD Administration	0.00	2.00	0.00	(2.00)	(100.0%)
DHD HOPE Initiative	0.00	3.00	0.00	(3.00)	(100.0%)
Office of HOPE	3.00	0.00	0.00	0.00	0.0%
Personnel Complement (Budgeted) Total	3.00	5.00	0.00	(5.00)	(100.0%)
Total Personnel Complement	3.00	5.00	0.00	(5.00)	(100.0%)

Note: Beginning in 2020, the Office of Hope programs and services have moved the new Department of Housing Stability.



Mission

Ensure the efficient and effective delivery of City services through strong financial management and excellent customer service.

Department Summary

The Department of Finance manages the city's investing, fiscal analysis, budgeting, debt and asset management, tax assessment and collection, and accounting functions as well as establishing, maintaining and enforcing fiscal policies, practices and procedures for the entire City and County of Denver. The Department commits to Denver residents the delivery of these services through a financial structure that mirrors 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 oversees the City's financial rules and policies, creates greater efficiencies in accounting and fiscal procedures, develops accountability and performance management programs, and is involved in large development projects that impact future city finances.

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 10 special tax districts and tracks values and annual tax increments within the City's 24 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, Risk and Capital Funding Division](#) oversees the City's banking services, including cash handling and investment of city funds, debt issuance, the self-funded Worker's Compensation insurance program, and management of the City's risk and exposure to loss related to the activities of its departments, agencies, and employees. Risk Management's 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 provide financial management services to 17 other city departments and agencies.

The [Division of Real Estate](#) acts as the exclusive asset manager for the City's real estate portfolio (excluding DEN and designated park land). The Division's Asset Management Team works closely with Facilities Management, Public Works, City Attorney's Office, Parks and Recreation, Human Services, DMV, CPP and the Budget and Management Office, helping to prioritize capital improvements to accommodate agency needs while enhancing asset value.

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 regarding service delivery improvements and cost controls. 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 help employees maximize or reduce use of resources, while enhancing the Denver City experience for everyone.

The [Capital Planning and Programming Division](#) oversees capital financial planning, budgeting, policies and procedures; proposal prioritization and strategic capital planning efforts; development of the City's Six-Year Capital Improvement Plan and capital budget in coordination with departments; administration of Special Districts and the Metro Mortgage Assistance Program; and financial analysis. The Division was established in 2018 in response to an increasingly complex portfolio of capital projects throughout the City including the Colorado Convention Center (CCC), National Western Center (NWC), and all current and future General Obligation Bond initiatives.

Strategies

Increase transparency and accountability to taxpayers by increasing the availability of financial records.

Ensure continued, responsible management of the City's finances and resources.

Provide value and quality to city customers through exceptional customer service.

Collaborate with city agencies and external partners to finance major development projects and to ensure a financially sustainable Denver.

Leverage technology to support transparency of financial data, efficiency in operations, and better customer service.

Performance and Program Highlights

Initial Elevate Denver Bond Project List

In November 2017 Denver voters approved a \$937 million bond package aimed at restoring, replacing, and expanding infrastructure and capital assets across the City – assets that are uniquely Denver and are points of pride for the people who live, work, and play here.

More than 460 capital infrastructure projects will be constructed over the next 10 years, improving parks, playgrounds, rec centers, upgrading our police and fire stations, and enhancing our cultural centers as well as the Denver Health and Hospital Authority. Elevate Denver addresses key areas of Mayor Michael Hancock's Priorities aimed at creating a strategic framework for maximum community impact; improving mobility, housing affordability and neighborhoods.



City's Bond Rating for General Obligation Debt	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 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 indicate 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.

The City was awarded the Government Finance Officers Association of the United States and Canada (GFOA) Award for Excellence in Government Finance for the 2017 GO Bond Process: An Inclusive Approach to Public Outreach. This award recognizes contributions to the practice of government finance that exemplifies outstanding financial management and is given for practical, documented work that offers leadership to the profession and promotes improved public finance. With six public meetings, a map-based online tool, City Council engagement and comment cards located at all libraries and recreation centers, the City received more than 3,000 investment ideas for GO bonds. Public meetings were held in locations around the City that were easily accessible. As a result of Denver's robust and inclusive outreach and evaluation process, the 2017 GO bond has been the most inclusive bond in Denver's history.

Project Goals

Periodically, the City will authorize projects funded by the bond package. On May 6, 2019, the City closed on issuance of \$132 million of GO bonds; \$81.9 million will go towards the Elevate Denver Bond Program, and \$50.1 million will refund interest savings on outstanding 2009A Better Denver and Zoo Bonds.

The \$81.9 million will primarily fund completion of major construction of cultural facilities and the Denver Health campus.

For the latest news about the Elevate Denver GO Bond, please visit the dedicated webpage on the City's Department of Finance site: <http://www.denvergov.org/content/denvergov/en/denver-department-of-finance/2017-go-bond.html> or sign up for email updates and send questions and comments to: elevatedenver@denvergov.org.

Bonded Debt

	Governmental Activities		Business-Type Activities		Total Primary Government	
	2018	2017	2018	2017	2018	2017
General Obligation Bonds	\$ 737,991	\$ 761,406	\$ -	\$ -	\$ 737,991	\$ 661,776
Revenue Bonds	\$ 629,385	\$ 374,960	\$ 6,249,765	\$ 4,115,325	\$ 6,879,150	\$ 4,466,800
Total	\$ 1,367,376	\$ 1,138,383	\$ 6,249,765	\$ 4,115,325	\$ 7,617,141	\$ 5,130,593

*Source 2018 CCD CAFR, Table 4, pg. 18

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, 2018, the City had \$737,990,500 of debt backed by the full faith and credit of the City.

Risk Management-Worker's Compensation



The City has seen a gradual reduction in Workers' Compensation injuries and their costs, despite the increase in employee count. This reduction has been led by the Department of Safety, Parks and Recreation and Public Works. The Department of Safety (Police, Fire, and Sheriff) developed an injury reduction program that integrated employee resiliency and wellness within the framework of the injury and illness reduction program objectives, including on site physical therapy. The Parks and Recreation workplace safety team was increased from 1 to 4 members which provided the ability to develop a sustainable workplace safety program. Public Works has enhanced their

already broad workplace safety team with highly skilled team members who are able to develop and deliver targeted trainings to their wide variety of employees. Additionally, Risk Management has assisted all agencies by sharing best practices between departments and agencies to ensure successful strategies are being replicated throughout the City.

Worker's Comp Performance Measures	2016 Actuals	2017 Actuals	2018 Actuals	2019 Est.	2020 Proj
# of new Worker's Comp claims	1,020	939	992	1,000	1,080
Total payment of medical/indemnity during year	\$8.2M	\$8.7M	\$7.8M	\$7.5M	\$7.1M
Workers Comp outstanding actuarial expended liability	\$29.5M	\$28.4M	\$27M	\$31M	\$31M
Number of loss prevention training sessions delivered	226	130*	169	160	170

*Defensive Driving training was conducted online and no longer included in these numbers.

City funding policy for Workers' Compensation Fund is that at no time will the funding be less than the 50% confidence level of the actuarial report. The City shall have as a budget target annual premium to provide a fund balance to a 75% confidence level. The annual premiums may be adjusted in challenging economic times such that balance may decrease, but never drop the below 50% confidence level. During normal or strong economic times, the annual premiums will be increased to build to the targeted 75% confidence level. As part of the calculation, the City will consider the cash balances in the fund as part of the budget process, recognizing cash will be disbursed through the end of the year.

Salary Continuation is a benefit provided by the City of Denver to its employees in lieu of indemnity payments as provided by Statute. Salary continuation levels are identified in the CSA Rules for City Employees and the respective Collective Bargaining agreements for Public Safety Employees. Salary continuation is budgeted and paid for in each Agency Payroll Account. Historically Salary Continuation costs have been as indicated below:

	2016 Actuals	2017 Actuals	2018 Actuals	2019 est.	2020 Objective
Total Paid Salary Continuation	\$1,355,393	\$1,263,761	\$725,496	\$1,000,000	\$1,000,000

Payments and Other Appropriations

Payments/Appropriations (2565000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Workers' Compensation Billings (01010-2554100)	8,568,854	8,522,984	8,650,732	127,748	1.5%
Hotel Tax Increment (01010-2562000)	2,697,763	2,974,551	1,834,000	(1,140,551)	(38.0)
Downtown Historic District Tax Rebate (01010-2563000)	300,000	300,000	300,000	0	0.0%
DPS-Stapleton Mill Levy Payment (01010-2564000)	760,753	1,201,600	2,001,600	800,000	67.0%
Annual Rental Payments (2565000) (01010-2565000)	20,709,362	20,850,500	21,125,645	275,145	1.3%
Unemployment Comp Insurance (01010-2580810)	519,351	800,000	600,000	(200,000)	(25.0%)
General Fund Contingency (01010-2580100)	27,316,000	28,313,197	29,200,000	370,803	3.1%
Total Program Expenditures	60,872,083	62,962,832	63,711,977	749,145	1.2%

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% confidence level. See the Workers' Compensation section of this book for further explanation regarding funding levels.

The **Hotel Tax Increment/DURA** receives and distributes the 1% Lodgers Tax increment to the Denver Urban Renewal Authority to fund the redevelopment and expansion of the Colorado Convention Center. City Council created the Denver Tourism Improvement District in 2017 and eligible Tourism District voters authorized the collection of the increment in November 2017. This budgeted amount represents the estimated increment amount of General Fund's Lodger's tax generated by the eligible hotels in the District. 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 2019, the Curtis Hotel/Executive Tower TIF expired, resulting in a decrease in payments to DURA.

Beginning April 1, 2018, Airbnb began collecting Denver Lodger's Sales Tax on sales of short-term lodging. For more information on the new requirements, please visit the Treasury Division website and review the Lodger's Tax information page.

Since 2000 the **Downtown Historic District Tax Rebate** has provided for a partial rebate of the city 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 our city's core. At the same time, 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. The program is to be 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.

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.

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.

The 2020 appropriations are as follows:

Annual Rental Payments	Amount
Trustee Payments	\$1,167,161
Civic Center Office Building	\$16,800,722
African American Research Library	\$1,279,800
Parking Garage Payments	\$1,135,600
Central Platte Campus	\$742,362
Total Rental Payments	\$21,125,645

The **Unemployment Compensation Insurance** program reimburses the State of Colorado for unemployment benefits paid by the State to former General Fund employees. The adjustment in 2019 reflects aligning budget with historical actual expenditures.

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 occur, the contingency appropriation is rescinded so that the remaining balance continuously reflects the amount of reserves still available for use. Supplements 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.

Department Budget

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Office of the Chief Financial Officer	1,382,145	2,043,329	2,037,992	(5,337)	(0.3%)
Assessment Division	5,404,400	6,208,411	6,254,477	46,066	0.7%
Treasury Division	16,661,066	18,345,598	18,118,021	(227,577)	(1.2%)
Cash, Risk & Capital Funding	13,746,570	15,927,768	15,257,410	(670,358)	(4.2%)
Controller's Office	8,771,353	9,406,991	9,657,018	250,027	2.7%
Division of Real Estate	5,606,005	5,896,149	8,013,051	2,116,902	35.9%
Budget and Management	2,839,135	3,420,128	3,308,687	(111,441)	(3.3%)
Capital Planning and Programming	1,918,498	2,337,236	2,358,656	21,420	0.9%
Total	56,329,173	63,585,610	65,005,312	1,419,702	2.2%

General Fund Expenditures by Type

Personnel Services	36,101,856	38,962,401	40,107,547	1,145,146	2.9%
Services and Supplies	19,823,314	24,436,665	24,847,997	411,332	1.7%
Capital Equipment	142,293	137,596	0	(137,596)	(100.0%)
Internal Services and Misc.	261,710	48,948	49,768	820	1.7%

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
Total	56,329,173	63,585,610	65,005,312	1,419,702	2.2%
Payments					
Annual Rental Payments	20,658,785	20,850,500	21,125,645	275,145	1.3%
Downtown Historic District Tax Rebate	300,000	300,000	300,000	0	0.0%
DPS-Stapleton Mill Levy Payment	760,753	1,201,600	2,001,600	800,000	66.6%
Hotel Tax Increment	2,697,763	2,974,551	1,834,000	(1,140,551)	(38.3%)
Unemployment Comp Insurance	519,351	800,000	600,000	(200,000)	(25.0%)
Workers' Compensation Billings	8,568,854	8,522,984	8,650,732	127,748	1.5%
Subtotal Total	33,505,506	34,649,635	34,511,977	(137,658)	(0.4%)
Total General Fund	89,834,679	98,235,245	99,517,289	1,282,044	1.3%
Other General Funds					
General Contingency	0	28,313,197	29,200,000	886,803	3.1%
Total	0	28,313,197	29,200,000	886,803	3.1%
General Fund Revenue					
Property	129,299,474	131,140,562	152,027,585	20,887,023	15.9%
Sales and Use	690,873,156	716,989,138	758,895,445	41,906,307	5.8%
Lodgers	31,782,515	33,735,990	35,509,755	1,773,765	5.3%
Occupational Privilege	53,092,730	55,068,451	56,169,820	1,101,369	2.0%
Motor Vehicle Ownership Tax	30,654,452	31,083,614	31,518,785	435,171	1.4%
Telecommunications	1,948,633	1,650,000	1,650,000	0	0.0%
Licenses and Permits	941,664	660,000	660,000	0	0.0%
Fines and Forfeits	141,605	125,000	125,000	0	0.0%
Interest Income	13,711,704	16,248,456	16,568,308	319,852	2.0%
Charges for Services	31,867,628	32,500,562	36,556,857	4,056,295	12.5%
Internal Service and Indirect Cost	17,858,659	18,520,237	19,021,633	501,396	2.7%
Miscellaneous Other	52,838,047	57,931,398	61,969,129	4,037,731	7.0%
Total	1,055,010,267	1,095,653,408	1,170,672,317	75,018,909	6.8%
Internal Service Funds Expenditures by Agency					
Workers' Compensation	12,312,871	15,644,507	15,620,278	(24,229)	(0.2%)
Total	12,312,871	15,644,507	15,620,278	(24,229)	(0.2%)
Internal Service Funds Expenditures by Type					
Personnel Services	4,979,048	5,919,131	6,052,040	132,909	2.2%

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
Services and Supplies	6,711,767	9,177,057	9,021,719	(155,338)	(1.7%)
Capital Equipment	3,309	1,800	0	(1,800)	(100.0%)
Internal Services and Misc.	618,747	546,519	546,519	0	0.0%
Total Internal Service Funds	12,312,871	15,644,507	15,620,278	(24,229)	(0.2%)
Internal Service Funds Revenue					
Interest Income	1,283,511	1,194,000	1,194,000	0	0.0%
Charges for Services	10,000,234	10,000,300	10,000,300	0	0.0%
Miscellaneous Other	(69,638)	760,000	760,000	0	0.0%
Total Internal Service Funds Revenue	11,214,107	11,954,300	11,954,300	0	0.0%
Special Revenue Funds Expenditures					
General Government	45,371,840	26,575,479	37,317,814	10,742,335	40.4%
Total Special Revenue Funds	45,371,840	26,575,479	37,317,814	10,742,335	40.4%
Personnel Complement					
General Fund Operations - Civilian	405.80	412.80	405.60	(7.20)	(1.7%)
Workers Compensation - Civilian	19.00	21.00	21.00	0.00	0.0%
Total	424.80	433.80	426.60	(7.20)	(1.7%)
Total Personnel Complement	424.80	433.80	426.60	(7.20)	(1.7%)
Capital Improvements*					
Capital Improvements		13,537,122	12,580,755	(956,367)	(7.1%)
Grant/Other Capital Funds		24,915,852	30,747,917	5,832,065	23.4%
Entertainment and Cultural Capital Funds		5,379,751	5,379,000	(751)	0.0%
Total		43,832,725	48,707,672	4,874,947	11.1%

*Actuals are not included for capital projects by department as capital project budgets are non-lapsing. Actuals for capital funds can be found in the "Financial Summary for all CIP-Funds".

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Office of the Chief Financial Officer		
· An increase in personnel services due to the addition of a Senior Management Analyst to provide analytic and data-driven support to the office of the CFO.	1.00	138,900
· A decrease in personnel services due to the abolishment of an Administrative Assistant III position mid-year 2019.	(1.00)	(51,200)

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
· A decrease in services and supplies and capital equipment due to a permanent reduction in the professional services budget and one-time equipment purchased in 2019 that is not budgeted in 2020.	0.00	(79,500)
Assessment Division		
· A decrease in personnel services due to allowing two limited positions to expire.	(2.00)	(166,700)
· A decrease in personnel services due to the abolishment of a Real Property Appraiser Specialist.	(1.00)	(111,500)
· A decrease in services and supplies due to reductions in printing and mailing services. This budget will need to be restored during re-assessment years.	0.00	(117,400)
· A decrease in capital equipment due to one-time purchases in 2019 that are not budgeted in 2020.	0.00	(19,600)
Treasury Division		
· A decrease in personnel services due to the deferment in hiring three Tax Technicians, one Senior Tax Auditor, and one Management Analyst II in 2020. This savings is temporary.	0.00	(467,000)
· A decrease in personnel services due to the abolishment of a Tax Compliance Agent in the Treasury Division.	(1.00)	(68,500)
· A decrease in personnel services due to a Tax Technician I position transferring to the Division of Real Estate.	(1.00)	(59,600)
· A net decrease in personnel services due to the addition of one Tax Fiscal Administrator. An Administrative Support and a Tax Technician I position were abolished to accommodate this change.	(1.00)	(4,200)
· A decrease in services and supplies due to a reduced need for training, travel, dues, licenses and subscriptions, and professional services.	0.00	(150,000)
· A decrease in services and supplies to temporarily reduce the budget for training and professional services.	0.00	(110,000)
· A decrease in services and supplies due to reassessing needs for training, mailing, travel, and official functions.	0.00	(88,000)
· A decrease in capital equipment due to one-time purchases in 2019 that are not budgeted in 2020.	0.00	(41,700)
Cash, Risk and Capital Funding Division		
· A decrease in personnel services due to the reduction of hours for one Sr. Financial Analyst.	(0.20)	(16,200)
· A decrease in services and supplies due to a reduction in the budget for online banking transaction fees.	0.00	(749,300)
· A revenue increase due to reinstating convenience fees for certain credit card transactions.	0.00	4,000,000
Controller's Office		
· A decrease in personnel services due to the abolishment of a Payroll Associate Senior in the Controller's Office.	(1.00)	(88,200)
· A net decrease in services and supplies due to reassessing the needs for training, mailing, travel, and official functions, and a one-time budget reallocation that appears as a decrease for 2020.	0.00	(252,300)
· A decrease in capital equipment due to one-time equipment purchases in 2019 that are not budgeted in 2020.	0.00	(38,400)
Division of Real Estate		
· An increase in personnel services due to a Tax Technician I position transferring to the Division of Real Estate. This position was subsequently upgraded to a Contract Administrator.	1.00	62,000

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
• An increase in services and supplies due to leasing warehouse space at 4780 Vasquez and 4650 Steele St.	0.00	1,113,000
• An increase in services and supplies due to expanding the current lease at the Denver Post Building to include office space on the 11th floor. This additional space will be used to accommodate city staff.	0.00	875,000
• An increase in services and supplies due to a contractual lease increase for currently-leased office space at the Denver Post Building.	0.00	123,000
• A decrease in services and supplies due to reductions in dues, subscriptions, training, and licenses.	0.00	(115,000)
Budget and Management Office		
• A decrease in personnel services due the abolishment of a Senior Budget Analyst position in the Budget and Management Office that is no longer required.	(1.00)	(105,500)
• A decrease in services and supplies due to an evaluation of professional service needs.	0.00	(118,500)
Capital Planning and Programming		
• There are no significant budget or program changes.	0.00	0
Worker's Compensation		
• A decrease in personnel services due to a decrease in Worker's Compensation claims.	0.00	(6,673,000)
• A decrease in services and supplies due to a decrease in professional services contracts that support Worker Compensation claims.	0.00	(2,966,000)
Special Revenue		
• An increase in The Social Impact Bond program, administered in the Office of the CFO, due to the current program ending in late 2020. The increase represents the maximum final payment for the Social Impact Bond programs based on performance criteria.	0.00	8,730,000
• An increase in the Convention Center Hotel SRF that is administered by CRCF.	0.00	1,615,200

Budget Detail

Office of the CFO (2501000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	1,100,036	953,543	1,027,726	74,183	7.8%
Services and Supplies	268,685	1,077,121	1,009,766	(67,355)	(6.3%)
Capital Equipment	11,936	12,165	0	(12,165)	(100.0%)
Internal Services and Misc.	1,489	500	500	0	0.0%
Expenditures by Type Total	1,382,145	2,043,329	2,037,992	(5,337)	(0.3%)
Expenditures by Activity					
Office of the CFO	1,156,735	1,853,426	1,848,380	(5,046)	(0.3%)
Admin Team	225,411	189,903	189,612	(291)	(0.2%)
Expenditures by Activity Total	1,382,145	2,043,329	2,037,992	(5,337)	(0.3%)
Other Program Funding Sources					
General Government SRF					
Social Impact Bond Program	1,587,932	1,570,000	10,300,000	8,730,000	556.1%

Office of the CFO (2501000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Total Program Expenditures	2,970,077	3,613,329	12,337,992	8,724,663	241.5%
Personnel Complement (Budgeted)					
Admin Team	3.00	3.00	3.00	0.00	0.0%
Office of the CFO	7.00	6.00	6.00	0.00	0.0%
Personnel Complement (Budgeted) Total	10.00	9.00	9.00	0.00	0.0%
Total Personnel Complement	10.00	9.00	9.00	0.00	0.0%
 Assessment Division (2520000)					
Expenditures by Type	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Personnel Services	5,191,514	5,825,985	6,009,062	183,077	3.1%
Services and Supplies	183,429	361,530	244,119	(117,411)	(32.5%)
Capital Equipment	28,809	19,600	0	(19,600)	(100.0%)
Internal Services and Misc.	648	1,296	1,296	0	0.0%
Expenditures by Type Total	5,404,400	6,208,411	6,254,477	46,066	0.7%
Expenditures by Activity					
Administration	943,787	1,134,793	1,095,247	(39,546)	(3.5%)
Real Estate	3,047,016	3,484,231	3,540,062	55,831	1.6%
Personal Property	646,884	724,640	760,314	35,674	4.9%
Information Management	402,145	460,228	420,197	(40,031)	(8.7%)
GIS/Ownership	364,569	404,519	438,657	34,138	8.4%
Expenditures by Activity Total	5,404,400	6,208,411	6,254,477	46,066	0.7%
Total Program Expenditures	5,404,400	6,208,411	6,254,477	46,066	0.7%
 Personnel Complement (Budgeted)					
Administration	6.00	6.00	6.00	0.00	0.0%
GIS/Ownership	4.00	5.00	5.00	0.00	0.0%
Information Management	5.00	6.00	5.00	(1.00)	(16.7%)
Personal Property	8.30	9.30	9.30	0.00	0.0%
Real Estate	36.50	39.50	37.50	(2.00)	(5.1%)
Personnel Complement (Budgeted) Total	59.80	65.80	62.80	(3.00)	(4.6%)
Total Personnel Complement	59.80	65.80	62.80	(3.00)	(4.6%)
 Revenue					
Charges for Services	1,585	1,400	1,400	0	0.0%
Miscellaneous Other	120	900	900	0	0.0%
Revenue Total	1,705	2,300	2,300	0	0.0%

Treasury Division (2540000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	14,358,386	15,645,259	15,765,727	120,468	0.8%
Services and Supplies	2,011,200	2,635,274	2,328,944	(306,330)	(11.6%)
Capital Equipment	50,819	41,715	0	(41,715)	(100.0%)
Internal Services and Misc.	240,661	23,350	23,350	0	0.0%
Expenditures by Type Total	16,661,066	18,345,598	18,118,021	(227,577)	(1.2%)
Expenditures by Activity					
Administration	712,537	814,761	768,014	(46,747)	(5.7%)
Financial Management	222,163	0	0	0	0.0%
Tax Collection	4,551,647	5,334,073	5,056,323	(277,750)	(5.2%)
Tax Audit	5,032,571	5,563,224	5,563,943	719	0.0%
DMV Management Operations	801,837	1,012,346	1,217,232	204,886	20.2%
DMV Branch Operations	4,518,128	4,761,754	5,251,171	489,417	10.3%
DMV Processing Center	822,182	859,440	261,338	(598,102)	(69.6%)
Expenditures by Activity Total	16,661,066	18,345,598	18,118,021	(227,577)	(1.2%)
Total Program Expenditures	16,661,066	18,345,598	18,118,021	(227,577)	(1.2%)
Personnel Complement (Budgeted)					
Administration	3.00	3.00	3.00	0.00	0.0%
DMV Branch Operations	59.00	63.00	67.00	4.00	6.3%
DMV Management Operations	9.00	8.00	7.00	(1.00)	(12.5%)
DMV Processing Center	6.50	5.50	2.50	(3.00)	(54.5%)
Tax Audit	53.00	53.00	52.00	(1.00)	(1.9%)
Tax Collection	55.00	53.00	51.00	(2.00)	(3.8%)
Personnel Complement (Budgeted) Total	185.50	185.50	182.50	(3.00)	(1.6%)
Total Personnel Complement	185.50	185.50	182.50	(3.00)	(1.6%)
Revenue					
Property	129,299,474	131,140,562	152,027,585	20,887,023	15.9%
Sales and Use	690,873,156	716,989,138	758,895,445	41,906,307	5.8%
Lodgers	31,782,743	33,735,990	35,509,755	1,773,765	5.3%
Occupational Privilege	53,092,730	55,068,451	56,169,820	1,101,369	2.0%
Motor Vehicle Ownership Tax	30,654,452	31,083,614	31,518,785	435,171	1.4%
Telecommunications	1,948,633	1,650,000	1,650,000	0	0.0%
Licenses and Permits	941,714	660,000	660,000	0	0.0%
Fines and Forfeits	141,605	125,000	125,000	0	0.0%
Interest Income	150,847	2,881,260	2,881,260	0	0.0%
Charges for Services	29,717,824	30,998,238	31,062,010	63,772	0.2%
Miscellaneous Other	52,185,135	54,466,751	56,315,647	1,848,896	3.4%
Revenue Total	1,020,788,313	1,058,799,004	1,126,815,307	68,016,303	6.4%

Cash Risk & Capital Funding Division (2550000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	2,363,697	2,457,171	2,540,088	82,917	3.4%
Services and Supplies	11,376,293	13,458,841	12,709,522	(749,319)	(5.6%)
Capital Equipment	2,044	5,276	0	(5,276)	(100.0%)
Internal Services and Misc.	4,536	6,480	7,800	1,320	20.4%
Expenditures by Type Total	13,746,570	15,927,768	15,257,410	(670,358)	(4.2%)
Expenditures by Activity					
Financial Management	11,584,382	13,125,605	11,918,541	(1,207,064)	(9.2%)
Insurance and Loss Prevention	2,162,188	2,802,163	3,338,869	536,706	19.2%
Expenditures by Activity Total	13,746,570	15,927,768	15,257,410	(670,358)	(4.2%)
Other Program Funding Sources					
General Government SRF					
Convention Center Hotel - 11835	14,604,926	14,384,816	16,000,000	1,615,184	11.2%
Metro Mortgage Assistance Program	1,251,679	2,550,000	2,750,000	200,000	7.8%
Risk Management SRF	1,072,241	775,000	775,000	0	0.0%
Total	16,928,846	17,709,816	19,525,000	1,815,184	10.2%
Total Program Expenditures	30,675,416	33,637,584	34,782,410	1,144,826	3.4%
Personnel Complement (Budgeted)					
Financial Management	13.00	14.00	13.80	(0.20)	0.0%
Insurance and Loss Prevention	4.00	4.00	4.00	0.00	0.0%
Personnel Complement (Budgeted) Total	17.00	18.00	17.80	(0.20)	0.0%
Total Personnel Complement	17.00	18.00	17.80	(0.20)	0.0%
Revenue					
Interest Income	10,275,274	12,737,196	13,057,048	319,852	2.5%
Charges for Services	0	225,000	4,225,000	4,000,000	1,777.8%
Miscellaneous Other	115,502	0	0	0	0.0%
Revenue Total	10,390,776	12,962,196	17,282,048	4,319,852	33.3%
 Controller's Office (2560000)					
	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	8,471,062	8,809,715	9,344,839	535,124	6.1%
Services and Supplies	263,388	555,456	305,199	(250,257)	(45.1%)
Capital Equipment	31,665	34,840	0	(34,840)	(100.0%)
Internal Services and Misc.	5,238	6,980	6,980	0	0.0%
Expenditures by Type Total	8,771,353	9,406,991	9,657,018	250,027	2.7%

Expenditures by Activity

Accounting and Financial Reporting	3,316,540	3,543,594	3,652,611	109,017	3.1%
Payroll	2,563,477	2,724,050	2,696,502	(27,548)	(1.0%)
Financial Services	2,891,336	3,139,347	3,307,905	168,558	5.4%
Expenditures by Activity Total	8,771,353	9,406,991	9,657,018	250,027	2.7%

Other Program Funding Sources**General Government SRF**

Denver Preschool Program	22,229,471	0	0	0	0.0%
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Capital Projects Funds

Other Agency Capital Project	0	0	0	0	0.0%
Other Program Funding Sources Total	22,229,471	0	0	0	0.0%

Total Program Expenditures

Total Program Expenditures	31,000,825	9,406,991	9,657,018	250,027	2.7%
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Personnel Complement (Budgeted)

Accounting and Financial Reporting	29.00	29.00	29.00	0.00	0.0%
Financial Services	34.00	36.00	36.00	0.00	0.0%
Payroll	28.00	27.00	26.00	(1.00)	(3.7%)
Personnel Complement (Budgeted) Total	91.00	92.00	91.00	(1.00)	(1.1%)

Total Personnel Complement

Total Personnel Complement	91.00	92.00	91.00	(1.00)	(1.1%)
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Revenue

Controller's Office (2560000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Interest Income	3,285,583	630,000	630,000	0	0.0%
Charges for Services	776,943	825,924	818,447	(7,477)	(0.9%)
Miscellaneous Other	432,960	18,304	18,304	0	0.0%
Revenue Total	4,495,208	1,474,228	1,466,751	(7,477)	(0.5%)

Division of Real Estate (2570000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					

Personnel Services	1,235,049	1,367,545	1,488,491	120,946	8.8%
Services and Supplies	4,356,522	4,520,712	6,520,668	1,999,956	44.2%
Capital Equipment	9,413	4,000	0	(4,000)	(100.0%)
Internal Services and Misc.	5,022	3,892	3,892	0	0.0%
Expenditures by Type Total	5,606,005	5,896,149	8,013,051	2,116,902	35.9%

Expenditures by Activity

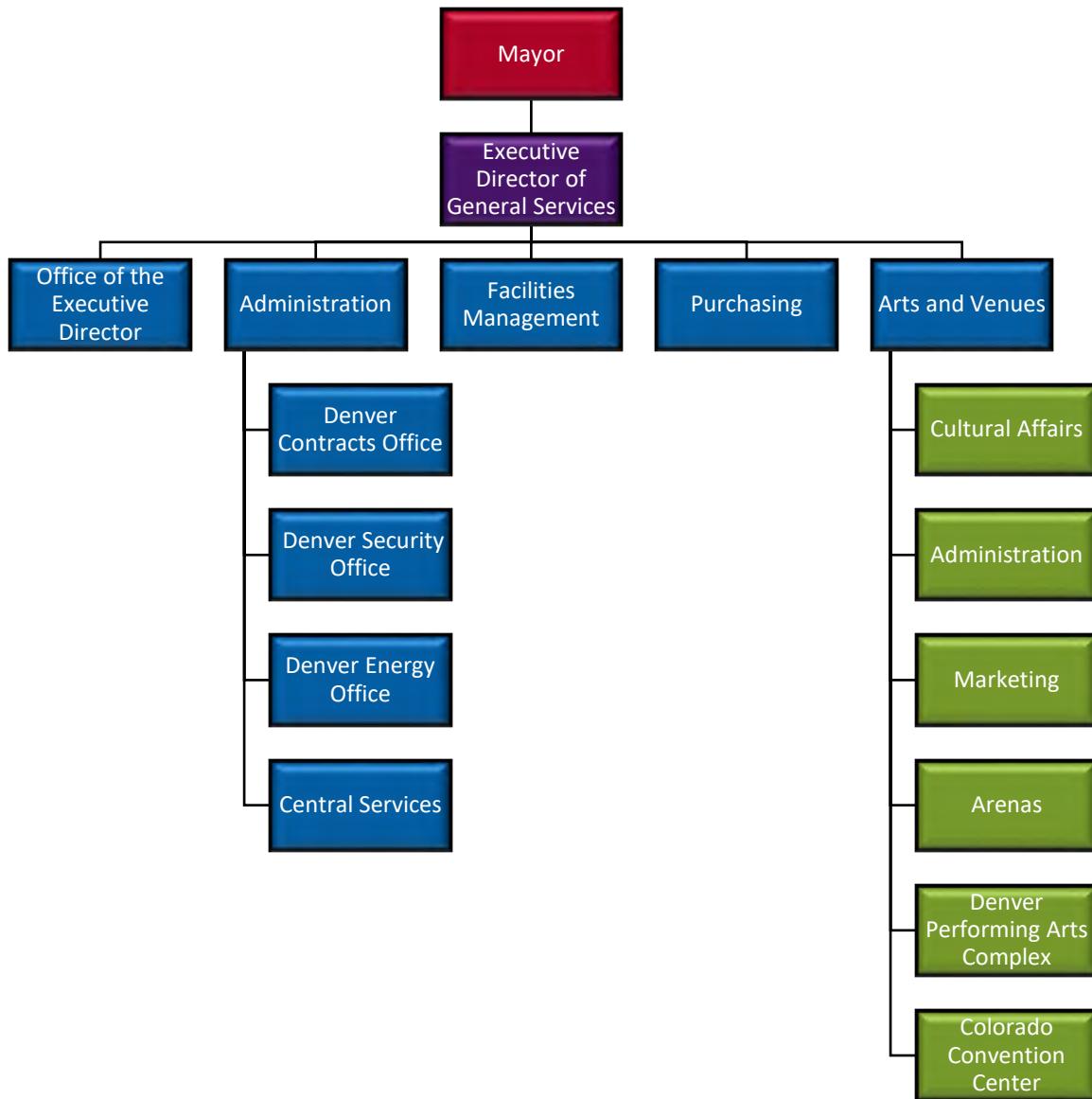
Real Estate Management	5,606,005	5,896,149	8,013,051	2,116,902	35.9%
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Other Program Funding Sources

Division of Real Estate (2570000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Capital Projects Funds					
Other Agency Capital Project	0	7,650,000	7,560,000	(90,000)	(1.2%)
Strategic Shelter Facilities	0	3,350,000	2,473,000	(877,000)	(26.2%)
Total	0	11,000,000	10,033,000	(967,000)	(8.8%)
Total Program Expenditures	5,606,005	16,896,149	18,046,051	1,149,902	6.8%
Personnel Complement (Budgeted)					
Real Estate Management	9.00	10.00	11.00	1.00	10.0%
Total Personnel Complement	9.00	10.00	11.00	1.00	10.0%
Revenue					
Charges for Services	781,638	450,000	450,000	0	0.0%
Miscellaneous Other	4,627	0	0	0	0.0%
Revenue Total	786,265	450,000	450,000	0	0.0%
Budget & Management Office (2580000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	2,381,268	2,622,682	2,629,693	7,011	0.3%
Services and Supplies	453,112	772,146	673,694	(98,452)	(12.8%)
Capital Equipment	1,029	20,000	0	(20,000)	(100.0%)
Internal Services and Misc.	3,726	5,300	5,300	0	0.0%
Expenditures by Type Total	2,839,135	3,420,128	3,308,687	(111,441)	(3.3%)
Expenditures by Activity					
Budgeting and Analysis	2,133,907	2,468,605	2,392,009	(76,596)	(3.1%)
Business Process Analysis	705,229	951,523	916,678	(34,845)	(3.7%)
Expenditures by Activity Total	2,839,135	3,420,128	3,308,687	(111,441)	(3.3%)
Other Program Funding Sources					
General Government SRF					
Grant Development	85,627	85,627	42,814	(42,813)	(50.0%)
Total Program Expenditures	2,924,762	3,505,755	3,351,501	(154,254)	(4.4%)
Personnel Complement (Budgeted)					
Budgeting and Analysis	16.50	15.50	14.50	(1.00)	(6.5%)
Business Process Analysis	8.00	8.00	8.00	0.00	0.0%
Personnel Complement (Budgeted) Total	24.50	23.50	22.50	(1.00)	(4.3%)
Total Personnel Complement	24.50	23.50	22.50	(1.00)	(4.3%)
Revenue					
Charges for Services	14,000	0	0	0	0.0%
Internal Service and Indirect Cost	17,858,659	18,520,237	19,021,633	501,396	2.7%

Budget & Management Office (2580000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Miscellaneous Other	99,704	3,445,443	5,634,278	2,188,835	63.5%
Revenue Total	17,972,363	21,965,680	24,655,911	2,690,231	12.2%
Capital Planning and Programming (2590000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	1,000,844	1,280,501	1,301,921	21,420	1.7%
Services and Supplies	910,686	1,055,585	1,056,085	500	0.0%
Capital Equipment	6,578	0	0	0	0.0%
Internal Services and Misc.	390	1,150	650	(500)	(43.5%)
Expenditures by Type Total	1,918,498	2,337,236	2,358,656	21,420	0.9%
Expenditures by Activity					
Capital Planning and Programming	1,918,498	2,337,236	2,358,656	21,420	0.9%
Other Program Funding Sources					
General Government SRF					
Special Districts Revolving Loan	0	200,000	100,000	(100,000)	(50.0%)
Tourism Improvement District Marketing and Promotion Fund	4,539,964	6,960,036	7,300,000	339,964	4.9%
Total	4,539,964	7,160,036	7,400,000	239,964	3.4%
Capital Projects Funds*					
Colorado Convention Center Capital Fund		9,148,823	10,338,966	1,190,143	13.0%
DURA Downtown TIF Projects		8,000,000	2,500,000	(5,500,000)	(68.8%)
Excise Tax Overperformance Capital Fund		7,767,029	17,908,951	10,141,922	130.6%
Other Agency Capital Project		2,537,122	2,547,755	10,633	0.4%
Theatres & Arenas Capital Projects		5,379,751	5,379,000	(751)	0.0%
Total		32,832,725	38,674,672	5,841,947	17.8%
Other Program Funding Sources Total	4,539,964	39,992,761	46,074,672	6,081,911	15.2%
Total Program Expenditures	6,458,461	42,329,997	48,433,328	6,103,331	14.4%
Personnel Complement (Budgeted)					
Capital Planning and Programming	9.00	9.00	9.00	0.00	0.0%
Total Personnel Complement	9.00	9.00	9.00	0.00	0.0%
Revenue					
Charges for Services	575,638	0	0	0	0.0%
<i>*Actuals are not included for capital projects by department as capital project budgets are non-lapsing. Actuals for capital funds can be found in the "Financial Summary for all CIP-Funds.</i>					
Worker's Compensation (65000-2558100)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	4,979,048	5,919,131	6,052,040	132,909	2.2%

Services and Supplies	6,711,767	9,177,057	9,021,719	(155,338)	(1.7%)
Capital Equipment	3,309	1,800	0	(1,800)	(100.0%)
Internal Services and Misc.	618,747	546,519	546,519	0	0.0%
Expenditures by Type Total	12,312,871	15,644,507	15,620,278	(24,229)	(0.2%)
Expenditures by Activity					
WC Administration	4,341,799	4,814,007	4,789,778	(24,229)	(0.5%)
Indemnity and Medical	7,971,073	10,830,500	10,830,500	0	0.0%
Expenditures by Activity Total	12,312,871	15,644,507	15,620,278	(24,229)	(0.2%)
Other Program Funding Sources					
General Government SRF					
Firefighter Heart Benefit	0	50,000	50,000	0	0.0%
Total Program Expenditures	12,312,871	15,694,507	15,670,278	(24,229)	(0.2%)
Personnel Complement (Budgeted)					
WC Administration	19.00	21.00	21.00	0.00	0.0%
Total Personnel Complement	19.00	21.00	21.00	0.00	0.0%
Revenue					
Interest Income	1,283,511	1,194,000	1,194,000	0	0.0%
Charges for Services	10,000,234	10,000,300	10,000,300	0	0.0%
Miscellaneous Other	(69,638)	760,000	760,000	0	0.0%
Revenue Total	11,214,107	11,954,300	11,954,300	0	0.0%



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 the backbone of our world class city, providing quality, value-added services to internal and external customers and partners through the Facilities Management Division, Purchasing Division, and Administration division which includes the Denver Security Office, the Denver Energy Office, the Denver Contracts Office and Denver Central Services. The Department of General Services also includes Denver Arts and Venues.

For more information visit the General Services website at <https://www.denvergov.org/content/denvergov/en/general-services.html>.

Services

The **Office of the Executive Director** focuses on the development and implementation of department-wide initiatives and strategies such as policy development, establishment of agency goals, objectives and guidelines, media relations and other external communications, public engagement, and financial management.

The **Administration Division** includes the Denver Security Office, the Denver Energy Office, the Denver Contracts Office and Denver Central Services.

- **The Denver Contracts Office** procures, executes, and manages service-related contracts used by multiple city departments/agencies and ensures contract compliance.
- **The Denver Security Office** manages and oversees security for all city facilities, ensuring Denver's citizens and city employees can conduct business in a safe and secure environment.
- **The Denver Energy Office** is the City's leader in developing and achieving climate and sustainability goals for municipal facilities and is responsible for achieving 100 percent renewable electricity in all municipal facilities by 2025 as part of Denver's 80/50 Climate Action Plan, and a 20 percent reduction in municipal facility use by 2020 in accordance with the Better Buildings Challenge.
- **Denver Central Services** is responsible for citywide administrative support services including printing and mailing services, operation of the City mailroom, and handling all inter-departmental mail for the City and County of Denver.

The **Facilities Management Division** is responsible for the maintenance, repair, and operation of more than 135 city buildings and structures encompassing 6.4 million square feet. In addition, the division manages and implements a departmental plan to facilitate ADA compliance within the City's portfolio of facilities. Facilities Management plans and executes the City's deferred maintenance program for buildings, using data provided by the CCD Infrastructure Analysis, and annually implements facility capital improvement projects through the Capital Improvement Program budget.

The **Purchasing Division** procures and delivers best value for \$700,000,000 of city goods and services, manages surplus property activities through the sale and strategic re-use of city goods, and works to improve opportunities for Small, Minority, and Women Business Enterprises (S/M/WBE).

Strategies

Customer Experience: Provide professional solutions that deliver the mile-high experience by partnering with all city agencies, the citizens of Denver who utilize city facilities, and the vendor communities who do business with the city. This is done through:

- Business practice process improvement to increase the efficiency of our processes by removing waste and eliminating non-value add steps, which will increase cost savings and reduce process time.

- Communication enhancements to leverage our internal resources to brand General Services, and improve communication with our customers, employees, and stakeholders.
- Expand facility safety and security to continuously assess, identify, and develop proactive preventative measures that ensure the safety of our employees and tenants in city facilities.

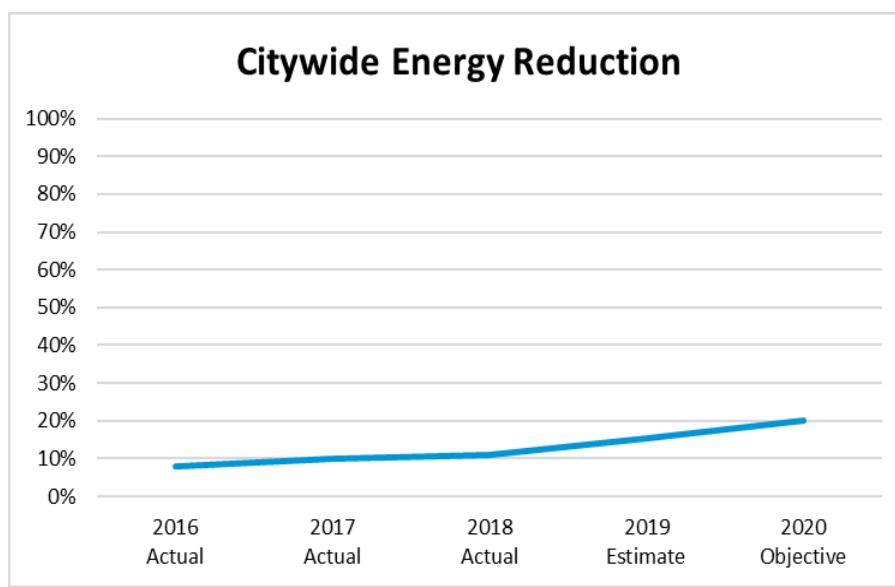
Employee Engagement: An engaged culture that empowers a bold and dynamic workforce committed to excellence through:

- Career planning to identify where our employees want to go in their careers and build a plan for them to achieve those goals.
- Provide employees with professional development opportunities by offering training, education, and other types of self-development opportunities for all General Services employees.
- 360° Communication to empower our employees to provide input into major business decisions through bottom-up meetings, one-on-ones, surveys, and top-down listening sessions.

Financial Performance: Ensure measurable financial impact through responsible and sustainable practices at all levels of the agency through:

- Adopting Priority Based Budgeting, a fiscally responsible approach to improving services.
- Provide financial competency training for all employees.
- Resource realignment to maximize our resources to empower and enable our organization to move the needle on our top prioritized services.

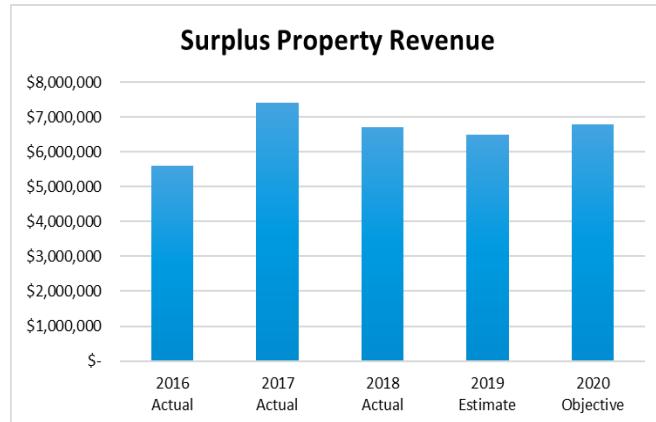
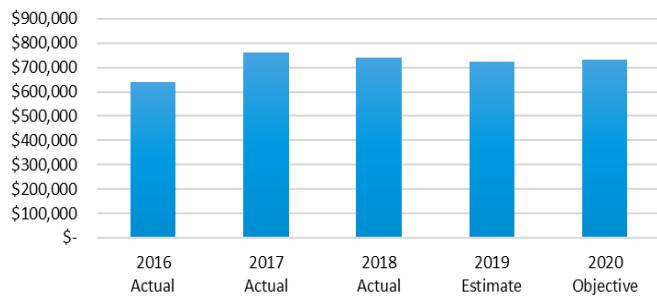
Performance and Program Highlights



The Denver Energy Office is committed to achieving the goal of a 20 percent reduction in energy usage by 2020 in accordance with the Better Buildings Challenge (BBC). A baseline has been set using 2011 consumption data. "Energy usage" as defined in this measure includes electricity, natural gas, steam, and chilled water. The 20 percent energy reduction in kBtus for the City and County of Denver under the BBC is equivalent to the energy use of approximately 2,200 homes for a year. The percentages listed represent cumulative performance with a total reduction of 11% for 2018. General Services is projecting a 20% reduction in 2020.

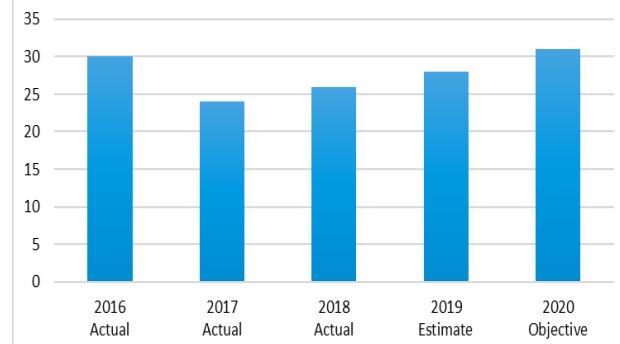
The Purchasing Division's Surplus Property Revenue:

Revenue from sales of surplus property, abandoned confiscated vehicles, and lost and confiscated personal property. This matrix has a substantial impact on purchasing from a process improvement and efficiency perspective. Through the addition of new staff resources and continued process improvement, General Services continues to increase the efficiency in which we process goods and generate revenue through our surplus warehouse activities.

**Master Purchase Orders and Credit Card Rebates****Master Purchase Order and Credit Card Rebates:**

A Master Purchase Order (MPO) is a legally binding agreement for goods and related services commonly used in volume by multiple City agencies, and are awarded for definite periods of time, usually 1-3 years with extension/renewal options. Purchasing administers over 350 Master Purchase Orders (MPOs) that deliver savings and beneficial terms for agency purchases. Several of these MPOs generate rebates from suppliers based on dollar value of purchases made.

Deferred Maintenance: Deferred Maintenance for the 135 city facilities controlled by the Department of General Services is 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. As buildings continue to age, the need to address deferred maintenance increases. In addition to the annual \$2.5M in CIP funding, it is anticipated that \$6.8M will become available in Q1 2020 through the Elevate Denver Bond to complete approximately 30 deferred maintenance projects in 2020, 2021 and 2022. Additional resources will enable the team to increase the volume of projects initiated and completed in 2020.

Completed Deferred Maintenance 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. The number of completed Preventative Work Orders remains relatively flat as a result. The unaddressed Preventative Maintenance work becomes deferred maintenance which results in additional costs.

Department Budget

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
General Services Administration	28,508,392	28,537,716	33,887,100	5,349,384	18.7%
Purchasing	2,812,217	3,346,358	3,319,745	(26,613)	(0.8%)
Office of the Executive Director	0	0	1,005,134	1,005,134	0.0%
Facilities Management	20,588,836	22,255,004	18,629,960	(3,625,044)	(16.3%)
Total	51,909,446	54,139,078	56,841,939	2,702,861	5.0%
General Fund Expenditures by Type					
Personnel Services	10,894,254	12,170,177	13,390,046	1,219,869	10.0%
Services and Supplies	39,526,238	40,738,990	42,540,114	1,801,124	4.4%
Capital Equipment	555,434	323,288	3,800	(319,488)	(98.8%)
Internal Services and Misc.	933,519	906,623	907,979	1,356	0.1%
Total	51,909,446	54,139,078	56,841,939	2,702,861	5.0%
Total General Fund	51,909,446	54,139,078	56,841,939	2,702,861	5.0%
General Fund Revenue					
Charges for Services	131,985	2,117,498	2,117,498	0	0.0%
Internal Service and Indirect Cost	1,683,503	0	0	0	0.0%
Miscellaneous Other	6,294,955	6,156,987	6,083,987	(73,000)	(1.2%)
Total	8,110,443	8,274,485	8,201,485	(73,000)	(0.9%)

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
Transfers					
Transfer to Grant/Other CIF - 15815-9938100	9,106,625	17,000,000	12,000,000	(5,000,000)	(29.4%)
Total Special Revenue Funds Transfers	9,106,625	17,000,000	12,000,000	(5,000,000)	(29.4%)
Special Revenue Funds Expenditures					
General Government	28,558,433	30,218,177	31,668,649	1,450,472	4.8%
Culture and Recreation	72,033,074	72,302,327	78,866,894	6,564,567	9.1%
Total Special Revenue Funds	100,591,507	102,520,504	110,535,543	8,015,039	7.8%
Grants					
Grants	10,000	0	0	0	0.0%
Total Grants	10,000	0	0	0	0.0%
Personnel Complement					
Culture and Recreation - Civilian	106.07	107.57	107.57	0.00	0.0%
General Fund Operations - Civilian	138.25	145.25	143.25	(2.00)	(1.4%)
Total	244.32	252.82	250.82	(2.00)	(0.8%)
Total Personnel Complement	244.32	252.82	250.82	(2.00)	(0.8%)
Capital Improvements*					
Capital Improvements		1,200,000	800,000	(400,000)	(33.3%)
Bond Project Funds		128,951	885,941	756,990	587.0%
Grant/Other Capital Funds		17,269,885	12,600,000	(4,669,885)	(27.0%)
Entertainment and Cultural Capital Funds		6,449,953	7,863,630	1,413,677	21.9%
Total		25,048,789	22,149,571	(2,899,218)	(11.6%)

*Actuals are not included for capital projects by department as capital project budgets are non-lapsing. Actuals for capital funds can be found in the "Financial Summary for all CIP-Funds".

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agencywide		
· An increase in services and supplies due to the reallocation of budget from capital equipment for one-time purchases in 2019.	0.00	323,200
· A decrease in capital equipment for one-time purchases in 2019.	0.00	(323,200)
Administration		
· An increase in personnel services due to the transfer of the Administrator II, Contract Administrator, Management Analyst I and Contract Compliance Technician positions from Facilities Management to better align with the department's strategic goals.	4.00	344,800
· An increase in personnel services due to the transfer of four mail room positions from Technology Services to Central Services. The addition of the Administrator II, Staff Assistant, Administrative Support Assistant II and Utility Worker positions.	4.00	322,700
· An increase in personnel services due to the transfer and re-purposing of a Purchasing Manager to a Director of Administration position.	1.00	154,600
· An increase in personnel services for one Contract Administrator Supervisor position approved mid-year to support the minimum wage ordinance.	1.00	113,200
· An increase in personnel services due to the annualization of the Administrative Support Assistant III, Management Analyst II, and Contract Compliance Technician positions added in the second quarter of 2019.	0.75	59,200
· A decrease in personnel due to the transfer of the Executive Director, Deputy Executive Director, and Executive Assistant III positions to the new Office of the Executive Director.	(3.00)	(435,300)
· An increase in services and supplies due to the transfer of professional services budget from Facilities Management to the Contracts Office to better align with the department responsibilities.	0.00	3,175,200
· An increase in services and supplies to right size the security and janitorial professional contracts budget to maintain safety and cleanliness for city employees and the general public.	0.00	1,000,000
· An increase in services and supplies due to the steam rate increase going into effect in the third quarter of 2019.	0.00	425,000
· An increase in services and supplies to right size the utility budget due to the expansion of the City's portfolio of buildings.	0.00	340,000
· An increase in services and supplies for off-duty Police Officers contracted to maintain a safe environment within city facilities. The intent of having the off-duty Police Officers is for them to act as a visible deterrent against potential security threats.	0.00	120,000
· A decrease in services and supplies due to the transfer of budget for the new Office of the Executive Director.	0.00	(285,000)
· A decrease in services and supplies due to the reduction in training, subscriptions and equipment from various Administration departments.	0.00	(60,400)
· A decrease in services and supplies due to the reduction in professional services from the Energy Office and the Office of the Manager.	0.00	(55,000)
· A decrease in services and supplies due to the reallocation of budget to internal services for cell-phone stipends for new staff.	0.00	(3,250)
· A decrease in capital equipment for one-time purchases in 2019.	0.00	(137,900)
· An increase in internal services due to additional cell-phone stipends for new staff.	0.00	3,250
Purchasing		
· An increase in personnel services due to the annualization of one Stockroom Supervisor position added in the second quarter of 2019.	0.25	19,800

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
· A decrease in personnel services due to the transfer and repurposing of the Purchasing Manager position to the Director of Administration position.	(1.00)	(154,600)
· An increase in services and supplies due to the reallocation of budget for new employee apparel from internal services.	0.00	1,300
· A decrease in services and supplies due to a reduction in professional services.	0.00	(64,000)
· A decrease in services and supplies due to a reduction primarily in training and travel.	0.00	(36,700)
· A decrease in services and supplies due to a reallocation of budget to the new Office of the Executive Director.	0.00	(31,200)
· A decrease in services and supplies due to the reallocation of budget to capital equipment for anticipated equipment purchases.	0.00	(3,800)
· An increase in capital equipment due to the reallocation of budget from services and supplies for anticipated equipment purchases.	0.00	3,800
· A decrease in internal services due to the reallocation of budget to services and supplies for new employee apparel.	0.00	(1,300)
Office of the Executive Director		
· An increase in personnel services due to the transfer of the Executive Director, Deputy Executive Director, Marketing and Communications Specialist, Management Analyst II, Executive Assistant III and Executive Assistant II positions from General Services Administration and Facilities Management departments.	6.00	670,100
· An increase in services and supplies due to the transfer of funds from other General Service departments to create the new Office of the Executive Director.	0.00	327,900
· A decrease in services and supplies due to a reduction in professional services.	0.00	(100,000)
· A decrease in services and supplies due to a reduction in travel, training, and clothing items.	0.00	(9,500)
Facilities Management		
· A decrease in personnel services due to a reduction of eight custodial positions that remained vacant throughout the year. The responsibilities of these custodial positions are being taken over by professional services.	(8.00)	(396,200)
· A decrease in personnel services due to the transfer of the Administrator II, Contract Administrator, Management Analyst I and Contract Compliance Technician positions from Facilities Management to Administration to better align with the department's strategic goals.	(4.00)	(344,800)
· A decrease in personnel services due to the transfer of the Marketing & Communications Specialist, Management Analyst II, and Executive Assistant II positions to the new Office of the Executive Director.	(3.00)	(234,800)
· An increase in services and supplies due to the reallocation of budget from internal services for an increase in subscription fees.	0.00	600
· An decrease in services and supplies due to the transfer of professional services budget from Facilities Management to the Contracts Office to better align with the department responsibilities.	0.00	(3,175,200)
· A decrease in services and supplies due to a reduction in snow removal services. The amount of snow the city will receive in the future is unpredictable and as a result the budget has been aligned to prior year actuals.	0.00	(100,000)
· A decrease in services and supplies due to the reallocation of budget to the new Office of the Executive Director.	0.00	(50,000)
· A decrease in services and supplies due to the temporary reduction of professional services.	0.00	(50,000)
· A decrease in services and supplies due to a reduction in cleaning supplies.	0.00	(15,000)

<u>Impact Description</u>		<u>FTEs</u>	<u>Dollars</u>
· A net decrease in internal services due to the reallocation of budget to services and supplies for subscription fees.		0.00	(600)
Revenue			
· A decrease in revenue due to align the 2020 budget with prior year actuals.		0.00	(73,000)

Budget Detail

General Services Administration (3010000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	934,029	1,261,493	1,962,323	700,830	55.6%
Services and Supplies	26,386,219	26,258,340	31,041,589	4,783,249	18.2%
Capital Equipment	267,324	137,945	0	(137,945)	(100.0%)
Internal Services and Misc.	920,821	879,938	883,188	3,250	0.4%
Expenditures by Type Total	28,508,392	28,537,716	33,887,100	5,349,384	18.7%
Expenditures by Activity					
Office of the Manager	1,891,086	2,754,831	1,019,789	(1,735,042)	(63.0%)
Central Services	0	0	334,695	334,695	0.0%
Contracts Office	0	0	431,228	431,228	0.0%
Security Office	0	0	4,152,923	4,152,923	0.0%
Denver Energy Office	0	0	27,948,465	27,948,465	0.0%
General Services - Utilities	26,617,306	25,782,885	0	(25,782,885)	(100.0%)
Expenditures by Activity Total	28,508,392	28,537,716	33,887,100	5,349,384	18.7%
Other Program Funding Sources					
General Government SRF					
Convention Marketing/Tourism	28,558,433	30,218,177	31,668,649	1,450,472	4.8%
Capital Projects Funds*					
Facility CIP Projects		915,000	500,000	(415,000)	(45.4%)
Other Program Funding Sources Total	28,558,433	31,133,177	32,168,649	1,035,472	3.3%
Total Program Expenditures	57,066,826	59,670,893	66,055,749	6,384,856	10.7%
Personnel Complement (Budgeted)					
Central Services	0.00	0.00	4.00	4.00	0.0%
Contracts Office	0.00	0.00	4.00	4.00	0.0%
Denver Energy Office	0.00	0.00	4.00	4.00	0.0%
Office of the Manager	8.25	11.50	6.25	(5.25)	(45.7%)
Security Office	0.00	0.00	1.00	1.00	0.0%
Personnel Complement (Budgeted) Total	8.25	11.50	19.25	7.75	67.4%
Total Personnel Complement	8.25	11.50	19.25	7.75	67.4%

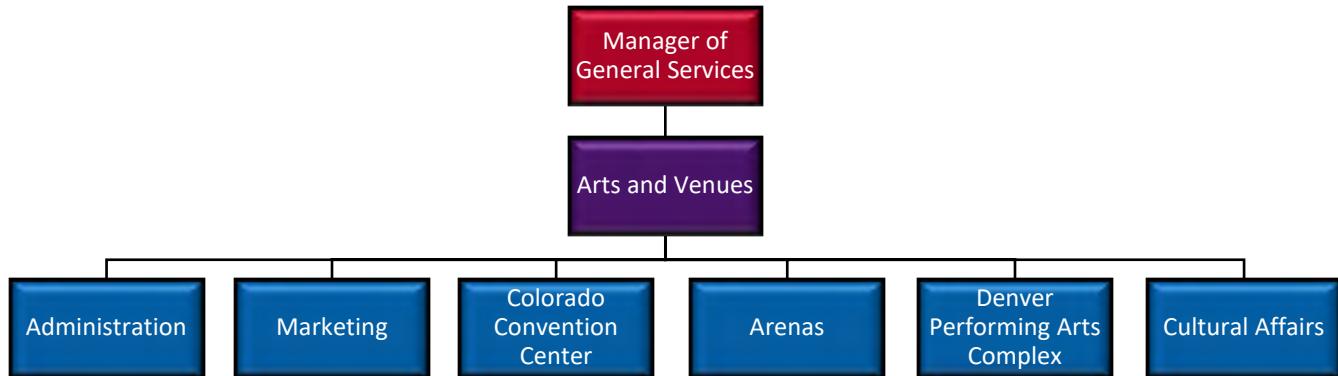
General Services 3000000

	2018 Actuals	2019 Appropriated	2020 Recommended	\$	%
				Change	Change
General Services Administration (3010000)					
Revenue					
Charges for Services	11,390	80,000	80,000	0	0.0%
Miscellaneous Other	(2,963)	0	0	0	0.0%
Revenue Total	8,426	80,000	80,000	0	0.0%
Purchasing (3020000)					
Expenditures by Type					
Personnel Services	2,438,668	2,851,398	2,958,685	107,287	3.8%
Services and Supplies	349,676	489,035	355,560	(133,475)	(27.3%)
Capital Equipment	22,352	2,925	3,800	875	29.9%
Internal Services and Misc.	1,520	3,000	1,700	(1,300)	(43.3%)
Expenditures by Type Total	2,812,217	3,346,358	3,319,745	(26,613)	(0.8%)
Expenditures by Activity					
Administration	413,938	428,252	495,115	66,863	15.6%
Procurement	1,840,299	2,292,459	2,133,208	(159,251)	(6.9%)
Surplus Property	557,979	625,647	691,422	65,775	10.5%
Expenditures by Activity Total	2,812,217	3,346,358	3,319,745	(26,613)	(0.8%)
Total Program Expenditures	2,812,217	3,346,358	3,319,745	(26,613)	(0.8%)
Personnel Complement (Budgeted)					
Administration	3.00	3.00	3.00	0.00	0.0%
Procurement	20.00	24.00	22.00	(2.00)	(8.3%)
Surplus Property	4.00	4.75	6.00	1.25	26.3%
Personnel Complement (Budgeted) Total	27.00	31.75	31.00	(0.75)	(2.4%)
Total Personnel Complement	27.00	31.75	31.00	(0.75)	(2.4%)
Revenue					
Charges for Services	0	337,498	337,498	0	0.0%
Miscellaneous Other	6,294,364	6,156,987	6,083,987	(73,000)	(1.2%)
Revenue Total	6,294,364	6,494,485	6,421,485	(73,000)	(1.1%)
Office of the Executive Director (3031000)					
	2018 Actuals	2019 Appropriated	2020 Recommended	\$	%
				Change	Change
Expenditures by Type					
Personnel Services	0	0	786,734	786,734	0.0%
Services and Supplies	0	0	218,400	218,400	0.0%
Expenditures by Type Total	0	1,005,134	1,005,134	0.0%	
Expenditures by Activity					
Office of the Executive Director	0	0	1,005,134	1,005,134	0.0%

Office of the Executive Director (3031000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Total Program Expenditures	0	0	1,005,134	1,005,134	0.0%
Personnel Complement (Budgeted)					
Office of the Executive Director	0.00	0.00	6.00	6.00	0.0%
Total Personnel Complement	0.00	0.00	6.00	6.00	0.0%
Facilities Management (3082000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	7,521,557	8,057,286	7,682,304	(374,982)	(4.7%)
Services and Supplies	12,790,343	13,991,615	10,924,565	(3,067,050)	(21.9%)
Capital Equipment	265,758	182,418	0	(182,418)	(100.0%)
Internal Services and Misc.	11,178	23,685	23,091	(594)	(2.5%)
Expenditures by Type Total	20,588,836	22,255,004	18,629,960	(3,625,044)	(16.3%)
Expenditures by Activity					
Administration	847,134	1,133,509	732,117	(401,392)	(35.4%)
Team A	1,628,678	1,680,921	1,671,686	(9,235)	(0.5%)
Team B	1,595,147	1,378,020	1,474,480	96,460	7.0%
Project Management	274,757	493,873	499,164	5,291	1.1%
Team C	1,896,787	2,444,358	2,094,943	(349,415)	(14.3%)
Team E	1,223,682	1,524,242	1,530,421	6,179	0.4%
Team D	1,911,711	1,556,156	1,974,691	418,535	26.9%
Operations Team	11,210,939	12,043,925	8,652,458	(3,391,467)	(28.2%)
Expenditures by Activity Total	20,588,836	22,255,004	18,629,960	(3,625,044)	(16.3%)
Other Program Funding Sources					
Capital Projects Funds*					
07 Bond-Public Ofc Facilities	0	600,000	600,000	0.0%	
Energy Conservation Capital Projects	200,000	500,000	300,000	150.0%	
Total	200,000	1,100,000	900,000	450.0%	
Total Program Expenditures	20,588,836	22,455,004	19,729,960	(2,725,044)	(12.1%)
Personnel Complement (Budgeted)					
Administration	8.00	7.00	3.00	(4.00)	(57.1%)
Operations Team	44.00	42.00	32.00	(10.00)	(23.8%)
Project Management	1.00	2.00	2.00	0.00	0.0%
Team A	11.00	11.00	10.00	(1.00)	(9.1%)
Team B	12.00	11.00	11.00	0.00	0.0%
Team C	12.00	13.00	12.00	(1.00)	(7.7%)
Team D	7.00	7.00	8.00	1.00	14.3%
Team E	8.00	9.00	9.00	0.00	0.0%

Facilities Management (3082000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Personnel Complement (Budgeted) Total	103.00	102.00	87.00	(15.00)	(14.7%)
Total Personnel Complement	103.00	102.00	87.00	(15.00)	(14.7%)
Revenue					
Charges for Services	120,596	1,700,000	1,700,000	0	0.0%
Internal Service and Indirect Cost	1,683,503	0	0	0	0.0%
Miscellaneous Other	3,555	0	0	0	0.0%
Revenue Total	1,807,654	1,700,000	1,700,000	0	0.0%

*Actuals are not included for capital projects by department as capital project budgets are non-lapsing. Actuals for capital funds can be found in the "Financial Summary for all CIP-Funds".



Mission

So that all may thrive, Arts & Venues enriches and advances Denver's quality of life and economic vitality through premier public venues, arts, cultural and entertainment opportunities.

Department Summary

Denver Arts and Venues (DAV) manages, maintains, and programs the City's public events venues and provides cultural programs and amenities to the community such as free festivals, educational offerings, and public art. The venues include 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 a wide array of 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

The **Administration** includes key activities such as policy development and direction, establishment of agency goals and objectives, purchasing, contract management, financial management (including budgeting and accounting), and coordination of capital improvements. Additionally, this agency's administration oversees the operation of the Colorado Convention Center through the administration of the City's management agreement with a private company charged with the day-to-day running of the center.

The **Marketing** team assists in increasing the utilization of the facilities and generating new revenue by promoting cultural participation and developing corporate sponsorships. The marketing division is charged with managing the City's ticketing program, promoting the facilities' brands, and marketing facilities in local, regional, national, and international markets. This division is also responsible for public awareness of cultural programs and other offerings through various marketing channels and media relations.

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. The facility is managed by a private company charged with day-to-day operations.

DAV **Arenas** includes the Denver Coliseum and the Red Rocks Amphitheatre, Trading Post, and Visitors Center. The historic Denver Coliseum is used for 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 newly renovated Trading Post serves as a retail outlet and includes a museum for the Colorado Music Hall of Fame. 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 parking garage facility management and oversight for attached retail.

The [Cultural Affairs](#) division includes Denver's Public Art program, the Create Denver economic development initiative, Scientific and Cultural Facilities District (SCFD) Tier III granting process, Youth One Book One Denver literacy program, the Five Points Jazz Festival, the Mayor's Awards for Excellence in Arts & Culture, and implementation of IMAGINE 2020: Denver's Cultural Plan. This division also has oversight for activating and maintaining the McNichols Building in Civic Center Park. Services include facilities maintenance and operations, booking, event oversight, and patron/client services.



Strategies

The Next Stage

In March 2016, Arts & Venues announced The Next Stage, a vision plan for the redevelopment of the Denver Performing Arts Complex. The Next Stage positions Denver Performing Arts Complex (DPAC) to be an enlivened, vibrant, thriving, public regional center of cultural activity in the heart of downtown. It will attract diverse audiences, celebrate a variety of art forms, contribute to the City's economic vitality, enhance Denver's urban fabric, integrate with neighboring amenities, and serve as an innovative model for sustainable cultural and civic investment. Following the release of the Vision Plan, a Funding and Governance (FunGov) committee was formed to test the feasibility and assess policy implications of implementing The Next Stage. The findings indicated that the plan is feasible, and Arts and Venues is completing another round of due diligence in 2018/19 including a mobility and venue market studies to further refine these findings.

Colorado Convention Center Master Plan and Expansion

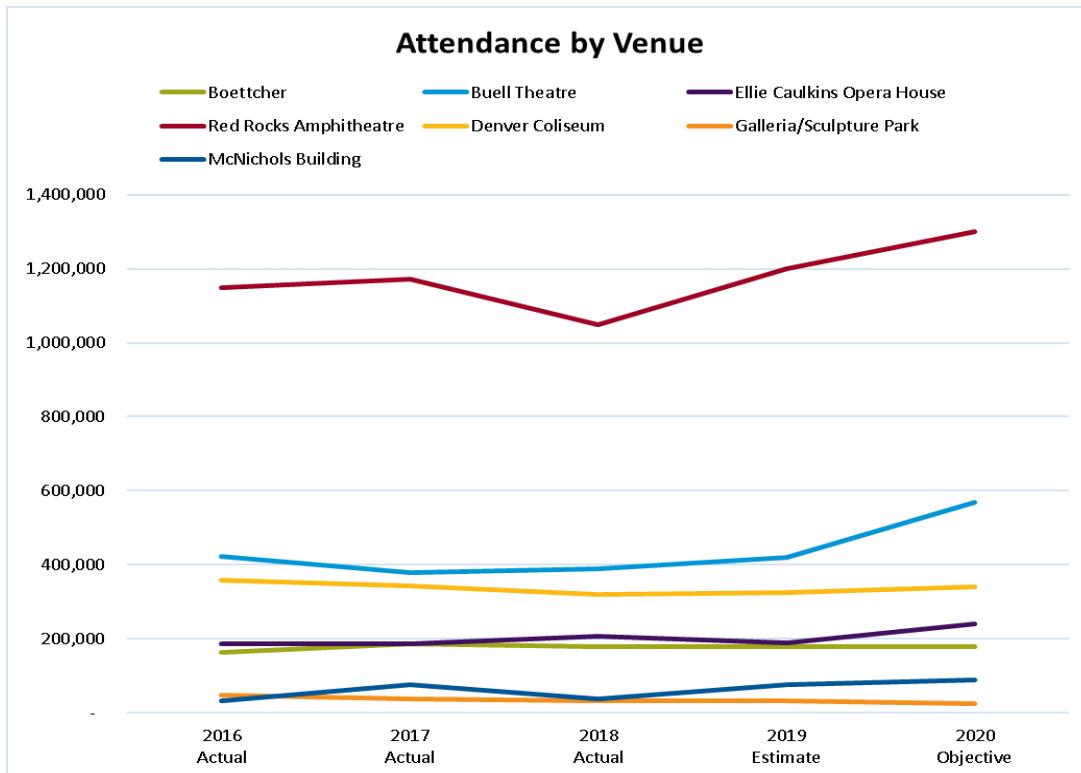
The Colorado Convention Center is one of the leading economic drivers for the City, generating more than \$500M in annual revenue, with more than 1 million visitors. To remain competitive and to respond to new trends in the convention and meetings industry, a vertical expansion has been planned and funded. It is based on a Master Plan completed by DAV in 2015. The \$233M project was reopened in March 2019.

Equity, Diversity & Inclusiveness (EDI) Initiative

Denver Arts & Venues is committed to diversity, equity and inclusiveness in all our programs, initiatives and decision-making processes. Beginning in 2017, DAV expanded its diversity of programming available to the community through innovative booking of events and cultural programs in all venues, with emphasis on the McNichols Civic Center Building and Denver Performing Arts Complex.

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.



Budget Detail

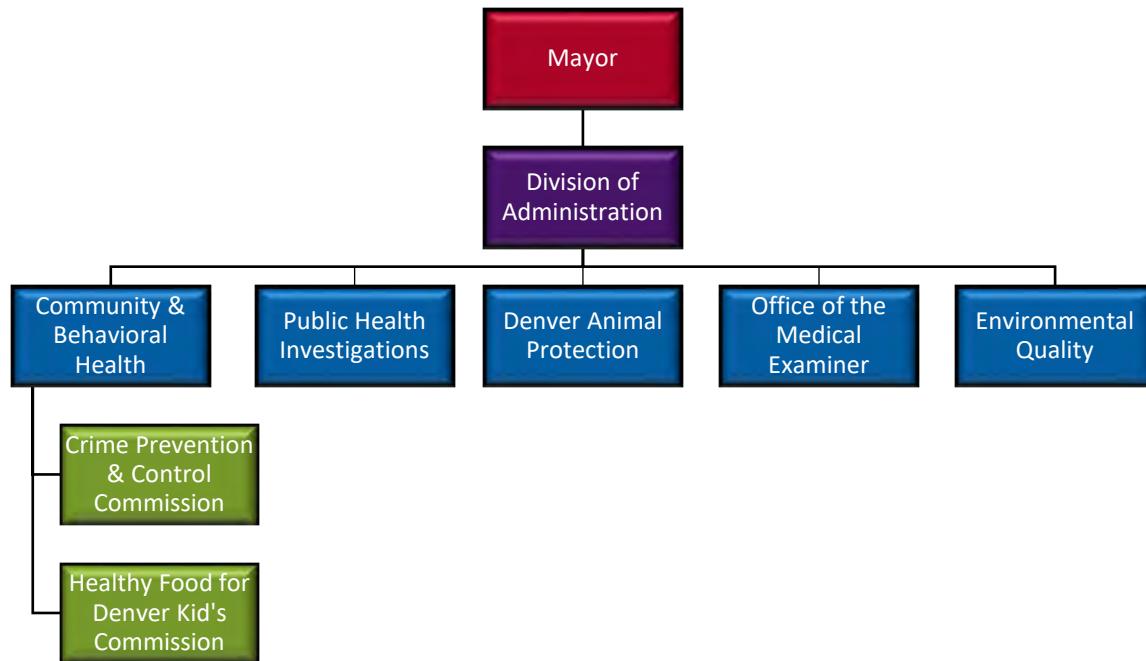
Denver Arts and Venues (3050000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	7,591,330	8,785,166	9,417,540	632,374	7.2%
Services and Supplies	32,683,151	31,406,961	34,966,366	3,559,405	11.3%
Capital Equipment	1,503,940	1,862,500	3,022,500	1,160,000	62.3%
Internal Services and Misc.	880,213	974,200	973,200	(1,000)	(0.1%)
Expenditures by Type Total	42,658,634	43,028,827	48,379,606	5,350,779	12.4%
Expenditures by Activity					
Administration	3,261,964	3,398,684	3,804,039	405,355	11.9%
Marketing	1,641,472	1,638,321	2,157,603	519,282	31.7%
Cultural Affairs	2,361,108	2,616,516	2,952,416	335,900	12.8%
Arenas	19,344,560	20,071,436	20,053,551	(17,885)	(0.1%)
Denver Performing Arts Complex	16,049,528	15,303,870	19,411,997	4,108,127	26.8%

Denver Arts and Venues (3050000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Activity Total	42,658,634	43,028,827	48,379,606	5,350,779	12.4%
Other Program Funding Sources					
Grants					
Public Art Project at Confluence Park	10,000	0	0	0	0.0%
Culture and Recreation SRF					
Convention Center Special Revenue Fund	29,305,388	29,265,000	30,479,788	1,214,788	4.2%
Preserve the Rock	69,052	8,500	7,500	(1,000)	(11.8%)
Total	29,374,440	29,273,500	30,487,288	1,213,788	4.1%
Capital Projects Funds*					
07 Bond -Refurb Cultural Fac	84,724	93,007	8,283	9.8%	
07 Bond-Expansion Cult Facilit	44,227	192,934	148,707	336.2%	
Culture & Recreation SRF	17,002,135	12,100,000	(4,902,135)	(28.8%)	
Denver Zoo Public Art Project	67,750	0	(67,750)	(100.0%)	
Other Agency Capital Project	285,000	300,000	15,000	5.3%	
Theatres & Arenas Capital Projects	6,449,953	7,863,630	1,413,677	21.9%	
Total	23,933,789	20,549,571	(3,384,218)	(14.1%)	
Other Program Funding Sources Total	29,384,440	53,207,289	51,036,859	(2,170,430)	(4.1%)
Total Program Expenditures	72,043,074	96,236,116	99,416,465	3,180,349	3.3%
Personnel Complement (Budgeted)					
Administration	17.50	17.00	15.00	(2.00)	(11.8%)
Arenas	12.00	12.00	12.00	0.00	0.0%
Cultural Affairs	7.00	10.00	10.00	0.00	0.0%
Denver Performing Arts Complex	62.57	61.57	62.57	1.00	1.6%
Marketing	7.00	7.00	8.00	1.00	14.3%
Personnel Complement (Budgeted) Total	106.07	107.57	107.57	0.00	0.0%
Total Personnel Complement	106.07	107.57	107.57	0.00	0.0%
Revenue					
Charges for Services	59,245,122	48,399,855	53,760,890	5,361,035	11.1%
Miscellaneous Other	666,822	365,000	444,800	79,800	21.9%
Revenue Total	59,911,944	48,764,855	54,205,690	5,440,835	11.2%

*Actuals are not included for capital projects by department as capital project budgets are non-lapsing. Actuals for capital funds can be found in the "Financial Summary for all CIP-Funds".

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agency wide		
· An increase in services and supplies for contracts for safety and security services at City venues and events to fulfill the requirements of the minimum wage ordinance.	0.00	1,535,000
· An increase in services and supplies for stagehand contracts to fulfill the requirements of the minimum wage ordinance.	0.00	750,000
· An increase in services and supplies for business administration services.	0.00	703,100
· An increase in services and supplies for utilities, including chilled water, electric, and heating.	0.00	205,500
· An increase in services and supplies for increases to cleaning and janitorial contracts to maintain City venues to fulfill the requirements of the minimum wage ordinance.	0.00	173,500
· An increase in services and supplies for training for the City's race and social justice initiative.	0.00	16,400
· An increase in capital equipment for replacement equipment for the Denver Performing Arts Complex (DPAC), including security cameras, access controls, lighting, a stage/production communication system, chain motors, and a projector.	0.00	702,000
· An increase in capital equipment for replacement equipment for Red Rocks, including a utility vehicle, radios, housekeeping equipment, electronic and video equipment, and concessions equipment.	0.00	530,000
· An increase in capital equipment for a new projection system at Boettcher Concert Hall.	0.00	500,000
· An increase in capital equipment for replacement equipment for the Coliseum, including a hybrid sedan, stage components, radios, a tractor, concessions equipment, and electronic and video equipment.	0.00	410,000
· An increase in capital equipment for a new walk through security system at the Denver Performing Arts Complex (DPAC).	0.00	350,000
· An increase in capital equipment for new Red Rocks patio cover shades.	0.00	250,000
· An increase in capital equipment for theatrical lighting at the Ellie Caulkins Opera House.	0.00	150,000
· An increase in capital equipment for security at Sculpture Park and the Galleria.	0.00	75,000
· An increase in capital equipment for new capital equipment at McNichols, including a snow removal system, condenser microphones, and power distribution boxes.	0.00	25,000
· An increase in capital equipment for replacement equipment at McNichols, including outdoor furniture, podiums and easels, screens, and three stream bins.	0.00	17,500
· An increase in capital equipment for replacement equipment for the Buell Theatre, including carpet extractors and custodial carts.	0.00	13,000
· A decrease in capital equipment due to one-time items purchased in 2019.	0.00	(1,862,500)
· An increase in revenue for anticipated increases in events and attendance, including concessions, parking fees, and advertising revenue.	0.00	5,409,000
· An increase in special revenue funds due to an increase in the General Fund transfer to the Convention Center special revenue fund to support increased operating costs.	0.00	1,000,000



Mission

Empowering Denver's communities to live better, longer.

Department Summary

Denver's Department of Public Health and Environment (DPDHE) is dedicated to advancing Denver's environmental and public health goals. DPDHE 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. DPDHE oversees many services related to public health and the environment and is comprised of seven divisions: the Division of Administration; Community and Behavioral Health; Public Health Investigations; Denver Animal Protection; the Office of the Medical Examiner; Office of Sustainability and Environmental Quality. In June 2020, the Office of Sustainability and the Climate Action team within Environmental Quality will be combined to establish the Office of Climate Action, Sustainability, and Resiliency, outside of DPDHE. 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 DPDHE's programs and services, visit the DPDHE website at: <http://www.denvergov.org/dphe>

Services

Community & Behavioral Health (CBH) promotes population health and health equity by developing, implementing, and evaluating sustainable, evidence-based public health policies, interventions, and systems. CBH conducts multiple types of health-related assessments; creates, implements and evaluates the City's Public Health Improvement Plan; and develops policies and initiatives aimed at improving the health of Denver residents while advancing equity at all levels. The Denver Office of HIV Resources (DOHR) resides within CBH and administers the Ryan White HIV Emergency Relief Project Grant. DOHR provides funding in various service categories to provide a comprehensive continuum of care for people living with HIV/AIDS. In 2019, the Office of Behavioral Health Strategies (OBHS) transitioned to CBH from Denver Human Services, recognizing the critical role the Local Public Health Agency has in promoting mental health wellness. OBHS works to reduce barriers to treatment, improve access to care, raise awareness and reduce stigma, and creates comprehensive behavioral health plans that support innovative strategies to address mental health and substance misuse. OBHS promotes overall wellness, inclusive of behavioral health. More information can be found at:

<https://www.denvergov.org/content/denvergov/en/environmental-health/community-health.html>

Public Health Investigations (PHI) enforces compliance with codes and regulations to improve quality of life and minimize the risk of communicable and infectious diseases in public and private settings, including regulated businesses such as commercial food service, child care, swimming pools, body art facilities, cannabis businesses, residential settings, syringe access programs, overnight shelters, and areas impacted by environmental or public health hazards. PHI is committed to minimizing the spread of disease and resolving situations posing the greatest risk to the public health. More information on inspections and safety can be found on the Division's website at:

<http://www.denvergov.org/content/denvergov/en/environmental-health/public-health-inspections.html>.

Denver Animal Protection (DAP) protects the safety and welfare of Denver's animals and residents by fostering the human-animal bond. DAP emphasizes public and animal safety and health, encourages responsible pet ownership through education and enforcing compliance with animal-related municipal code requirements, and cares for animals at the Denver Animal Shelter (DAS). DAP is committed to providing humane care to companion animals; reuniting lost pets with their owners; adopting pets to loving homes; enforcing Denver County animal ordinances; and proactively educating the public about animals and their needs. More information can be found at:

<http://www.denvergov.org/content/denvergov/en/denver-animal-shelter.html>.

The **Office of the Medical Examiner (OME)** investigates all violent, suspicious and unexpected deaths that occur in the City and County of Denver. The goal of forensic investigation and autopsy is to develop logical, scientific, and unbiased information necessary to determine the cause and manner of death for the proper and accurate completion of the death certificate and autopsy report. The agency also offers death expert testimony and consultation, death scene response and investigation, and deceased identification and death notification. OME reports and other information can be found at: <http://www.denvergov.org/content/denvergov/en/environmental-health/our-divisions/office-of-the-medical-examiner.html>.

The [Division of Administration](#) provides overall policy direction, management, communications, and core services for the DDPHE. The Division manages departmental purchasing and budget, Public Health Accreditation Board (PHAB) Accreditation, performance management, quality improvement, and community outreach and engagement. Division staff support the Department's governing body, the Board of Public Health & Environment. Administration also manages the City's contract with Denver Health for the many public health and administrative services provided between the two organizations.

The [Office of Sustainability \(OOS\)](#) provides policy direction, management, communication, and centralized sustainability services for the City. The Office was created in 2013 to lead efforts to ensure that the basic resources essential to the economy and quality of life in Denver are available and affordable to everyone, both now and in the future. The Office works to communicate sustainability as a public value and to identify sustainable management practices for adoption. This Office will be transferred to the Office of Climate Action, Sustainability, and Resiliency in 2020. City sustainability goals and initiatives can be found at the Office's website at: <https://www.denvergov.org/content/denvergov/en/office-of-sustainability.html>.

[Environmental Quality \(EQ\)](#) empowers Denver's communities to live better, longer by protecting and improving the quality of the land, air, and water; working to safeguard the climate; ensuring environmental protection; promoting resource conservation; and by advocating for environmental policies, as well as informing, educating, and partnering with the community. The Division is funded through the Environmental Services Enterprise Fund. Environmental reports, projects and additional information can be found at: <http://www.denvergov.org/content/denvergov/en/environmental-health/environmental-quality.html>.

Strategies

Elevate the customer experience by fostering community engagement and being uniquely responsive to the citizens of the City & County of Denver.

Promote environmental innovation using evidence-based practices and strong partnerships.

Execute the DDPHE workforce development plan and strategies to recruit and retain the highest quality public health team in the country.

Achieve operational excellence through lean process improvement, performance management; and responsible, transparent, and sustainable fiscal management.

Create an inclusive workplace that prioritizes building internal relationships based on trust, shared commitment, and solution-seeking through shared understanding.

Program and Performance Highlights

Environmental Services Enterprise Fund (ESEF)

Denver's Department of Public Health and Environment (DDPHE) administers the Environmental Services Enterprise Fund (ESEF) in the Division of Environmental Quality. The Enterprise Fund's primary source of funding is revenue from landfill tipping fees at the Denver Arapahoe Disposal Site. The Division works to manage and reduce environmental risks and liabilities; to improve air, land, and water quality; and to assist city agencies in developing and meeting environmental performance goals through Denver's ISO 14001 certified Environmental Management System (EMS). The Division of Environmental Quality provides environmental benefits through assessment, policy development, compliance with environmental regulations, and hazardous waste generation within the City and its municipal operations. The Environmental Quality Division also receives grants to conduct innovative air monitoring, improve water quality, and redevelop Brownfields

sites within Denver. Additional information and resources can be found at Environmental Quality's website at: <http://www.denvergov.org/content/denvergov/en/environmental-health/environmental-quality.html>.

Strategies

Influence regional and state air and water quality planning to promote strategies that lead to compliance with health-based air quality and water quality-standards.

Support Denver's Climate Action Plan strategies to reduce commercial and residential energy usage, conserve resources, promote usage of alternative fuels, and promote reduced vehicle fuel usage.

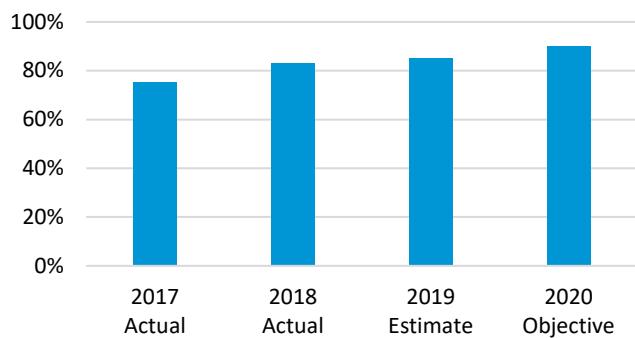
Assist Denver businesses in developing and implementing sustainable business practices that conserve resources, reduce pollution, and reduce costs.

Performance Context

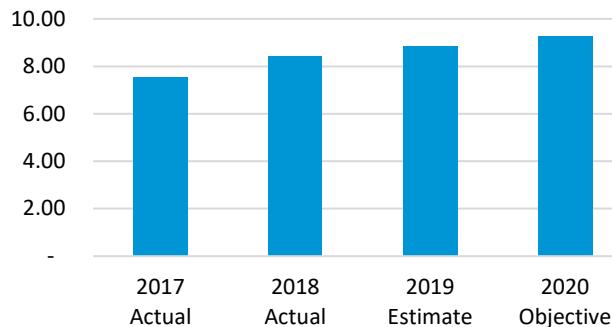
In May 2019, DDPHE updated its 2018-2022 strategic plan that includes five strategic pillars to achieve the mission of Empowering Denver's communities to live better, longer. The metrics highlighted below represent several of the five strategic pillars.

DDPHE serves residents at all stages of life, from childcare facility inspections to death investigations and ensures public health and safety where Denver eats, lives, works and plays regardless of gender, ethnicity or economic status. DDPHE knows the customer's experience is best when customers are engaged in giving input and feel their voice is valued. DDPHE has issued a bilingual customer satisfaction survey and has a goal that ninety percent of all DDPHE **Customer Satisfaction Survey** respondents will indicate they were satisfied or strongly satisfied with the services provided by the Department.

DDPHE Customer Satisfaction



Health Equity Measure



DDPHE responds to local and national public health priorities by forming strong partnerships with the community and other interdisciplinary agencies.

Establishing a **health equity** framework is a major priority for this strategic plan. DDPHE has adopted the "Bay Area Regional Health Inequities Index", which is a nationally-recognized standard for measuring Health Equity that takes into consideration a prioritized list of social determinants of health living condition indicators. DDPHE first issued the survey internally in 2017 and has a goal to achieve a five-percentage-point increase annually in positive ratings for the BARHII survey.

Public Health and Environment 6500000

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
Services and Supplies	1,889,793	2,319,376	2,122,692	(196,684)	(8.5%)
Capital Equipment	107,066	77,959	8,220	(69,739)	(89.5%)
Internal Services and Misc.	32,876	44,222	37,645	(6,577)	(14.9%)
Total	14,086,393	15,016,164	17,087,978	2,071,814	13.8%
Payments					
Payment - Denver Cares	0	2,503,286	3,357,877	854,591	34.1%
Payment - Medically Indigent	30,777,300	30,777,300	30,777,300	0	0.0%
Payment - Park Hill Clinic Financing	165,268	160,359	150,868	(9,491)	(5.9%)
Payment - Poison Center	156,900	156,900	156,900	0	0.0%
Payment - Public Health Clinical	2,413,986	2,440,278	2,529,755	89,477	3.7%
Subtotal Total	33,513,454	36,038,123	36,972,700	934,577	2.6%
Total General Fund	47,599,847	51,054,287	54,060,678	3,006,391	5.9%
General Fund Revenue					
Licenses and Permits	563,454	520,000	535,000	15,000	2.9%
Charges for Services	1,359,404	1,670,575	1,930,175	259,600	15.5%
Internal Service and Indirect Cost	173,516	434,000	579,000	145,000	33.4%
Miscellaneous Other	7,776	12,500	175,500	163,000	1,304.0%
Total	2,104,150	2,637,075	3,219,675	582,600	22.1%
Enterprise Fund Expenditures by Agency					
Environmental Services	8,399,055	11,033,931	10,393,649	(640,282)	(5.8%)
Total	8,399,055	11,033,931	10,393,649	(640,282)	(5.8%)
Enterprise Fund Expenditures by Type					
Personnel Services	5,227,222	6,168,530	5,192,366	(976,164)	(15.8%)
Services and Supplies	1,859,569	3,580,137	3,882,937	302,800	8.5%
Capital Equipment	31,675	43,415	95,820	52,405	120.7%
Internal Services and Misc.	1,280,588	1,241,849	1,222,526	(19,323)	(1.6%)
Total Enterprise Funds	8,399,055	11,033,931	10,393,649	(640,282)	(5.8%)
Enterprise Fund Revenue					
Interest Income	415,509	182,000	182,000	0	0.0%
Charges for Services	9,880,136	9,162,000	9,162,000	0	0.0%
Internal Service and Indirect Cost	40,835	310,000	528,000	218,000	70.3%
Miscellaneous Other	1,009,873	1,063,000	1,079,140	16,140	1.5%
Total Enterprise Funds Revenue	11,346,352	10,717,000	10,951,140	234,140	2.2%

Public Health and Environment 6500000

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
Transfers					
Transfer to Underground Storage Tanks Fund - 78100-9784110	0	569,000	250,000	(319,000)	(56.1%)
Transfer to Environmental Capital Fund - 78100-9785110	0	1,500,000	750,000	(750,000)	(50.0%)
Transfer to General Fund - 78100-9901100	0	0	3,998,702	3,998,702	0.0%
Transfer to General Government SRF - 78100-9911100	0	0	0	0	0.0%
Transfer to Alternative Transportation SRF - 78100-9911410	411,300	411,300	350,000	(61,300)	(14.9%)
Transfer to Planned Fleet SRF - 78100-9923100	0	0	1,371,208	1,371,208	0.0%
Transfer to Environmental Capital Fund - 78200-9785110	0	2,500,000	0	(2,500,000)	(100.0%)
Total Enterprise Funds Transfers	411,300	4,980,300	6,719,910	1,739,610	34.9%
Special Revenue Funds Expenditures					
Health	1,032,089	65,214,246	59,647,720	(5,566,526)	(8.5%)
Total Special Revenue Funds	1,032,089	65,214,246	59,647,720	(5,566,526)	(8.5%)
Grants					
Grants	9,418,175	14,412,700	12,277,353	(2,135,347)	(14.8%)
Total Grants	9,418,175	14,412,700	12,277,353	(2,135,347)	(14.8%)
Personnel Complement					
Environmental Services - Civilian	47.75	54.85	42.21	(12.64)	(23.0%)
General Fund Operations - Civilian	146.00	146.92	155.95	9.03	6.1%
Health - Civilian	23.42	51.57	56.89	5.32	10.3%
Health - Uniform	0.00	3.00	1.00	(2.00)	(66.7%)
Total	217.17	256.34	256.05	(0.29)	(0.1%)
Total Personnel Complement	217.17	256.34	256.05	(0.29)	(0.1%)
Capital Improvements					
Capital Improvements		2,845,080	8,816,589	5,971,509	209.9%
Environmental Services		4,819,000	714,400	(4,104,600)	(85.2%)
Total		7,664,080	9,530,989	1,866,909	24.4%

*Actuals are not included for capital projects by department as capital project budgets are non-lapsing. Actuals for capital funds can be found in the "Financial Summary for all CIP-Funds".

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Community & Behavioral Health		
· An increase in personnel services due to transferring Behavioral Health Strategies positions from the Crime Prevention and Control Commission Special Revenue Fund to the Office of Community and Behavioral Health's General Fund budget.	11.00	1,117,500
· An increase in personnel services due to the addition of a Director to provide suicide prevention programming.	1.00	141,800
· An increase in personnel services due to the addition of one Tobacco Environmental Public Health Inspector and two on-call youth investigators for the T-21 Tobacco Enforcement Program.	1.00	114,900
· A decrease in personnel services due to allocating a Behavioral Health Strategy Program Coordinator from the Office of Community and Behavioral Health's General Fund budget to grants.	(1.00)	(76,400)
· A decrease in personnel services due to allocating part of a Contracts Administrator position from Community and Behavioral Health to the Division of Administration General Fund.	(0.50)	(50,000)
· A net increase in supplies and services for space, computers, monitors and phones for the Tobacco Public Health Investigator and Suicide Administrator II.	0.00	45,000
· An increase in services and supplies due to adding staff mileage reimbursement budget to support the implementation of the T-21 Tobacco Enforcement Program.	0.00	19,200
· An increase in capital equipment for a computer for the Suicide Administrator II.	0.00	1,200
· An increase in citation revenue due to the implementation of the new Tobacco T-21 ordinance.	0.00	100,000
Public Health Inspection		
· A decrease in personnel services due to partially allocating 40 percent of an Environmental Public Health Program Supervisor from the General Fund to the Public Health Emergency Preparation and Response Grant.	(0.40)	(48,800)
· A decrease in personnel services due to partially allocating 50 percent of an Administrative Support Assistant IV position from the General Fund to the Child Facility Inspection SRF.	(0.50)	(36,000)
· A one-time decrease in services and supplies due to a reduction in office supplies.	0.00	(2,000)
· An increase in revenue due to the implementation of data tracking systems and the collection of administrative citations for swimming pool closures for the full year in 2019 in the Public Health Inspection Division.	0.00	90,000
Denver Animal Protection		
· An increase in personnel services to add an Operations Assistant to expand the Pets for Life program into the Montebello service area.	1.00	111,600
· An increase in personnel services to add a Veterinarian Fellow position, which was not budgeted in 2019.	1.00	52,995
· A decrease in personnel services due to the transfer out of dispatch services to 911.	(2.00)	(122,900)
· A decrease in personnel services due the expiration of limited Professional Intern position that expires in May.	(0.57)	(31,700)
· An increase in personnel and services by one full time equivalent Animal Control Investigator II position with net-zero FTE due to absorbing position cost with current on-call and SRF dollars.	0.00	66,800
· An increase in personnel and services by one full time equivalent Animal Care Attendant position with a net-zero FTE added due to absorbing position cost with current on-call and SRF dollars.	0.00	47,000

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
· A net decrease in services and supplies due to one-time software purchases to finish the connection to 911's dispatching system and software maintenance.	0.00	(13,100)
· A decrease in one-time capital equipment to support field staff in the centralization of dispatch services.	0.00	(63,400)
· An increase in revenue due to implementing recommendations of a rate fee study for services provided at the Denver Municipal Animal Shelter.	0.00	69,600
Office of the Medical Examiner		
· An increase in personnel services to reinstate the Forensic Pathology Fellowship position, which was inadvertently omitted in 2019.	1.00	154,400
· A net increase in personnel, services and supplies moving budget from the Office of Sustainability to the Office Medical Examiner.	0.00	21,150
Division of Administration		
· An increase in personnel services due to allocating 50 percent of a Contract Administrator position from Community and Behavioral Health to the Division of Administration.	0.50	47,300
· An increase in personnel services due to allocating 50 percent of a Financial Director from the CPCC Special Revenue Fund to the Division of Administration to support the Office of Behavioral Health Strategies transition.	0.50	83,800
· A one-time decrease in services and supplies due to a reduction in office supplies and training.	0.00	(10,000)
· An increase in indirect funds due to implementing a new indirect policy which is tracked as new revenue.	0.00	145,000
Office of Sustainability		
· A decrease in personnel services due to the transfer of positions from the Office of Sustainability for the implementation of the new Office of Climate Action, Sustainability and Resiliency.	(3.00)	(381,300)
· A decrease in personnel, services and supplies moving budget from the Office of Sustainability to the Office Medical Examiner.	0.00	(21,150)
Environmental Services Enterprise Fund		
· An increase in personnel services to add an Environmental Health Investigator III limited position to further work addressing environmental and public health impacts of homelessness.	1.00	99,600
· An increase in personnel services to add an Environmental Public Health Investigator I limited position, which was not budgeted in 2019. The position was made permanent to continue to provide support for environmental complaints.	1.00	77,600
· An increase in personnel services to add on-call budget to account for pay and class changes.	0.00	26,600
· A decrease in personnel services due to transferring Climate positions from the Environmental Quality Division in the Denver Department of Public Health & Environment funded by a transfer from the Environmental Services Enterprise Fund to provide seed funding for the implementation of the Office.	(13.00)	(1,606,000)
· A decrease in personnel services due to abolishing a 2019 budgeted Environmental Public Health Analyst position to create higher classification in Environmental Services.	(1.00)	(97,100)
· A decrease in personnel services due to the expiration of an Emergency Management Coordinator from Environmental Protection & Response (EPR) position that expired June 2019.	(0.50)	(50,000)
· A decrease in personnel services due to allocating 14 percent of a Manager of Environmental Public Health from the Environmental Protection & Response (EPR) Enterprise Fund budget to grants.	(0.14)	(12,000)

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
· A net increase in services and supplies to provide one-time on-call funding to support environmental site assessments.	0.00	230,800
· An increase in services and supplies due to the new membership rates of the Regional Air Quality (RAQC) that were previously funded through federal grants.	0.00	40,000
· An increase in services and supplies due to adding staff training and supplies for the Environmental Health Investigator III position.	0.00	2,400
· A net increase in capital equipment due to one-time equipment purchases in 2019 not being purchased in 2020 that is offset by computers equipment and two electric vehicles.	0.00	79,500
· A net increase in capital equipment due to one-time equipment purchases for the Environmental Health Investigator III position.	0.00	2,300
Denver CARES Administration Payment		
· An increase in services and supplies to maintain staffing levels to accommodate patient admissions during the 3am-11am shift.	0.00	350,000
· An increase in services and supplies to support merit and market-based pay adjustments for personnel.	0.00	174,000
Public Health Clinical Administration Payment		
· An increase in services and supplies to temporarily fund a Registered Nurse for disease surveillance and investigation in support of the City's contract with the Denver Health and Hospital Authority. This position will complete case interviews, conduct outbreak investigations and manage outreach clinics for those suffering from communicable diseases. This position is limited to one-year funding.	0.00	92,300
· An increase in services and supplies to temporarily extend funding for a Regional Epidemiologist FTE which supports the City's contract with the Denver Health and Hospital Authority. This position provides analysis, investigation and reporting on diseases and outbreaks within Denver. This position is limited to one-year funding.	0.00	80,100
· A decrease in services and supplies for a one-time payment added to the 2019 budget during the encumbrance roll-forward process.	0.00	(81,500)
Park Hill Clinical Financing		
· A decrease in services and supplies based on the estimated payment schedule and interest payments.	0.00	(9,500)
Miscellaneous Services for the Denver Department of Public Health and Environment		
· An increase in services and supplies to fund the Treatment on Demand program, which ensures persons with opioid misuse are provided with immediate access to medication assisted therapy and next day linkage into a community based opioid treatment program. This expansion request is offset by a reduction for the current substance treatment program, which treatment on demand will replace.	0.00	368,900
Grants		
· A net increase in personnel services to allocate positions to the Cancer, Cardiovascular, and Pulmonary Disease grant.	6.00	527,000
· An increase in personnel services to allocate a Public Health Administrator position to the Food Matters grant.	1.00	105,800
· An increase in personnel services to allocate a Public Health Administrator position to the CSU Food Systems Interventions grant.	1.00	105,800
· An increase in personnel services to allocate a Program Coordinator position to the Mental Health Awareness Training grant.	1.00	76,400
· An increase in personnel services to allocate a Program Administrator position to the Denver Teen Safe Streets grant.	0.45	51,900
· An increase in personnel services to allocate a Program Administrator position to the Law Enforcement Assistant Diversion Pilot grant.	0.50	49,100

<u>Impact Description</u>	FTEs	Dollars
· An increase in personnel services to allocate a Program Administrator position to the Sun Co-Responder grant.	0.25	24,300
· A net decrease in budgeted grant expenditures due to the timing associated with the receipt of grant award notices. At the time of publication, the notice of grant award had not been received for some grants.	0.59	(3,075,600)
Special Revenue Funds		
· A net increase for the Caring for Denver SRF due to an increase in estimated sales tax collection and the addition of one Contracts Administrator position.	1.00	623,100
· A net increase in the Tobacco Sting SRF to fund estimated enforcement expenditures and partially allocating 25 percent of an Administrative Support Assistant position, which was not budgeted in 2019.	0.04	285,800
· A net increase in the Healthy Foods for Denver's Kids SRF due to an increase in estimated sales tax collection offset by the addition of one Contract Compliance Coordinator, one Contracts Administrator, and one Program Administrator positions, which were partially budgeted in 2019.	1.50	199,400
· A net decrease due to a one-time transfer to fund the Solutions Center SRF for construction cost offset by partial year operating costs.	0.00	(4,587,300)
· A decrease to the Crime Prevention and Control Fund personnel services due to allocating part of a Fiscal Administrator position to the Division of Administration.	(0.50)	(83,800)
· A decrease to the Crime Prevention and Control SRF due to transferring the Office of Behavioral Health staff to the General Fund.	(11.00)	(1,272,900)
· A net decrease in the Public Health and Wellness Fund to continue strengthening efforts to address opioid misuse due to a one-time purchase of a mobile van to provide opioid response on demand, offset by the addition of one Therapist Supervisor position.	1.00	(715,500)
Enterprise Fund Transfers		
· An increase in the transfer to the General Fund to provide funding for one-time services and supplies, including office equipment and space, to implement setting up the new Climate Office.	0.00	3,998,700
· An increase in the transfer to the Planned Fleet Special Revenue Fund to provide a loan for a lease-purchase agreement for composting trucks.	0.00	1,371,200
· A decrease in the transfer to the Alternative Transportation Fund due to a change in the pricing structure in the contract with RTD.	0.00	(61,300)
· A decrease in the transfer to the Underground Storage Tanks Fund due to the accumulation of leftover project funds from previous years, which reduces the annual transfer.	0.00	(319,000)
· A decrease in the transfers to the Environmental Capital Fund due to 2019 one-time transfer to purchase assets of the landfill gas to energy plant at the Denver Arapahoe Disposal site.	0.00	(3,250,000)

Budget Detail

Community and Behavioral Health (6501000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	958,103	1,057,648	2,514,163	1,456,515	137.7%
Services and Supplies	415,015	643,022	485,210	(157,812)	(24.5%)
Capital Equipment	1,819	6,289	1,220	(5,069)	(80.6%)

Public Health and Environment 6500000

Community and Behavioral Health (6501000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Internal Services and Misc.	3,093	11,878	6,129	(5,749)	(48.4%)
Expenditures by Type Total	1,378,030	1,718,837	3,006,722	1,287,885	74.9%
Expenditures by Activity					
Administration	1,342,520	1,478,500	1,980,585	502,085	34.0%
Planning and Assessment	19,788	220,943	20,943	(200,000)	(90.5%)
Health Promotion	15,722	18,803	18,803	0	0.0%
Behavioral Health	0	591	986,391	985,800	166,802.0%
Expenditures by Activity Total	1,378,030	1,718,837	3,006,722	1,287,885	74.9%
Other Program Funding Sources					
Grants					
Adoption and Foster Program	42,638	2,841	0	(2,841)	(100.0%)
Air Pollution Control	165	0	0	0	0.0%
Cancer, Cardiovascular, and Pulmonary Disease Program	233,102	427,441	443,858	16,417	3.8%
Childhood Lead Poisoning Prevention Program	14,851	0	0	0	0.0%
Coroner Mini-Grant	0	2,600	0	(2,600)	(100.0%)
Denver Booster and Seatbelt Engagement	8,549	60,000	61,373	1,373	2.3%
Denver Mental Health Panel	20,974	51,845	24,540	(27,305)	(52.7%)
Denver Safe Routes to School	36,000	0	0	0	0.0%
Denver Teen Safe Streets	9,078	64,000	65,475	1,475	2.3%
Fentanyl Early Warning System Grant Program	0	135,312	0	(135,312)	(100.0%)
Food Matters	0	258,000	1,372	(256,628)	(99.5%)
Food Systems Interventions	0	55,414	1,372	(54,042)	(97.5%)
Healthy Childcare Makes a Healthy Start	26,069	0	0	0	0.0%
Healthy Eating and Active Living	0	60,000	0	(60,000)	(100.0%)
Law Enforcement Assisted Diversion Pilot Program	80,448	894,000	448,933	(445,067)	(49.8%)
Lead Hazard Control & Healthy Homes	163,666	1,250,600	1,415,492	164,892	13.2%
Local Planning & Support	328,133	643,562	498,886	(144,676)	(22.5%)
Maddie's Fund	11,704	2,881	0	(2,881)	(100.0%)
Mental Health Awareness Training Grant	0	125,000	3,001	(121,999)	(97.6%)
Metro Denver Healthy Beverage Partnership	31,000	0	0	0	0.0%
Neighborhood Food Environments	184,911	628,427	630,977	2,550	0.4%
Partnerships for Healthy Food Retail	34,543	0	0	0	0.0%
Rabies Vaccination	1,960	0	0	0	0.0%
Radon Mitigation	0	19,772	0	(19,772)	(100.0%)
Ryan White/HIV Emergency Relief	6,975,018	7,700,000	7,723,978	23,978	0.3%
Subsidized Spay and Neuter	29,585	5,906	0	(5,906)	(100.0%)
SUN Co-Responder	70,243	370,000	1,042	(368,958)	(99.7%)

Public Health and Environment 6500000

Community and Behavioral Health (6501000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Total	8,302,638	12,757,601	11,320,299	(1,437,302)	(11.3%)
Health SRF					
Caring for Denver	0	37,014,414	37,637,543	623,129	1.7%
Crime Prevention and Control Fund	0	5,106,304	3,525,680	(1,580,624)	(31.0%)
Drug Strategy and Behavioral Health	0	7,500	7,500	0	0.0%
Healthy Foods for Denver's Kids	0	11,844,613	12,044,014	199,401	1.7%
Public Health and Wellness	82,944	3,509,387	2,793,921	(715,466)	(20.4%)
Solutions Center	0	6,500,000	1,912,665	(4,587,335)	(70.6%)
Tobacco Sting	91,417	145,180	430,925	285,745	196.8%
Total	174,361	64,127,398	58,352,248	(5,775,150)	(9.0%)
Other Program Funding Sources Total	8,476,999	76,884,999	69,672,547	(7,212,452)	(9.4%)
Total Program Expenditures	9,855,029	78,603,836	72,679,269	(5,924,567)	(7.5%)
Personnel Complement (Budgeted)					
Administration	11.00	11.50	13.00	1.50	13.0%
Behavioral Health	0.00	0.00	10.00	10.00	0.0%
Personnel Complement (Budgeted) Total	11.00	11.50	23.00	11.50	100.0%
Other Program Funds FTE					
Grants					
Cancer, Cardiovascular, and Pulmonary Disease Program	0.50	0.00	6.00	6.00	0.0%
Denver Booster and Seatbelt Engagement	0.00	0.00	0.42	0.42	0.0%
Denver Teen Safe Streets	0.00	0.00	0.45	0.45	0.0%
Food Matters	0.00	0.00	1.00	1.00	0.0%
Food Systems Interventions	0.00	0.00	1.00	1.00	0.0%
Law Enforcement Assisted Diversion Pilot Program	0.00	0.00	0.50	0.50	0.0%
Local Planning & Support	0.00	4.50	4.63	0.13	0.0%
Mental Health Awareness Training Grant	0.00	0.00	1.00	1.00	0.0%
Neighborhood Food Environments	0.00	0.00	0.50	0.50	0.0%
Ryan White/HIV Emergency Relief	7.25	6.25	5.25	(1.00)	(16.0%)
SUN Co-Responder	0.00	0.00	0.25	0.25	0.0%
Total	7.75	10.75	21.00	10.25	95.3%
Health SRF					
Caring for Denver	0.00	0.00	1.00	1.00	0.0%
Crime Prevention and Control Fund	0.00	28.00	16.50	(11.50)	(41.1%)
Healthy Foods for Denver's Kids	0.00	1.50	3.00	1.50	100.0%
Public Health and Wellness	4.00	2.25	3.25	1.00	44.4%
Tobacco Sting	2.00	2.00	2.04	0.04	0.0%

Public Health and Environment 6500000

Community and Behavioral Health (6501000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Total	6.00	33.75	25.79	(7.96)	(23.6%)
Other Program Funds FTE Total	13.75	44.50	46.79	2.29	5.1%
Total Personnel Complement	24.75	56.00	69.79	13.79	24.6%
Revenue					
Charges for Services	14,499	0	100,000	100,000	0.0%
Internal Service and Indirect Cost	155,523	50,000	50,000	0	0.0%
Miscellaneous Other	4	0	163,000	163,000	0.0%
Revenue Total	170,025	50,000	313,000	263,000	526.0%
Public Health Inspection Division (6502000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	3,472,069	3,737,910	4,119,787	381,877	10.2%
Services and Supplies	110,234	195,176	191,938	(3,238)	(1.7%)
Capital Equipment	44,494	0	0	0	0.0%
Internal Services and Misc.	21,515	21,794	21,532	(262)	(1.2%)
Expenditures by Type Total	3,648,312	3,954,880	4,333,257	378,377	9.6%
Expenditures by Activity					
Administration	3,648,312	3,954,880	4,333,257	378,377	9.6%
Other Program Funding Sources					
Health SRF					
Child Care Facility Inspection	621,777	731,181	741,000	9,819	1.3%
Environmental Health and Safety	869	0	0	0	0.0%
Total	622,646	731,181	741,000	9,819	1.3%
Total Program Expenditures	4,270,957	4,686,061	5,074,257	388,196	8.3%
Personnel Complement (Budgeted)					
Administration	42.00	42.00	41.10	(0.90)	(2.1%)
Other Program Funds FTE					
Health SRF					
Child Care Facility Inspection	7.00	7.00	7.50	0.50	0.0%
Total Personnel Complement	49.00	49.00	48.60	(0.40)	0.0%
Revenue					
Charges for Services	633,091	900,200	990,200	90,000	10.0%
Miscellaneous Other	(17)	0	0	0	0.0%
Revenue Total	633,074	900,200	990,200	90,000	10.0%

Public Health and Environment 6500000

Denver Animal Protection Division (6503000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	3,529,064	3,674,526	4,011,042	336,516	9.2%
Services and Supplies	493,075	609,845	594,961	(14,884)	(2.4%)
Capital Equipment	1,351	63,420	0	(63,420)	(100.0%)
Internal Services and Misc.	5,201	5,950	7,584	1,634	27.5%
Expenditures by Type Total	4,028,691	4,353,741	4,613,587	259,846	6.0%
Expenditures by Activity					
Customer Care	1,008,612	1,105,101	913,212	(191,889)	(17.4%)
Community Partnerships	365,639	402,694	567,098	164,404	40.8%
Field Services	1,368,815	1,492,085	1,596,578	104,493	7.0%
Shelter Operations	1,285,624	1,182,461	1,336,204	153,743	13.0%
Veterinary Services	0	171,400	200,495	29,095	17.0%
Expenditures by Activity Total	4,028,691	4,353,741	4,613,587	259,846	6.0%
Other Program Funding Sources					
Health SRF					
Animal Care and Control Donations	223,382	355,667	504,472	148,805	41.8%
Total Program Expenditures	4,252,073	4,709,408	5,118,059	408,651	8.7%
Personnel Complement (Budgeted)					
Community Partnerships	5.00	4.00	6.34	2.34	58.5%
Customer Care	12.06	13.06	8.00	(5.06)	(38.7%)
Field Services	21.00	20.00	21.00	1.00	5.0%
Shelter Operations	16.58	18.00	18.33	0.33	0.0%
Veterinary Services	0.00	0.00	0.82	0.82	0.0%
Personnel Complement (Budgeted) Total	54.64	55.06	54.49	(0.57)	(1.0%)
Other Program Funds FTE					
Health SRF					
Animal Care and Control Donations	1.67	2.67	2.66	(0.01)	0.0%
Total Personnel Complement	56.31	57.73	57.15	(0.58)	(1.0%)
Revenue					
Licenses and Permits	563,454	520,000	535,000	15,000	2.9%
Charges for Services	386,528	380,775	450,375	69,600	18.3%
Miscellaneous Other	(5)	5,000	5,000	0	0.0%
Revenue Total	949,977	905,775	990,375	84,600	9.3%
Medical Examiner Division (6505000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	2,719,463	2,627,225	2,923,149	295,924	11.3%

Public Health and Environment 6500000

	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Medical Examiner Division (6505000)					
Services and Supplies	771,950	722,963	743,613	20,650	2.9%
Capital Equipment	58,526	7,000	7,000	0	0.0%
Internal Services and Misc.	216	1,000	0	(1,000)	(100.0%)
Expenditures by Type Total	3,550,154	3,358,188	3,673,762	315,574	9.4%
Expenditures by Activity					
Administration	3,550,154	3,358,188	3,673,762	315,574	9.4%
Total Program Expenditures	3,550,154	3,358,188	3,673,762	315,574	9.4%
Personnel Complement (Budgeted)					
Administration	24.76	24.76	25.76	1.00	4.0%
Total Personnel Complement	24.76	24.76	25.76	1.00	4.0%
Revenue					
Charges for Services	150	12,000	12,000	0	0.0%
Miscellaneous Other	7,795	7,500	7,500	0	0.0%
Revenue Total	7,945	19,500	19,500	0	0.0%
 Division of Administration (6508000)	 2018	 2019	 2020	 \$	 %
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	1,050,766	1,136,696	1,351,280	214,584	18.9%
Services and Supplies	80,169	110,720	106,970	(3,750)	(3.4%)
Capital Equipment	876	1,250	0	(1,250)	(100.0%)
Internal Services and Misc.	2,851	2,400	2,400	0	0.0%
Expenditures by Type Total	1,134,662	1,251,066	1,460,650	209,584	16.8%
Expenditures by Activity					
Administration	1,134,662	1,251,066	1,460,650	209,584	16.8%
Other Program Funding Sources					
Capital Projects Funds*					
Other Agency Capital Project	0	2,845,080	8,816,589	5,971,509	209.9%
Total Program Expenditures	1,134,662	4,096,146	10,277,239	6,181,093	150.9%
Personnel Complement (Budgeted)					
Administration	10.60	10.60	11.60	1.00	9.4%
Total Personnel Complement	10.60	10.60	11.60	1.00	9.4%
Revenue					
Charges for Services	319,960	377,600	377,600	0	0.0%
Internal Service and Indirect Cost	0	384,000	529,000	145,000	37.8%
Revenue Total	319,960	761,600	906,600	145,000	19.0%

Public Health and Environment 6500000

Division of Administration (6508000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Office of Sustainability (6509000)	2018	2019	2020	\$	%
Expenditures by Type					
Personnel Services	327,194	340,602	0	(340,602)	(100.0%)
Services and Supplies	19,350	37,650	0	(37,650)	(100.0%)
Internal Services and Misc.	0	1,200	0	(1,200)	(100.0%)
Expenditures by Type Total	346,544	379,452	0	(379,452)	(100.0%)
Expenditures by Activity					
Administration	346,544	379,452	0	(379,452)	(100.0%)
Total Program Expenditures	346,544	379,452	0	(379,452)	(100.0%)
Personnel Complement (Budgeted)					
Administration	3.00	3.00	0.00	(3.00)	(100.0%)
Total Personnel Complement	3.00	3.00	0.00	(3.00)	(100.0%)
Environmental Quality Division (78000-6506000)	2018	2019	2020	\$	%
Expenditures by Type	Actuals	Appropriated	Recommended	Change	Change
Personnel Services	5,227,222	6,168,530	5,192,366	(976,164)	(15.8%)
Services and Supplies	1,859,569	3,580,137	3,882,937	302,800	8.5%
Capital Equipment	31,675	43,415	95,820	52,405	120.7%
Internal Services and Misc.	1,280,588	1,241,849	1,222,526	(19,323)	(1.6%)
Expenditures by Type Total	8,399,055	11,033,931	10,393,649	(640,282)	(5.8%)
Expenditures by Activity					
Administration	2,254,062	3,426,446	3,652,437	225,991	6.6%
Environmental Land Use & Planning (ELUP)	1,914,999	2,810,460	3,061,342	250,882	8.9%
Clean Air, Water & Climate (CAW)	1,539,953	1,142,751	1,419,040	276,289	24.2%
Environmental Management & Operations (EMO)	1,295,250	1,309,998	1,379,553	69,555	5.3%
Environmental Protection & Response (EPR)	794,866	412,242	683,699	271,457	65.8%
Business & Community Sustainability (BCS)	599,924	1,932,034	197,578	(1,734,456)	(89.8%)
Expenditures by Activity Total	8,399,055	11,033,931	10,393,649	(640,282)	(5.8%)

Other Program Funding Sources

Grants

11th Hour Project	54,470	0	0	0	0.0%
Air Pollution Control	126,650	0	0	0	0.0%
Bloomberg Philanthropies Mayor's Challenge	100,000	333,334	333,333	(1)	0.0%
Cities Readiness Initiative	33,549	80,315	0	(80,315)	(100.0%)

Public Health and Environment

6500000

Environmental Quality Division (78000-6506000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Clean Energy Loan Program Denver Energy Challenge	221,957	260,000	260,000	0	0.0%
Community Scale Air Toxics Ambient Monitoring	207,532	0	0	0	0.0%
Denver Neighborhood Climate and Health Vulnerability Project	17,043	0	0	0	0.0%
EECBG Banking Fees	15,000	293,187	126,045	(167,142)	(57.0%)
Emergency Preparedness & Response	227,705	368,864	5,720	(363,144)	(98.4%)
FY 2015 EPA Brownfields Assessment Grant	46,803	87,443	0	(87,443)	(100.0%)
Smart, Shared and Sustainable Mobility Services	567	205,927	205,927	0	0.0%
Swansea Site Air Quality Monitoring	64,262	26,029	26,029	0	0.0%
	Total	1,115,537	1,655,099	957,054	(698,045)
					(42.2%)
Health SRF					
Site Removal/Cleanup Fund	11,700	0	50,000	50,000	0.0%
Capital Projects Funds*					
Enviro Services Seed Capital	0	4,000,000	0	(4,000,000)	(100.0%)
Lowry Closure Fund	0	250,000	0	(250,000)	(100.0%)
Underground Storage Tanks	0	569,000	714,400	145,400	25.6%
	Total	4,819,000	714,400	(4,104,600)	(85.2%)
Other Program Funding Sources Total	1,127,237	6,474,099	1,721,454	(4,752,645)	(73.4%)
Total Program Expenditures	9,526,292	17,508,030	12,115,103	(5,392,927)	(30.8%)
Personnel Complement (Budgeted)					
Administration	20.75	10.75	12.75	2.00	18.6%
Business & Community Sustainability (BCS)	0.00	7.00	1.00	(6.00)	(85.7%)
Clean Air, Water & Climate (CAW)	9.00	11.00	5.00	(6.00)	(54.5%)
Environmental Land Use & Planning (ELUP)	18.00	9.00	12.00	3.00	33.3%
Environmental Management & Operations (EMO)	0.00	8.00	8.00	0.00	0.0%
Environmental Protection & Response (EPR)	0.00	9.10	3.46	(5.64)	(62.0%)
Personnel Complement (Budgeted) Total	47.75	54.85	42.21	(12.64)	(23.0%)
Other Program Funds FTE					
Grants					
Air Pollution Control	1.00	0.00	0.00	0.00	0.0%
Emergency Preparedness & Response	0.00	0.40	0.94	0.54	0.0%
	Total	1.00	0.40	0.94	0.54
Total Personnel Complement	48.75	55.25	43.15	(12.10)	(21.9%)
Revenue					
Interest Income	415,509	182,000	182,000	0	0.0%
Charges for Services	9,885,311	9,162,000	9,162,000	0	0.0%

Environmental Quality Division (78000-6506000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Internal Service and Indirect Cost	58,828	310,000	528,000	218,000	70.3%
Miscellaneous Other	1,009,873	1,063,000	1,079,140	16,140	1.5%
Revenue Total	11,369,521	10,717,000	10,951,140	234,140	2.2%

*Actuals are not included for capital projects by department as capital project budgets are non-lapsing. Actuals for capital funds can be found in the "Financial Summary for all CIP-Funds".

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 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 & County 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 the indigent, homeless, incarcerated, and undocumented, as well as insured patients. 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 the medically indigent to psychiatric evaluations, acute prisoner care, 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 services like marijuana-related public health reporting. Services in the Operating Agreement are divided into Core Services, which the City must purchase from DHHA, 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).

The following programs and services are provided by DHHA and are funded through an Operating Agreement between the City and DHHA.

Payment – Public Health Clinical (6511000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Activity					
Payment - Public Health Clinical Administration	2,413,986	2,440,278	2,529,755	89,477	3.7%
Payment - Denver Cares Administration	0	2,503,286	3,357,877	854,591	34.1%
Payment - Poison Center Administration	156,900	156,900	156,900	0	0.0%
Payment - Medically Indigent Administration	30,777,300	30,777,300	30,777,300	0	0.0%

Payment – Public Health Clinical (6511000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Payment - Park Hill Clinic Financing Admin	165,268	160,359	150,868	(9,491)	(5.9%)
Total Program Expenditures	33,513,454	36,038,123	36,972,700	934,577	2.6%

Context and Significant Changes

Public Health Clinical Services is the City's contractual payment to DHHA to support the medical investigations and clinical and epidemiological disease control services provided by DHHA's Public Health Department (DPH) in support of the City's public health responsibilities. This agency reports on communicable diseases; maintains vital statistics; runs clinics for patients with infectious diseases including HIV and AIDS, tuberculosis, and sexually transmitted diseases; and provides immunizations to the public.

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 public inebriates; 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. In 2019, this payment was transferred back to the Denver Department of Public Health & Environment from the Denver Department of Human Services.

Poison Center Services is the City's contractual payment to DHHA for drug consultation services provided to Denver citizens. Citizens 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.

Medically Indigent Services is the City's contractual payment to DHHA for treatment of medically indigent Denver residents 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.

Park Hill Clinic Financing is the City's contractual payment to DHHA to finance the new 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.

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 2020 Operating Agreement from all city funding sources is approximately \$64,917,000.

Appendix A Services	2018 Budget	2019 Budget	2020 Recommended	\$ Change	% Change
Medically Indigent Patient Care	30,777,300	30,777,300	30,777,300	0	0.0%
Department of Public Health and Environment					
EMS Training	607,571	631,003	621,365	(9,638)	(1.5%)
Denver Fire Department					
EMS Englewood	1,082,118	1,114,582	1,148,009	33,427	3.0%
Denver Fire Department					
EMS - DEN Paramedic Service	3,576,336	3,212,100	3,297,779	85,679	2.7%
Department of Aviation					
Medical Direction and QA/QI Services for 911 Call Takers	101,709	100,427	102,336	1,909	1.9%
Manager of Safety and 911					

Public Health and Environment 6500000

Appendix A Services	2018	2019	2020	\$	%
	Budget	Budget	Recommended	Change	Change
Medical Direction Services	122,288	121,392	121,623	231	0.2%
Manager of Safety					
EMRS Oversight	77,587	82,438	83,836	1,398	1.7%
Manager of Safety					
EMS - ESP	0	642,103	574,719	(67,384)	(10.5%)
Manager of Safety					
Public Health	2,289,450	2,207,837	2,385,157	177,320	8.0%
Department of Public Health and Environment					
Denver C.A.R.E.S.	3,098,644	2,484,849	2,970,611	485,762	19.6%
Denver Human Services/ Dept. of Public Health and Environment					
Substance Treatment Services	18,437	18,437	0	(18,437)	(100.0%)
Department of Public Health and Environment					
Prisoner Medical Services (at DHHA)	4,000,000	4,375,000	4,475,000	100,000	2.3%
Denver Sheriff Department					
Rocky Mountain Poison Center	96,900	96,900	96,900	0	0.0%
Denver Department of Public Health and Environment					
Coroner- Environmental Health Lab Services	25,000	25,000	25,000	0	0.0%
Department of Public Health and Environment					
Total Appendix A Expenditures	45,873,340	45,889,368	46,679,635	790,267	1.7%

Appendix B Services	2018	2019	2020	\$	%
	Budget	Budget	Recommended	Change	Change
COSH and OUCH Line	295,000	330,000	375,000	45,000	13.6%
Department of Finance					
Nurse line	60,000	60,000	60,000	0	0.0%
Department of Public Health and Environment					
Acute and Chronic Health Care at DCJ and DDC	13,261,822	14,469,957	15,364,651	894,694	6.2%
Denver Sheriff Department					
Denver Human Services Child Welfare	827,308	0	0	0	0.0%
Denver Human Services					
Head Start Medical Services	520,000	0	0	0	0.0%
Office of Children's Affairs					
Public Health - Marijuana Data Monitoring	173,857	150,914	144,598	(6,316)	(4.2%)
Department of Public Health and Environment					
Parkhill Financing (Dahlia Debt Pmnt & Expansion)	133,041	160,359	150,868	(9,491)	(5.9%)
Department of Public Health and Environment					
Treatment on Demand	0	0	387,266	387,266	0.0%
Department of Public Health and Environment					
Expert Witnesses	0	40,000	40,000	0	0.0%
District Attorney					
Sane Program	188,000	188,000	188,000	0	0.0%
Denver Police Department					
DUI Blood Draws	8,000	8,000	8,000	0	0.0%
Denver Police Department					

Appendix B Services	2018	2019	2020	\$	%
	Budget	Budget	Recommended	Change	Change
AIM Program Manager of Safety	163,993	163,993	163,993	0	0.0%
Non-Intra Familial Abuse Services Denver Human Services and Denver Police Department	0	5,000	5,000	0	0.0%
Pharmaceuticals and CPR Mannequins Denver Fire Department	0	34,030	0	(34,030)	(100.0%)
South Westside Clinic CIP Payment Department of Finance	1,200,000	1,200,000	1,200,000	0	0.0%
Court Competency Evaluations Denver County Court	90,000	150,000	150,000	0	0.0%
Total Appendix B Expenditures	16,921,021	16,960,253	18,237,376	1,277,123	7.5%
Total OA Expenditures	62,794,361	62,849,621	64,917,011	2,067,390	3.3%

Payments from Denver Health to the City

The City estimates receiving approximately \$4,217,000 in payments from Denver Health in 2020 for various services the City provides to Denver Health. Appendix C of the Operating Agreement is comprised of 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.



Mission

Invest, create policy, and partner to provide housing stability, homeless resolution, and housing opportunity.

Agency Summary

The Department of Housing Stability (HOST) was created through Executive Order in the fall of 2019 to develop and implement policies and oversee investments along the housing continuum, from residents experiencing homelessness to those seeking to find new housing opportunities, and to also stabilize people in homes they already live in. The Department of Housing Stability will lead 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.

Services

Operations Division

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, and portfolio management.

Housing Stability Division

The Housing Stability Division helps residents stay in homes they already live in through policy, investment, and partnerships that preserve affordable housing and stabilize residents at risk of involuntary displacement. Services include eviction assistance, rent and utility assistance, or home repairs.

Homelessness Resolution Division

The Homelessness Resolution Division helps residents experiencing homelessness resolve episodes of homelessness through policy, investment, and partnerships that provide emergency support and connect residents to short-term and permanent housing solutions with support services.

Housing Opportunity Division

The Housing Opportunity Division helps connect residents to new housing opportunities through policy, investment, and partnerships that create and maintain income-restricted affordable housing units, and support residents in accessing affordable housing options through programmatic tools such as down-payment assistance or housing counseling.

Strategies

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, data management and analysis, policy development, and project management functions.

- Ensure strong management of the existing housing portfolio by developing and implementing comprehensive asset management structures and tracking mechanisms across investments into housing stability, housing opportunity, and homelessness resolution.

Housing Stability Division

- Maintain strong relationships with the owners and property managers of income-restricted units to ensure the City's portfolio of affordable properties is maintained long-term.
- 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 vulnerable communities.

Homelessness Resolution Division

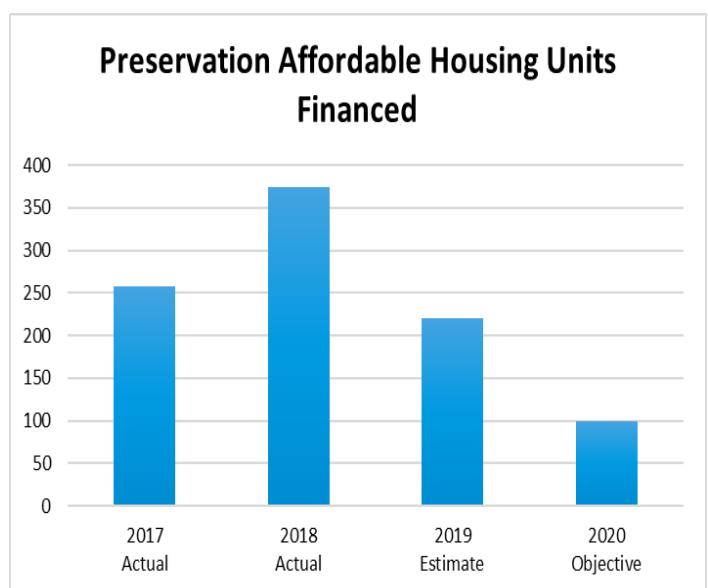
- Leverage partnerships with shelter and service providers to help support residents experiencing a crisis resolve an episode of homelessness, including through implementation of the City's Three-Year Shelter Plan.
- Connect residents experiencing homelessness to short-term and permanent housing solutions.

Housing Opportunity Division

- Invest in the development of affordable rental and homeownership housing across the income continuum in collaboration with internal and external partners. Further, the Division will 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.

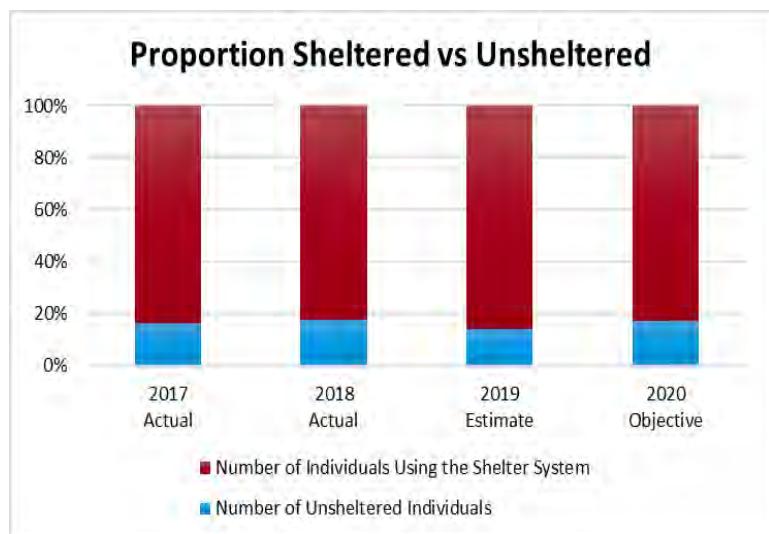
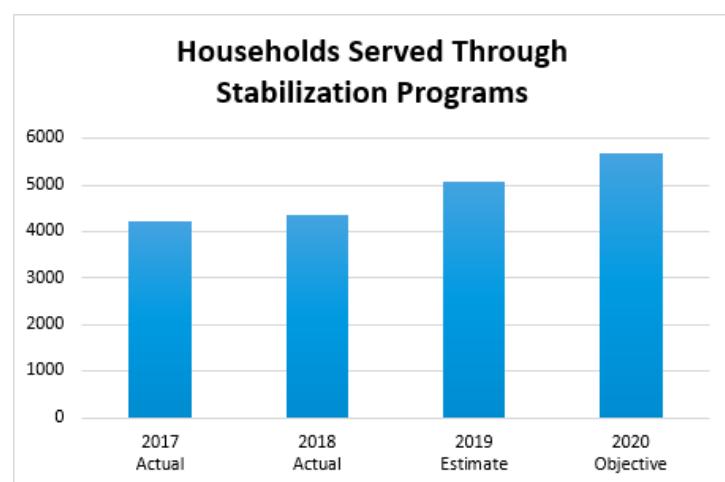
Performance and Program Highlights

As the new Department of Housing Stability launches in 2020, the agency expects to build upon and/or integrate existing strategic plans such as *Housing an Inclusive Denver* and the Three-Year Shelter Plan into an updated strategic vision for HOST across the entire housing continuum. Performance and program goals may evolve as new strategic planning documents are developed, but for the purpose of this 2020 budget, existing performance measures are utilized in conformance with these existing plans.

**Preservation Affordable Housing Units Financed**

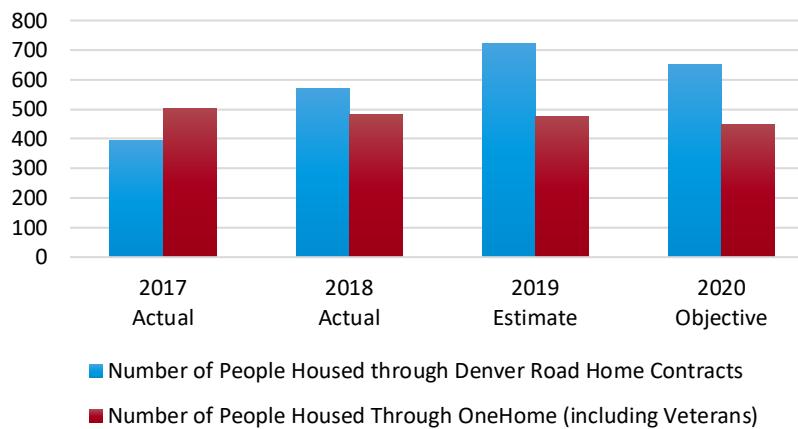
measures the number of existing units that partners of the Department received funding support for alongside a new or extended affordability restriction. HOST's budget projections for unit development and preservation in 2020 are based on a robust pipeline of new construction deals anticipated through partnerships to implement the Intergovernmental Agreement with the Denver Housing Authority as well as other projects. The 2020 preservation goals included projects that are in the pipeline as of fall 2019 but **will be updated based on actual projects identified for funding** in the coming year. As directed by [Housing an Inclusive Denver](#), HOST will continue to direct more resources towards serving people experiencing homelessness and renters below 30% of Area Median Income. The units and services for these populations tend to be more costly per household, thus there is a minor decrease in outputs from 2019 to 2020.

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



Proportion Sheltered vs. Unsheltered tracks the percentage of people experiencing homelessness counted in Denver as shelter vs. unsheltered in the Point In Time study conducted by Metro Denver Homeless Initiative. Sheltered includes those staying in emergency shelter, transitional housing, and safe haven programs.

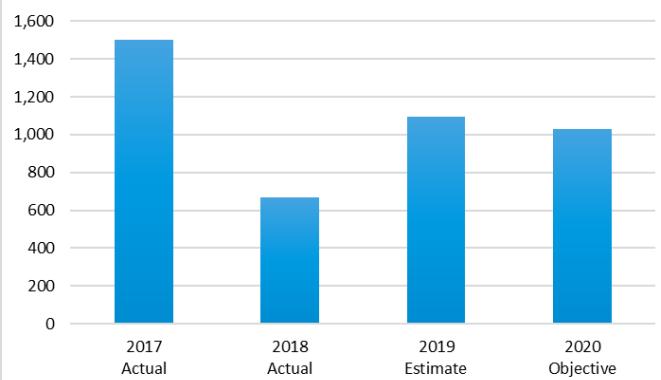
Permanency Outcomes in DRH Contracts and OneHome



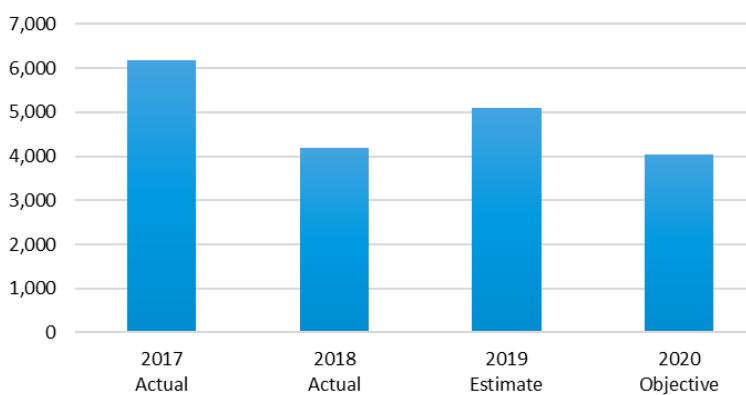
Permanency Outcomes in DRH Contracts and OneHome shows the number of persons experiencing homelessness that were placed into housing units through the Department's contracts and through the OneHome and Veterans systems.

New Affordable Housing Units Financed measures the number of newly-created, affordability-restricted units that the Department helped partner entities finance, including Denver Housing Authority.

New Affordable Housing Units Financed



Households Served Through Access Programs



Households Served Through Access Programs measures the number of households that receive services from the Department's partners to access new housing opportunities, such as down-payment assistance or homeownership counseling.

Department Budget

*Note that 2019 Special Revenue Funds reflect budget from the Housing Division which was in Economic Development.

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Department of Housing Stability	0	0	21,155,317	21,155,317	0.0%
Total	0	0	21,155,317	21,155,317	0.0%
General Fund Expenditures by Type					
Personnel Services	0	0	5,718,439	5,718,439	0.0%
Services and Supplies	0	0	15,394,952	15,394,952	0.0%
Capital Equipment	0	0	17,080	17,080	0.0%
Internal Services and Misc.	0	0	24,846	24,846	0.0%
Total	0	0	21,155,317	21,155,317	0.0%
Total General Fund	0	0	21,155,317	21,155,317	0.0%
General Fund Revenue					
Miscellaneous Other	0	0	5,802,300	5,802,300	0.0%
Total	0	0	5,802,300	5,802,300	0.0%
Special Revenue Funds Expenditures					
Economic Development	18,477,431	59,063,455	35,388,522	(23,674,933)	(40.1%)
Total Special Revenue Funds	18,477,431	59,063,455	35,388,522	(23,674,933)	(40.1%)
Grants					
Grants	8,431,620	26,832,794	13,816,461	(9,016,333)	(39.5%)
Total Grants	8,431,620	26,832,794	13,816,461	(9,016,333)	(39.5%)
Personnel Complement					
Economic Development - Civilian	34.92	36.51	7.00	(29.51)	(80.8%)
General Fund Operations - Civilian	0.00	0.00	52.10	52.10	0.0%
Total	34.92	36.51	59.10	22.59	61.9%
Total Personnel Complement	34.92	36.51	59.10	22.59	61.9%

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agency wide		
· An increase in personnel services to transfer all FTE previously funded in the Dedicated Affordable Housing Fund to the General Fund.	15.64	1,783,200
· An increase in personnel services for the transfer of FTE that previously supported the Community Development Block Grant (CDBG) program and who will shift their duties to support other functions within the Department of Housing Stability following the transition of CDBG to Denver Economic Development and Opportunity.	3.46	242,300
· An increase in services and supplies for the development of the Department of Housing Stability's comprehensive strategic plan, providing one unified strategy to ensure effective housing and homelessness service delivery.	0.00	75,000
· An increase in services and supplies for travel, training, and office supplies expenses associated with the setup of the Department of Housing Stability.	0.00	70,000
· An increase in services and supplies for monitors and phones for new positions hired in 2020.	0.00	22,200
· An increase in capital equipment for new computers for new positions hired in 2020.	0.00	11,100
· An increase in revenue for the transfer of dollars received from the Countywide cost allocation plan due to services transitioning from Denver Human Services to the Department of Housing Stability. This change will ensure the continuation of support for existing contracts for homeless services previously funded by the Homeless Services Fund.	0.00	3,685,000
· An increase in revenue for a transfer from Denver Human Services to fund a combined reserve and contingency balance of 17% for social services mill levy revenues that will be redirected from Denver Human Services to the General Fund in 2020. For more detail on this transaction, please consult the Revenue section of the budget book.	0.00	1,750,300
· A transfer of revenue for the projected balance of funds from the Homeless Services Fund at year-end close.	0.00	367,000
Operations		
· An increase in personnel services for the transfer of all staff formerly in the Office of HOPE supported under the Denver Housing Division from Denver Economic Development and Opportunity to the Department of Housing Stability.	5.00	644,300
· An increase in personnel services for one Marketing Director position and one Communications and Marketing Professional II position to support communications functions for the Department of Housing Stability. The cost of these positions is offset by a revenue transfer from Denver Human Services.	2.00	232,800
· An increase in personnel services for one Executive Assistant position and one Staff Assistant position to provide operations support to the Department of Housing Stability.	2.00	155,300
· An increase in personnel services for the transfer of one Marketing and Communications Specialist position from Denver Economic Development and Opportunity to the Department of Housing Stability.	1.00	148,300
· An increase in personnel services for one Administrator II position that will serve as the Department of Housing Stability's Governmental Affairs and Community Engagement Manager. This position will actively support the Department's interactions with City Council, the Mayor's Office, and other governmental bodies, as well as facilitate regional strategic efforts related to housing and homelessness programs. This position will also coordinate within the department and with other city agencies on community engagement.	1.00	116,300
· An increase in personnel services for one Community Development Representative II position transferring from Denver Economic Development and Opportunity to the Department of Housing Stability to align with the Department's staffing plan.	1.00	96,700

Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> An increase in personnel services for the addition of a Management Analyst position to provide data analysis support and advanced reporting to the Department of Housing Stability. 	1.00	91,400
<ul style="list-style-type: none"> An increase in personnel services for a Program Coordinator position to provide program evaluation services to the Department of Housing Stability. This role will evaluate the impact of the City's housing programs to ensure that funds are used effectively and are enabling long-term housing stability in the community. 	1.00	79,700
<ul style="list-style-type: none"> An increase in services and supplies to provide additional accounting support to manage the City and County of Denver's portfolio of affordable housing projects. 	0.00	60,000
<ul style="list-style-type: none"> An increase in services and supplies for one-time costs to leverage the West Denver Renaissance Collaborative to further neighborhood planning initiatives addressing housing and involuntary displacement issues. 	0.00	50,000
<ul style="list-style-type: none"> An increase in services and supplies for outreach services to better inform Denver residents about the inclusionary housing ordinance. 	0.00	20,000
Housing Stability		
<ul style="list-style-type: none"> An increase in personnel services for the addition of a Preservation and Resource Manager to oversee the portfolio of preservation affordable housing units and ensure existing units remain affordable. 	1.00	97,100
Housing Opportunity		
<ul style="list-style-type: none"> An increase in personnel services for one Manager position, one Associate City Inspector position, one Administrator II position, one limited Operations Assistant position, one Program Administrator Position, and one Administrator I position to strengthen the Department of Housing Stability's Housing Opportunity Team. This group of positions will support both compliance and continued development of the City's portfolio of affordable homes. This group is focused across the supportive housing, rental and homeownership portfolios and includes support for on-site inspections and underwriting. 	6.00	567,600
<ul style="list-style-type: none"> An increase in services and supplies for expanded income verification services and additional housing counseling services. This programming will focus on qualifying eligible individuals for affordable housing and supporting them in attaining an affordable housing unit. 	0.00	200,000
<ul style="list-style-type: none"> An increase in services and supplies to support a partnership with the Colorado Housing Finance Authority (CHFA) to support active monitoring of tax credit opportunities for affordable housing. This increase helps augment staff time and creates additional staff capacity within the Department of Housing Stability. 	0.00	25,000
Homelessness Resolution		
<ul style="list-style-type: none"> An increase in personnel services for the transfer of staff currently working in Denver's Road Home from Denver Human Services to fulfill the staffing plan of the new agency. This expense is offset by a revenue transfer from Denver Human Services. 	5.00	598,600
<ul style="list-style-type: none"> An increase in personnel services due to the transfer of positions from DHS to the Department of Housing Stability in order to provide financial and other administrative support to the homeless services functions of the Department of Housing Stability. This expense is offset by a revenue transfer from Denver Human Services. 	5.00	520,600
<ul style="list-style-type: none"> An increase in personnel services for a Program Administrator position transferring from Denver Human Services to the Department of Housing Stability for the management of Denver Day Works, which will be operated out of the Department of Housing Stability beginning in 2020. This expense is offset by a revenue transfer from Denver Human Services. 	1.00	136,700
<ul style="list-style-type: none"> An increase in personnel services for an Outreach Case Coordinator position transferring from Denver Human Services to the Department of Housing Stability to support Rapid Rehousing services. The management of these services will be transferred from Denver Human Services to the Department of Housing Stability beginning in 2020. 	1.00	99,200

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
• An increase in personnel services for the transfer of all funds from Denver's Road Home to the Department of Housing Stability. For the 2020 budget, DHS is transferring services directly related to homeless services to the Department of Housing Stability. This expense is offset by a revenue transfer from Denver Human Services. For more information about the revenue transfer from Denver Human Services, please consult the "Revenue" section of the budget book.	0.00	3,600
• An increase in services and supplies for the transfer of all funds from Denver's Road Home to the Department of Housing Stability. For the 2020 budget, DHS is transferring services directly related to homeless services to the Department of Housing Stability. This expense is offset by a revenue transfer from Denver Human Services.	0.00	6,730,900
• An increase in services and supplies for the transfer of all contracts and programs supported by the Homeless Services Fund (13812) from Denver Human Services to the Department of Housing Stability. This expense is offset by a revenue transfer from Denver Human Services.	0.00	3,500,000
• An increase in services and supplies to provide day shelter services for individuals experiencing homelessness in the community shelter system, including both city-owned and non-city-owned facilities.	0.00	1,000,000
• An increase in services and supplies for the transfer of funds to support the Denver Day Works program, a program for accessible work options that connects individuals to benefits navigation and employment services. This includes \$300,000 in expanded funding above the initial scope of the program for 2020. This program was previously supported by Denver Human Services, and starting in 2020, this program will be managed by the Department of Housing Stability. This expense will be offset by a revenue transfer from Denver Human Services.	0.00	825,300
• An increase in services and supplies to support the management of motel voucher contracts for individuals in need of emergency overnight shelter during weather emergencies. This program was previously administered by Denver Human Services. This expense is offset by a revenue transfer from Denver Human Services.	0.00	777,500
• An increase in services and supplies for the expansion of existing shelter contracts with community providers to align with actual demand.	0.00	500,000
• An increase in services and supplies for the transfer of support navigation services that provide individuals experiencing homelessness with better opportunities to access services from Denver Human Services to the Department of Housing Stability. This expense is offset by a revenue transfer from Denver Human Services.	0.00	400,000
• An increase in services and supplies to support the operating costs and contract staffing for city-owned locker facilities for individuals experiencing homelessness to store possessions.	0.00	225,000
• An increase in services and supplies for the expansion of the Rapid Resolution (formerly referred to as the diversion) program. This program focuses on preventing individuals from entering homelessness through timely financial assistance, mediation with family, friends, or landlords, and other immediate problem-solving assistance.	0.00	200,000
• An increase in services and supplies for increased bus services to align with actual demand for transportation services to and from city- and community-owned shelters.	0.00	150,000
• An increase in services and supplies to provide supportive services at transitional housing facilities (i.e. the current Tiny Home Village).	0.00	125,000
• An increase in services and supplies for the expansion of existing street outreach contracts with community providers to align with actual demand.	0.00	100,000
• An increase in services and supplies to expand shelter services for women experiencing homelessness from half of the year to year-round.	0.00	72,500
• An increase in services and supplies for the expansion of the Colfax Works Program, a program modeled off the Denver Day Works Program that provides similar benefits, navigation, and employment opportunities for individuals experiencing homelessness. The Colfax Works Program is a partnership with the Colfax Ave Business Improvement District and focuses services specifically along Colfax Avenue in Central Denver.	0.00	50,000

Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> An increase in internal services for the transfer of all funds from Denver's Road Home to the Department of Housing Stability. For the 2020 budget, DHS is transferring services directly related to homeless services to the Department of Housing Stability. This expense is offset by a transfer of revenue from Denver Human Services. 	0.00	22,500
Housing Special Revenue Funds		
<ul style="list-style-type: none"> An increase in SRF expenditures in the Linkage Fee Special Revenue Fund due to projected increased collection rates from both increased development activity and decreased exemptions from paying the fee. 	0.00	6,300,000
<ul style="list-style-type: none"> An increase in SRF expenditures due to the Homeless Services Donations Fund transferring from Denver Human Services to the Department of Housing Stability. This includes 1.00 FTE for an Operations Coordinator position historically funded by the Homeless Donations Fund transferring from Denver Human Services to the Department of Housing Stability. This expense is offset by a revenue transfer from Denver Human Services. 	1.00	68,000
<ul style="list-style-type: none"> A decrease in SRF projected expenditures in the Affordable Housing Property Tax and Other Local Revenue Fund due to previous year (2018) committed funds reflected in the 2019 budget that lapsed at the end of 2018. 	0.00	(14,077,000)
<ul style="list-style-type: none"> A decrease in SRF expenditures due to the transfer out of all FTE previously funded by Dedicated Affordable Housing Fund to the General Fund. This enables the City to invest a greater portion of these funds in affordable housing unit production, preservation, and programming. This expenditure was and continues to be supported by the General Fund. 	(16.36)	(1,862,800)
<ul style="list-style-type: none"> A decrease in grant expenditures associated with personnel driven primarily by the transfer of Community Development Block grant (CDBG) funds from the Department of Housing Stability (formerly the Denver Housing Division) to Denver Economic Development and Opportunity. The General Fund will fund staff who will shift their duties to support other functions within the Department of Housing Stability. 	0.00	(242,300)
<ul style="list-style-type: none"> A decrease in expenditures to match the decrease in the transfer from the Department of Human Services which is being reallocated to support the Department of Housing Stability. 	0.00	(500,000)
<ul style="list-style-type: none"> A decrease in expenditures to reflect the decrease the General Fund transfer from the Affordable Housing Fund to support the creation of the Department of Housing Stability. These funds support all staffing in the Department of Housing Stability and expand Housing and homelessness assistance programs. 	0.00	(2,848,200)
<ul style="list-style-type: none"> A decrease in expenditures to reflect the decrease in the General Fund transfer to fund day shelter services for individuals in the Department of Housing Stability. 	0.00	(1,000,000)
<ul style="list-style-type: none"> A decrease in expenditures to reflect the transfer of the Skyline SRF project funding to the Department of Economic Development and Opportunity 	0.00	(1,000,000)
<ul style="list-style-type: none"> A decrease in expenditures to reflect the decrease in revenue that resulted in 2019 due to the sale of a City property. 	0.00	(6,750,000)
Housing Grants		
<ul style="list-style-type: none"> A decrease in grant expenditures and FTE driven primarily by the transfer of the Community Development Block Grant (CDBG) program and administration from the former Denver Housing Division to Denver Economic Development and Opportunity. For more detail, please consult the Grants section of the budget book. 	(13.69)	(9,020,500)

Budget Detail

Department of Housing Stability (0144000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	0	0	5,718,439	5,718,439	0.0%
Services and Supplies	0	0	15,394,952	15,394,952	0.0%
Capital Equipment	0	0	17,080	17,080	0.0%
Internal Services and Misc.	0	0	24,846	24,846	0.0%
Expenditures by Type Total	0	21,155,317	21,155,317	0.0%	
Expenditures by Activity					
Operations	0	0	4,094,728	4,094,728	0.0%
Housing Stability	0	0	225,970	225,970	0.0%
Housing Opportunity	0	0	1,201,338	1,201,338	0.0%
Homelessness Resolution	0	0	15,633,281	15,633,281	0.0%
Expenditures by Activity Total	0	21,155,317	21,155,317	0.0%	
Total Program Expenditures	0	21,155,317	21,155,317	0.0%	
Personnel Complement (Budgeted)					
Homelessness Resolution	0.00	0.00	9.00	9.00	0.0%
Housing Opportunity	0.00	0.00	10.16	10.16	0.0%
Housing Stability	0.00	0.00	2.00	2.00	0.0%
Operations	0.00	0.00	30.94	30.94	0.0%
Personnel Complement (Budgeted) Total	0.00	52.10	52.10	0.0%	
Total Personnel Complement	0.00	52.10	52.10	0.0%	
Revenue					
Miscellaneous Other	0	0	5,802,300	5,802,300	0.0%
 Department of Housing Stability Special Revenue Funds (0145000)					
	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	881,780	1,862,756	0	(1,862,756)	(100.0%)
Services and Supplies	12,135,575	33,460,634	20,390,000	(13,070,634)	(39.1%)
Services and Supplies – 2018 Committed Projects*	0	14,077,052		(14,077,052)	(100%)
Capital Equipment	6,419	5,990	0	(5,990)	(100.0%)
Internal Services and Misc.	16,627	25,373	0	(25,373)	(100.0%)
Expenditures by Type Total	13,040,401	49,401,805	20,390,000	(29,011,805)	(58.7%)

*2018 Appropriated funds rolling into the following year for committed projects

Department of Housing Stability Special Revenue Funds (0145000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Activity					
DHD Administration	13,040,337	18,800,813	0	(18,800,813)	(100.0%)
Land Acquisition	0	1,000,000	7,997,381	6,997,381	699.7%
Unit Development/Preservation	0	16,853,061	1,135,537	(15,717,524)	(93.3%)
Housing Assistance	0	4,065,000	5,522,388	1,457,388	35.9%
Supportive Housing Development	64	(64)	5,734,694	5,734,758	(8,960,559.4%)
Development Reserves	0	8,682,995	0	(8,682,995)	(100.0%)
Expenditures by Activity Total	13,040,401	49,401,805	20,390,000	(29,011,805)	(58.7%)
Other Program Funding Sources					
Grants					
ARRA Neighborhood Stabilization	0	0	371,908	371,908	0.0%
CDBG - Administration	1,442,890	1,454,978	0	(1,454,978)	(100.0%)
CDBG - Program	4,213,675	16,677,961	0	(16,677,961)	(100.0%)
CoC Anchor Project	0	0	169,454	169,454	0.0%
CoC Bedrock	0	0	525,000	525,000	0.0%
CoC Rapid Re-Housing	0	0	116,104	116,104	0.0%
CoC Spectrum	0	0	590,958	590,958	0.0%
Emergency Food and Shelter	0	0	10,000	10,000	0.0%
Emergency Solutions Grant	0	0	321,244	321,244	0.0%
Home Administration	262,178	343,577	434,330	90,753	26.4%
Home Program	1,166,813	2,628,789	6,027,953	3,399,164	129.3%
HOPWA Administration	0	68,364	20,206	(48,158)	(70.4%)
HOPWA Program	1,346,064	1,659,125	5,063,673	3,404,548	205.2%
Neighborhood Stabilization Program I	0	0	165,631	165,631	0.0%
Total	8,431,620	26,832,794	13,816,461	(9,016,333)	(39.5%)
Economic Development SRF					
Affordable Housing and Remediation Fund	63,401	60,000	60,000	0	0.0%
Affordable Housing Linkage Fee Fund	2,013,441	3,700,000	10,000,000	6,300,000	170.3%
Community Development-Donation	54,844	16,759	16,759	0	0.0%
Homeless Services Donations	0	0	63,739	63,739	0.0%
Housing Incentive Program	593,355	1,340,317	1,313,450	(26,867)	(2.0%)
Rental Rehab Assistance	0	1,050,000	1,050,000	0	0.0%
Revolving Affordable Housing Loan Fund	1,356,215	1,394,574	1,394,574	0	0.0%
Revolving Loan Fund	130,237	100,000	100,000	0	0.0%
Skyline - Economic Development Project	0	1,000,000	0	(1,000,000)	(100.0%)
Skyline - Housing	1,225,539	1,000,000	1,000,000	0	0.0%
Total	5,437,030	9,661,650	14,998,522	5,336,872	55.2%
Other Program Funding Sources Total	13,868,650	36,494,444	28,814,983	(3,679,461)	(11.3%)

Department of Housing Stability Special Revenue Funds (0145000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Total Program Expenditures	26,909,052	81,896,249	49,204,983	(32,691,266)	(39.9%)
Personnel Complement (Budgeted)					
DHD Administration	9.10	16.36	0.00	(16.36)	(100.0%)
Other Program Funds FTE					
Grants					
CDBG - Administration	17.53	10.85	0.00	(10.85)	(100.0%)
CDBG - Program	5.30	4.01	0.00	(4.01)	(100.0%)
Home Administration	0.00	2.64	3.20	0.56	21.2%
Home Program	2.44	0.00	0.00	0.00	0.0%
HOPWA Administration	0.00	0.00	0.80	0.80	0.0%
HOPWA Program	0.00	0.15	0.00	(0.15)	0.0%
Total	25.27	17.65	4.00	(13.65)	(77.3%)
Economic Development SRF					
Homeless Services Donations	0.00	0.00	1.00	1.00	0.0%
Housing Incentive Program	0.55	2.50	2.00	(0.50)	0.0%
Total	0.55	2.50	3.00	0.50	0.0%
Other Program Funds FTE Total	25.82	20.15	7.00	(13.15)	(65.3%)
Total Personnel Complement	34.92	36.51	7.00	(29.51)	(80.8%)
Revenue					
Property	7,255,904	7,534,094	7,994,381	460,287	6.1%
Sales and Use	1,930,866	8,320,062	8,652,900	332,838	4.0%
Interest Income	331,433	0	0	0	0.0%
Miscellaneous Other	6,880,240	18,430,000	3,742,800	(14,687,200)	(79.7%)
Revenue Total	16,398,443	34,284,156	20,390,081	(13,894,075)	(40.5%)

Affordable Housing Funds

Overview

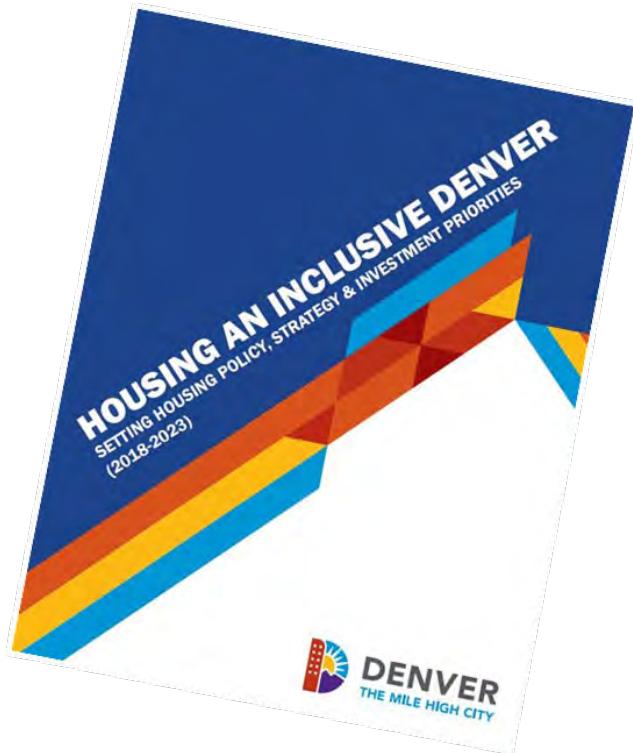
In September 2016, City Council passed an ordinance to create two Affordable Housing Funds (known collectively as the “Affordable Housing Funds”) to provide revenue for housing development, preservation, and programs. The Affordable Housing Fund was originally supported through property taxes and a linkage fee on new development. Linkage fees currently range from \$0.42 to \$1.78 per square foot depending on the type of development and are updated each July according to Consumer Price Index (CPI) for Denver. Additional support for the Affordable Housing Fund was added starting in 2018 through General Fund transfers and a dedicated sales tax on recreational marijuana. Together, 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 2017, Denver created the Housing Advisory Committee (HAC), made up of industry and nonprofit experts and advocates to help inform the City’s housing investments and other strategies to serve residents along the housing continuum. As part of the implementation of the Affordable Housing Funds, Denver created a five-year comprehensive housing plan, *Housing an Inclusive Denver*, in partnership with the HAC, to prioritize investments that serve a range of different income levels. The funding priorities are as follows:

- 40 - 50% of housing resources will be invested to serve people earning below 30% of area median income (AMI) and those experiencing homelessness who are seeking to access or maintain rental housing, including:
 - 20 - 25% of housing resources to serve residents experiencing homelessness
 - 20 - 25% of housing resources to serve residents earning below 30% AMI
- 20 - 30% of housing resources will be invested to serve people earning 31% to 80% AMI who are seeking to access or maintain rental housing
- 20 - 30% of housing resources will be invested to serve residents seeking to become homeowners or remain in homes they already own

Denver implements the *Housing an Inclusive Denver* plan in partnership with the HAC through Annual Action Plans aimed at prioritizing housing investments and other strategies that reflect current market conditions and opportunities.

To better align housing investments, activities, and priorities along the housing continuum, Denver is creating a new Department of Housing Stability (HOST). The Department will support collaboration, communication and innovation across city agencies serving residents along the housing continuum, from residents experiencing homelessness, those seeking to find new housing opportunities, and stabilize in homes they already live in.



Summary of Dedicated Affordable Housing Funds

	2018 Appropriated	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Fund					
Economic Development SRF					
Affordable Housing Property Tax and Other Local Revenues Fund	22,757,612	35,265,094	20,390,000	(14,875,094)	(42.18%)
Affordable Housing Property Tax and other Local Revenue Fund – 2018 Carry-Over	0 ¹	14,077,052 ²	0 ³	(14,077,052)	(100%)
Affordable Housing Linkage Fee Revenue Fund	6,633,033	3,700,000	10,000,000	6,300,000	170.27%
Total Program Expenditures	\$25,390,645	53,042,146	30,390,000	(22,652,146)	(42.71%)
Revenues by Fund					
Affordable Housing Property Tax and Other Local Revenues Fund	20,849,936	27,534,156	20,390,000	7,664,158	36.8%
Affordable Housing Linkage Fee Revenue Fund	1,500,000	8,977,094	10,000,000	2,200,000	146.7%
Total Program Revenues	22,349,936	36,511,250	30,390,000	(4,297,156)	44.14%

Significant Budget Changes

In 2020, the City is standing up a new Department of Housing Stability (HOST) to effectively and efficiently deliver solutions to Denver's homeless and affordable housing challenges. The new Department will streamline the delivery of policies, programs, and projects and keep Denver on the forefront of addressing our most complex urban challenges. To ensure that the Department is adequately supported in its mission, all FTE previously supported by dedicated housing fund revenue listed above who were supported by a transfer from the General Fund will now transition to the new department and continue to be supported by the City's General Fund. As detailed in the previous Department of Housing Stability section of the budget, the General Fund transfer to the Affordable Housing Fund will be reallocated to fund the expansion of staff and services for the new Department.

¹ In 2019, the Affordable Housing Property Tax and Other Local Revenue Fund was changed from a lapsing fund to a non-lapsing fund. As a result of this change, 2018 encumbrances and unspent at year end were re-appropriated in 2019.

² Amount of dollars rolled into 2019 from 2018 encumbrances for committed housing projects.

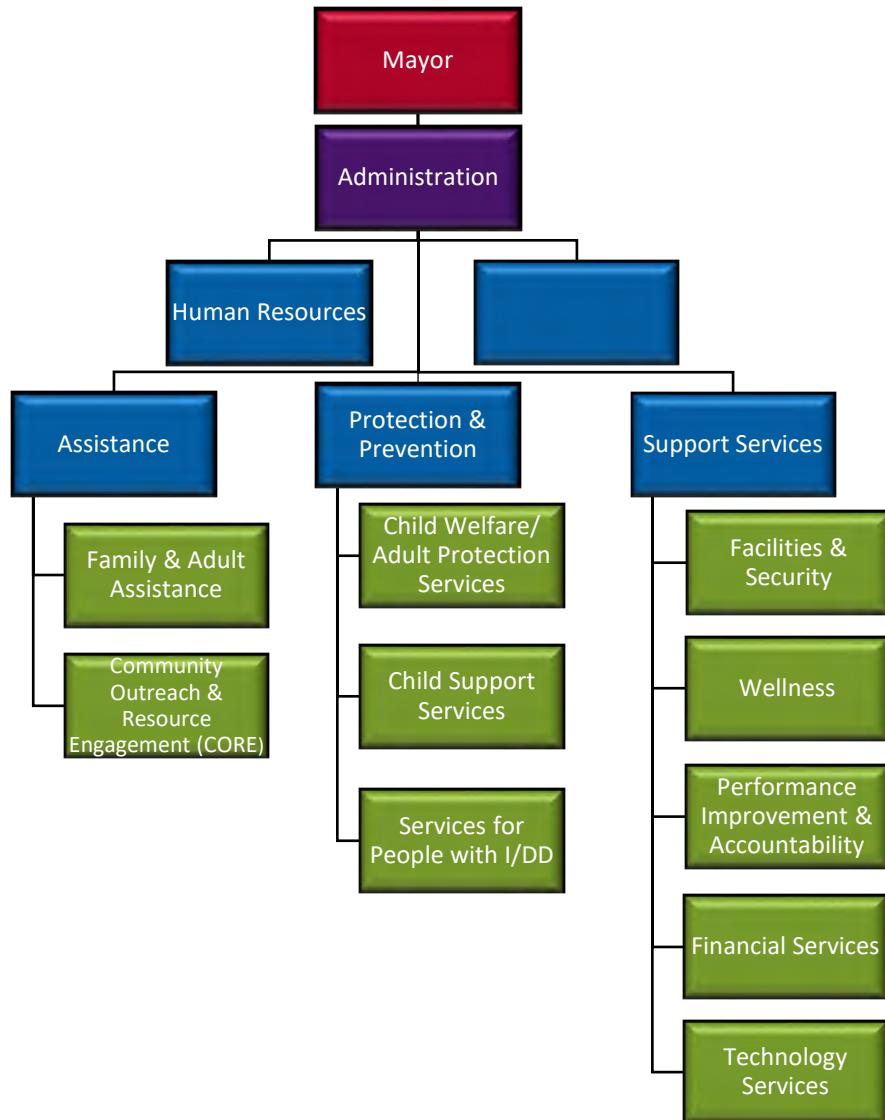
³ Anticipated roll of encumbrances will be identified at the end of 2019.

Budget Detail

Affordable Housing Property Tax and Other Local Revenue Fund (16606-0145000)	2018 Actuals	2019* Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	881,780	1,862,756	0	(1,862,756)	(100.0%)
Services and Supplies	12,135,575	47,507,686	20,390,000	(27,117,686)	(57.1%)
Capital Equipment	6,419	5,990	0	(5,990)	(100.0%)
Internal Services and Misc.	16,627	25,373	0	(25,373)	(100.0%)
Expenditures by Type Total	13,040,401	49,401,805	20,390,000	(29,011,805)	(58.7%)
Expenditures by Activity					
DHD Administration	13,040,337	18,800,813	0	(18,800,813)	(100.0%)
Land Acquisition	0	1,000,000	0	(1,000,000)	(100.0%)
Unit Development/Preservation	0	16,853,061	7,607,005	(9,246,056)	(54.9%)
Housing Assistance	0	4,065,000	4,100,000	35,000	0.9%
Supportive Housing Development	64	(64)	0	64	(100.0%)
Development Reserves	0	8,682,995	8,682,995	0	0.0%
Expenditures by Activity Total	13,040,401	49,401,805	20,390,000	(29,011,805)	(58.7%)
Total Program Expenditures	13,040,401	49,401,805	20,390,000	(29,011,805)	(58.7%)
Personnel Complement (Budgeted)					
DHD Administration	9.10	16.36	0.00	(16.36)	(100.0%)
Total Personnel Complement	9.10	16.36	0.00	(16.36)	(100.0%)
Revenue					
Property	7,255,904	7,534,094	7,994,381	460,287	6.1%
Sales and Use	1,930,866	8,320,062	8,652,900	332,838	4.0%
Interest Income	331,433	0	0	0	0.0%
Miscellaneous Other	6,880,240	11,680,000	3,742,800	(7,937,200)	(68.0%)

*2019 appropriation reflects 2018 funds for committed projects that continue into 2019.

Affordable Housing Linkage Fee Revenue Fund (16607-0145000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Other Program Funding Sources					
Economic Development SRF					
Affordable Housing Linkage Fee Fund	2,013,441	3,700,000	10,000,000	6,300,000	170.3%
Total Program Expenditures	2,013,441	3,700,000	10,000,000	6,300,000	170.3%



Mission

Denver Human Services envisions a healthy community where people are connected, supported, safe, and well. We partner with our community to protect those in harm's way and help all people in need.

Agency Summary

Denver Human Services (DHS) envisions a healthy community where people are connected, supported, safe, and well. One in three people in Denver turn to DHS for support at all stages of life. Our employees help children, older adults, families, and individuals navigate social and economic pressures by connecting them to services and experts who support their overall well-being. Every day, our caring, trained professionals work with our community to protect those in harm's way and help all people in need to communicate its vision, the department created the Denver Human Services Value Sphere.



- Supporting a **healthy and connected community**
- Partnering to build a **network of opportunity** that identifies root causes and responds to the needs of the whole person and the whole family
- Providing quality, timely, **essential services** with integrity, kindness, and respect

In 2019, Denver Human Services and Mayor Michael B. Hancock launched our new strategic framework called *Human Together*, which reflects the value sphere and five key goals discussed below. The framework is available at
<https://www.denvergov.org/content/dam/denvergov/Portals/692/documents/behuman.pdf>

Services

A quarter million people annually turn to DHS to help them build and maintain overall well-being. DHS provides support for adults, seniors and veterans to help them build and maintain overall well-being. The department also helps children and families navigate social and economic pressures by serving as a support network that connects people to resources and professionals that support their overall growth and well-being. The Department puts the needs of children first, working hard to ensure they are safe, cared for and stable.

This work is organized into four sections that work together to provide an integrated client experience:

Administration

Under the leadership of DHS's Executive Director, the Administration group is responsible for the overall management of the department and also includes marketing and communication, legislative and strategic operations, and planning functions. Through agreements with the City Attorney Office and Office of Human Resources, DHS has specialized legal and human resources teams embedded within the department.

Assistance: Supporting Homeowners and Renters

In collaboration with City Council, Denver's Local Property Tax Relief Program (formerly the Senior and Disabled Property Tax Rebate Program) expanded in 2019 to support families with at least one child who own a home and are at 40% Area Median Income or below. The program provides a partial refund of property taxes or the equivalent rent. The program is designed to help homeowners and renters of modest means who paid property taxes or increased rent due to property taxes. The average amount paid out is between \$400 and \$500, and DHS currently serves around 3,500 people a year. Depending on family size and homeowner status, the income limits range from \$16,000 to \$41,000.

Assistance

Assistance includes eligibility and outreach services for numerous benefits to support low-income residents. Eligibility technicians connect people to approximately \$180 million per year in food, cash and child care assistance largely funded by the federal and state government. Programs include Supplemental Nutrition Assistance (SNAP), Medicaid, Adult Financial Assistance, Colorado Works or Temporary Assistance for Needy Families (TANF), Employment First, and the City's expanded Property Tax Relief Program. General Assistance, through local funding, provides immediate relief for emergency needs such as motel vouchers, eviction assistance, and transportation. To better reach clients where they are, DHS conducts outreach and has staff embedded at thirty partner sites providing an array of supports to the community. The Assistance section also operates GIVE Denver, a resource center that provides clothing, hygiene products and referrals to meet basic needs. Until mid-2019, the Department, along with the Mayor's Office, also oversaw the work of Denver's Road Home before its transfer to the oversight of the Chief Housing Officer. A new department is being created in 2020 that will bring existing housing and homelessness programs, projects, preservation, development and services within one department.

Protection & Prevention

Protection and Prevention encompasses the Department's child welfare, child support, and adult protection services functions. These areas tackle challenges unique to each family or individual by identifying root causes and developing long-term solutions. The Department 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. This section of the Department also manages the dedicated mill levy to fund services for Denver residents with intellectual and developmental disabilities.

Support Services

Support Services ensures that the Department handles public funds efficiently, supports employee wellness, and cares for the buildings that house the Department's operations. These specific areas include financial services, performance improvement and accountability, facilities and security. Support Services works to develop a healthy and connected workforce that is equipped to strengthen the Denver community. Any organization's most valuable resource is its people. In 2018, DHS created a departmentwide staff wellness program focused on physical, mental and financial well-being. In 2019, the Department customized and launched a standardized

Protection and Prevention: Supporting People with Intellectual and Developmental Disabilities

In 2003, Denver voters approved a dedicated mill levy to augment the services and supports for people with intellectual and developmental disabilities (I/DD) funded through existing federal and state resources. Historically, these funds have been programmed exclusively through the state-designated community centered board for Denver. In 2017, City Council approved an expansion of the allowable uses of the dedicated funding to include contracting with other organizations to provide services for people with I/DD.

DHS recognized this legislative change as an opportunity to include the community's voice in the process. By re-engaging Denver residents about how their taxpayer dollars can impact and eradicate barriers to services, the department intends to invest in a healthy and connected community that recognizes, includes, and supports Denver residents with I/DD. To that end, DHS has conducted a needs assessment and seated an advisory council to help determine how to program over \$10 million of available funding. DHS will rely on the advisory council to support community engagement and make thoughtful recommendations for how funds can best be spent.

DHS is excited about this participatory approach to budgeting the dedicated mill levy and looks forward to community-driven recommendations that have the potential to spark innovation and drive transformation in the city.

departmentwide training program, Bridges Out of Poverty, that helps staff meet people where they are with increased empathy. Over the last three years, DHS has invested in strengthening its employees' leadership capabilities through a specialized training program for all supervisors. These and other initiatives have helped to reduce staff turnover from 11% to 9% since 2016.

Strategies

Denver Human Services is in the process of developing and prioritizing strategies for the Human *Together* strategic vision framework. This strategic plan includes five key goals: Equity & Access, Safety & Wellness, Connectivity, Economic Resilience, and Workforce. These goals are supported by the strategies summarized below:

Equity & Access

- Establish proactive outreach strategies to increase awareness and enrollment in services and increase protective factors.
- Incorporate client ideas into the Department's work to create a feedback loop for continuous improvement and inclusive program decisions.
- Launch a brand campaign to reduce stigma in the community, increase awareness of services, and enhance communication about human services.

Safety & Wellness

- Identify outcome driven performance measurements to measure program impact and to identify gaps in supports.
- Research creative pilots utilized in other counties that demonstrate positive outcomes.
- Develop a blueprint to end hunger, aligning state and local efforts to increase access to food for all Denverites.

Connectivity

- Strengthen community partnerships and coordination.
- Develop a resource guide that meets the needs of employees, community partners and clients.
- Realign the lobby experience to create a welcoming and inclusive space that supports a positive and efficient client experience.
- Explore client-facing technological solutions for enrollment and navigation.

Economic Resilience

- Research and advocate for livable wages to support and increase economic mobility.
- Identify why individuals and families are seeking assistance and create applicable prevention strategies.

Workforce

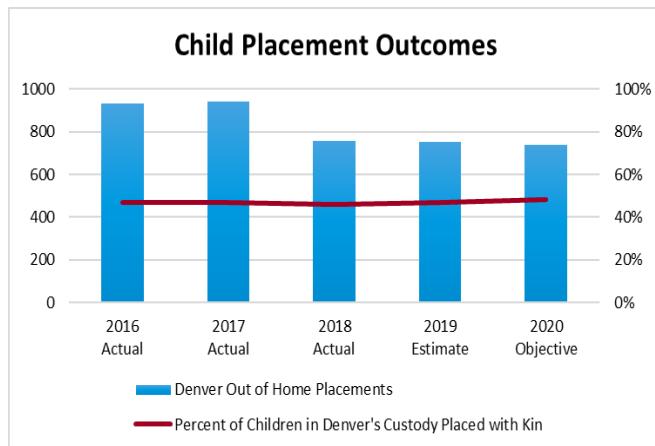
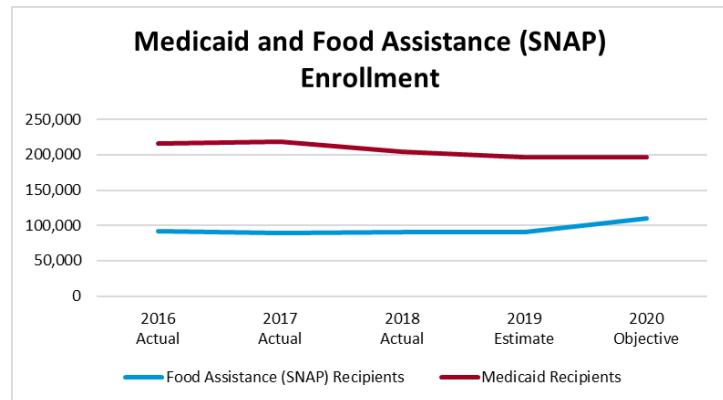
- Focus on staff wellness, safety and development.
- Create standardized customer service training for the entire department.

Performance and Program Highlights

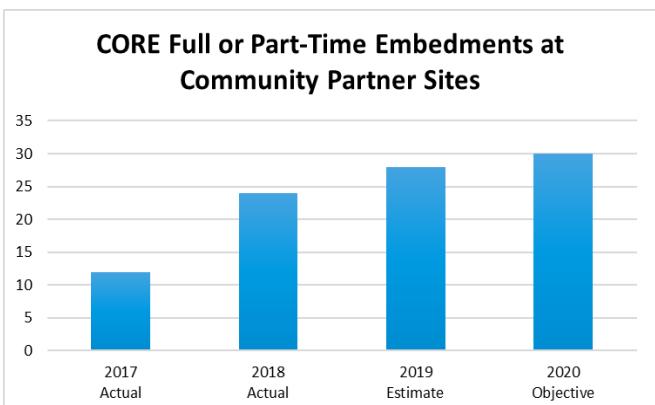
Equity & Access

Denver Human Services aims to ensure that every individual in Denver has access to the support that they need to live a healthy and high-quality life. This may come in the form of food assistance known as the Supplemental Nutrition Assistance Program (SNAP), Medicaid, and other benefits to Denver clients.

There has been a noticeable decline in medical assistance, possibly due to changes to the Affordable Care Act and Colorado's strong job market. In 2019, Denver Human Services took targeted steps to increase food assistance to those who are eligible but not enrolled. Currently, only about 65% of Denver residents who are eligible for food assistance are enrolled. Denver Human Services aims to increase that figure to 80% in 2020.



available for preventive Child Welfare services. Denver Human Services supports and advances sustainable health, wellness and safety outcomes for the community. The protection and prevention strategies utilized by the Child Welfare Program 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, Denver Human Services 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. Increasing the number of placements with kin when placement is necessary is a priority for Denver Human Services. In June 30, 2019, Denver's Title IV-E funding expired, reducing federal funding available for preventive Child Welfare services. Denver Human Services anticipates some of this funding will be restored by the new Families First Prevention Services Act passed in 2018, but Colorado has not yet opted in to that new funding model and its details are still in the process of being developed.



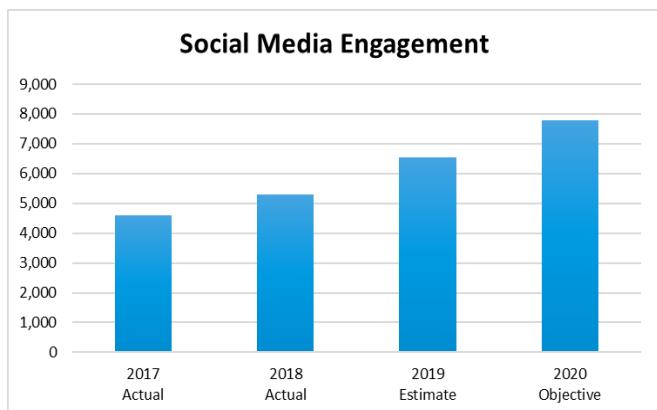
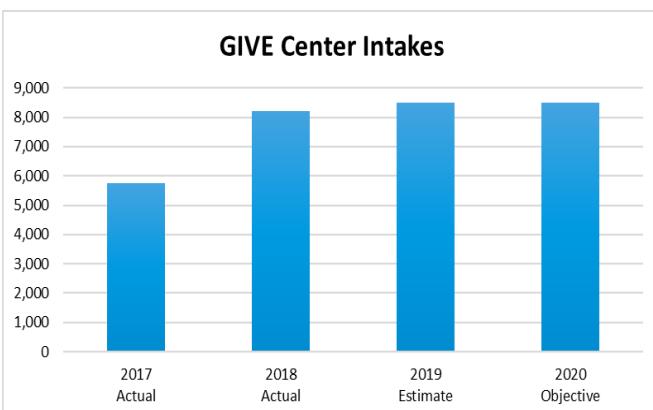
Safety & Wellness

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Connectivity

Denver Human Services aims to increase connectivity as a department to improve community partnerships, reduce internal silos, and work collaboratively with city and state partners. Our Community Outreach and Research Engagement (CORE) Division embeds outreach case coordinators at partner sites throughout Denver to help clients navigate benefits and identify resources. Staff increases for 2019 have enabled CORE to grow the number of partner sites at which DHS staff are embedded full or part-time to 30.

The CORE Division connects families in need to clothing, shoes, and hygiene products at the GIVE Center located on the first floor of the DHS Castro Building. In 2019, the addition of staff enabled the GIVE Center to expand its hours, and it is on track to increase GIVE Center intakes to about 8,500.

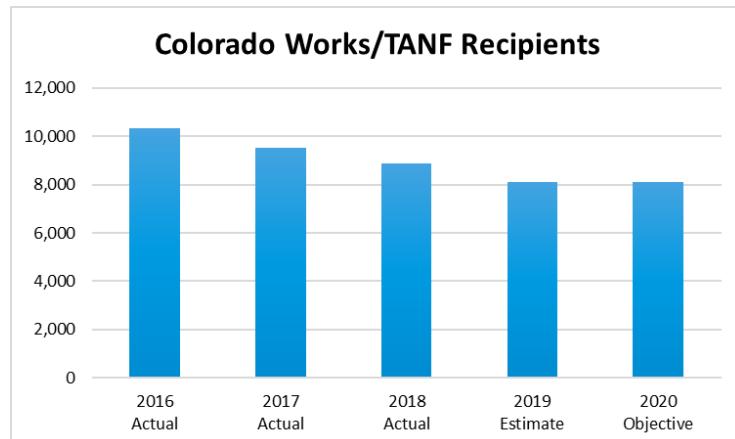


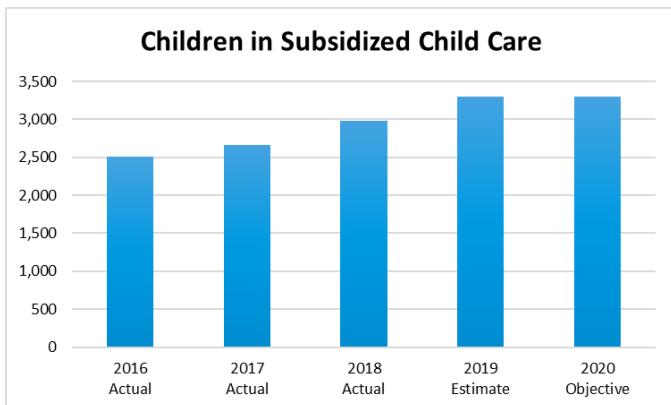
DHS recently launched the #BeHuman campaign to showcase Denver Human Services' new strategic plan and commitment to helping all people in need wherever they are in their lives. The campaign features real stories from employees, customers and residents, and a new, easier-to-navigate website. The campaign's key messages are meant to evoke a sense of community that is accepting and supportive, not judgmental or critical of anyone's situation. **Social media followers** (measured by the # of Facebook followers) is one of the primary ways to connect customers to the Department's mission and services. Even before the campaign launch, DHS's channels have seen a year over year increase across all social media platforms.

Economic Resilience

Denver Human Services strengthens economic well-being across clients' lifespan by increasing access to opportunity, such as through Child Support Services, which ensures children receive the support they need to be safe and well, even though they may not live with both parents. The Division accomplishes this by establishing paternity and creating a legal relationship between parent and child and establishing, monitoring, and enforcing medical and child support orders as well as providing access to other resources through the Parenthood Program to address barriers that some parents may be experiencing. This Program also conducts modifications of existing child support orders based on various criteria as prescribed by statute. The Division is reviewing historical collection policies to identify innovative opportunities to assist those struggling to fulfill child support obligations.

Through **Colorado Works**, income-qualified families receive 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) has declined since 2016, possibly due to a strong economy.





Denver Human Services serves nearly 3,000 low-income families each month by providing access to affordable child care through the state's Colorado Child Care Assistance Program. A new state law took effect on July 1, 2019 that increased provider rates. While the new rates have increased DHS costs, they also enhanced support for providers and encouraged the acceptance of new CCCAP enrollments.

Department Budget

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
Operating Expenditures by Appropriated Special Revenue Fund					
Child Welfare	37,881,669	43,087,332	44,620,279	1,532,947	3.6%
Service Delivery and Admin	84,647,301	105,318,697	108,014,106	2,695,409	2.6%
Child Care	2,969,873	4,461,546	4,533,889	72,343	1.6%
Aid to the Blind	0	1,000	1,000	0	0.0%
Aid to the Needy Disabled	623,148	1,000,000	1,000,000	0	0.0%
Board / Developmentally Disabled	15,581,520	17,519,692	21,287,356	3,767,664	21.5%
General Assistance	1,755,223	1,993,051	1,510,015	(483,036)	(24.2%)
Local Funded Community Service	6,568,797	7,383,376	0	(7,383,376)	(100.0%)
Homeless Services	5,230,452	10,820,153	0	(10,820,153)	(100.0%)
Affordability Program	1,796,692	6,100,000	6,056,170	(43,830)	(0.7%)
Total Operating Expenditures	157,054,676	197,684,847	187,022,815	(10,662,032)	(5.4%)
Operating Expenditures by Type					
Personnel Services	90,215,803	99,704,399	104,575,778	4,871,379	4.9%
Services and Supplies	54,170,846	76,516,929	68,411,183	(8,105,746)	(10.6%)
Capital Equipment	609,861	628,720	543,290	(85,430)	(13.6%)
Internal Services and Misc.	12,058,165	20,834,799	13,492,564	(7,342,235)	(35.2%)
Total	157,054,676	197,684,847	187,022,815	(10,662,032)	(5.4%)
Transfers					
Transfer to General Fund - 13008-9901100	0	0	1,913,300	1,913,300	0.0%
Transfer to General Fund - 13812-9901100	0	0	367,000	367,000	0.0%
Transfer to Alternative Transportation SRF - 13008-9911410	180,900	144,900	30,100	(114,800)	(79.2%)

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
Transfer to Affordable Housing SRF - 13008-9911810	2,500,000	1,500,000	1,000,000	(500,000)	(33.3%)
Transfer to Crime Prevention and Control Fund - 13008-9913210	411,700	170,500	0	(170,500)	(100.0%)
Transfer to Capital Improvement Projects Fund - 13008-9931100	0	0	9,000,000	9,000,000	0.0%
Total Transfers	3,092,600	1,815,400	12,310,400	10,495,000	578.1%
Grant/SRF Expenditures					
Grant/SRF Expenditures	12,829,579	8,455,817	6,267,042	(2,188,775)	(25.9%)
Total Grant/SRF Expenditures	12,829,579	8,455,817	6,267,042	(2,188,775)	(25.9%)
Total Human Services Expenditures	172,976,854	207,956,064	205,600,257	(2,355,807)	(1.1%)
Revenue Appropriated Special Revenue Funds					
Property Taxes	72,772,002	74,014,455	71,407,382	(2,607,073)	(3.5%)
Charges for Services	352,170	443,600	458,600	15,000	3.4%
Internal Service and Indirect Cost	84,045	0	0	0	0.0%
Miscellaneous Other	96,941,525	108,811,231	106,319,939	(2,491,292)	(2.3%)
Total Appropriated Funds Revenues	170,149,742	183,269,286	178,185,921	(5,083,365)	(2.8%)
Grants/SRF Revenue					
Charges for Services	100,000	100,000	100,000	0	0.0%
Internal Service and Indirect Cost	(1,977)	0	0	0	0.0%
Miscellaneous Other	12,966,529	8,426,000	1,016,000	(7,410,000)	(87.9%)
Interest Income	77,708	0	0	0	0.0%
Total Grants/SRF Funds Revenues	13,142,259	8,526,000	1,116,000	(7,410,000)	(86.9%)
Total Human Services Revenues	183,292,001	191,795,286	179,301,921	(12,493,365)	(6.5%)
Personnel Complement					
Special Revenue Funds					
Human Services - Civilian	1,292.58	1,242.38	1,243.38	1.00	0.1%
Human Services - Uniform	3.00	0	0.00	0.00	0.0%
Total Personnel Complement	1,295.58	1,242.38	1,243.38	1.00	0.1%
Fund Balance January 1	75,581,870	82,251,496	61,090,718	0	0.0%
Fund Balance December 31					
Reserve for TABOR Requirements	2,000,000	2,000,000	2,000,000	0	0.0%
Reserve Fund Balance (City Policy)	28,042,147	29,925,037	29,899,982	0	0.0%
Restricted Fund Balance	36,435,657	29,400,000	2,892,400	0	0.0%
Un-Restricted Fund Balance	22,447,116	4,765,681	0	0	0.0%
Total Fund Balance December 31	88,924,920	66,090,718	34,792,382	0	0.0%
Total Net non-cash adjustment	(6,673,424)	(5,000,000)	(4,650,000)		
Total CAFR Balance December 31	82,251,496	61,090,718	30,142,382		

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
			18,500,000	18,500,000	
Adjustment for Unspent Appropriations					
Adjustment for Unspent Capital Improvements		0	2,500,000		
Adjusted Fund Balance	0	79,590,718	51,142,382		

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Child Welfare Services (13005-5533000)		
· An increase in personnel services for four unlimited Team Decision Making Coordinators and one unlimited Social Case Worker to continue VOICES work.	5.00	489,500
· An increase in personnel services for one unlimited Human Services Advocate to support the CARE center.	1.00	63,400
· An increase in revenue due to changes in anticipated State service reimbursements.	0.00	401,500
Service and Delivery Appropriation-wide (13008)		
· A net decrease in services and supplies driven primarily by one-time expenses in 2019 for software and other technology improvements, planned computer replacements, and purchases associated with the acquisition of electric vehicles.	0.00	(529,100)
· A net increase in capital equipment due to the increase of planned computer replacement, new computers for FTE added in 2020, and decreases from one-time capital equipment purchases for computer and file storage equipment in 2019.	0.00	231,100
· A net increase in revenue driven primarily by changes in anticipated State service reimbursements.	0.00	2,017,800
Child Support Enforcement (13008-5522000)		
· An increase in personnel services for two limited Child Support Technician II to expand the Parenthood program.	2.00	142,000
· An increase in personnel services for a limited Child Support Technician II to support the Family's Finder program.	1.00	71,000
Community Outreach and Resource Engagement (13008-5526000)		
· An increase in personnel services for two limited Lead Social Case Workers to support DHS outreach at community partner sites.	2.00	185,300
· A decrease in personnel services due to the transfer of a Program Manager, an Administrator I, a Program Coordinator, and an Outreach Case Coordinator to the Department of Housing Stability (HOST).	(4.00)	(450,100)
· A decrease in services and supplies as the Denver Day Works program is transferred to the Department of Housing and Stability.	0.00	(450,000)
· A decrease in services and supplies due to one-time budget reallocation in 2019 to fund General Assistance contract amendments for emergency motel sheltering.	0.00	(130,000)
· An increase in internal services for cell phone stipends for two limited Lead Social Case Workers to support community partner sites.	0.00	1,200
Family and Adult Assistance Services (13008-5521000)		
· An increase in personnel services for four limited Eligibility Technician II positions to administer eligibility for the RTD Live low-income fare program.	4.00	276,800

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
· An increase in services and supplies due to greater utilization of community partners to support Temporary Assistance to Needy Families programs through contractual agreements.	0.00	279,100
· An increase in internal services due to the transfer in of a Memorandum of Understanding for services provided by the Office of Financial Empowerment from DHS Administration to better align the services with peer programs.	0.00	166,000
· A decrease in internal services due to lower utilization of Denver Economic Development and Opportunity to support Temporary Assistance to Needy Families programs.	0.00	(233,800)
· A decrease in internal services due to a reduction in Denver Economic Development and Opportunity's Summer Youth Program.	0.00	(100,000)
Financial Services (13008-5516000)		
· An increase in personnel services for a series of position reclassification in the Financial Services Division to better align resources to workload.	0.00	230,000
· A decrease in personnel services due to the transfer of a Contract Administrator, an Accounting Supervisor, and an Operations Coordinator into the Department of Housing Stability (HOST).	(3.00)	(351,000)
· A decrease in personnel services due to a limited Operations Assistant position supporting grants ending in 2019.	(1.00)	(61,500)
· A decrease in personnel services due to a budget reallocation from internal services in 2019 for financial support provided by the Controller's Office.	0.00	(60,000)
· An increase in internal services for on-call financial support provided by the Controller's Office.	0.00	60,000
Human Services Administration (13008-5511000)		
· An increase in personnel services for a Facilities and Securities Deputy Director to provide enhanced capacity to manage the DHS campuses and oversee department safety, security, and parking plans.	1.00	125,400
· An increase in personnel services for a Program Coordinator to administer and support the DHS internship program.	1.00	80,800
· A decrease in personnel services due to one appointee position transferring out of DHS.	(1.00)	(166,700)
· A decrease in personnel services due to four Administrative Support Assistant III positions transferring from the Administration Division to the Performance Improvement and Accountability Division. The budget for these positions had been moved over prior to the transfer of the positions. This is a procedural transaction to align FTE counts with budget.	(4.00)	0
· An increase in services and supplies due to a one-time temporary budget reallocation in 2019 to the former Business Management Division's to facilitate the clearing of transactions charged to this cost center.	0.00	125,000
· An increase in services and supplies due to the transfer in of budget for technological innovation from the Performance Improvement and Accountability Division.	0.00	100,000
· An increase in services and supplies for a study of the feasibility of an early child care respite center.	0.00	50,000
· A decrease in services and supplies due to one-time budget in 2019 for Building Bridges Out of Poverty training.	0.00	(75,000)
· A decrease in services and supplies as the Denver Day Works program is transferred to the Department of Housing and Stability.	0.00	(75,000)
· An increase in capital equipment due to replacement of the Department's aging courier vehicle with a sustainable electric vehicle.	0.00	40,000

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
· A decrease in capital equipment due to one-time budget in 2019 for ten electric vehicles.	0.00	(359,000)
· An increase in internal services for a Denver Police Department presence at the new 405 South Platte River Drive location.	0.00	120,000
· A decrease in internal services due to lower Denver Human Services' share of the City Workers' Compensation budget.	0.00	(300,000)
· A decrease in internal services due to a Memorandum of Understanding for services provided by the Office of Financial Empowerment transferring to the Family and Adult Assistance Division.	0.00	(166,000)
· A net decrease in revenue driven primarily by the transfer of social service property tax mills formerly allocated to Denver Human Services to the Department of Housing Stability. For more information on this transaction, see the Revenue section of the budget book.	0.00	(6,691,300)

Performance Improvement and Accountability (13008-5517000)

· An increase in personnel services as one limited Information Technology Technician is added to the division to mitigate duplicative client data in State systems.	1.00	77,800
· An increase in personnel services to transfer four Administrative Support Assistant III positions from the Mailroom to this division. The budget for these positions had been moved over prior to the transfer of the positions. This is a procedural transaction to align FTE counts with budget.	4.00	0
· A decrease in personnel services due to a limited Staff Information Technology Developer position ending in 2019.	(1.00)	(95,700)
· A decrease in services and supplies due to the transfer out of budget for innovative technology solutions to the Administration Division.	0.00	(100,000)
· A decrease in capital equipment due to conversion from paper to electronic records, which eliminates the need to replace aging, movable storage file units.	0.00	(50,000)

Other Fund Appropriations**Developmentally Disabled (13304-5553100)**

· An increase in services and supplies to fund services for Denver residents with intellectual and developmental disabilities (I/DD) based on higher property tax revenue and unspent appropriation in prior years.	0.00	3,767,700
· An increase in revenue due to property tax revenue due to higher assessed valuations in Denver.	0.00	3,473,700

General Assistance (13305-5551000)

· An increase in services and supplies due to contract increases for transitional housing services.	0.00	191,700
· An increase in services and supplies to more adequately meet client assistance needs.	0.00	100,000
· A decrease in services and supplies due to the transfer of existing motel voucher contracts from DHS to the Department of Housing Stability (HOST)	0.00	(610,400)
· A decrease in services and supplies due to the transfer of existing respite care contracts from DHS to the Department of Housing Stability (HOST)	0.00	(171,700)
· An increase in revenue due a revenue contract to fund the part-time stationing of a DHS employee at a community health site.	0.00	15,000

Office of Community Impact (Denver's Road Home) (13306-552000)

· A decrease in personnel services for the transfer of Denver's Road Home Employees to the Department of Housing Stability.	(6.00)	(630,000)
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<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
<ul style="list-style-type: none"> A decrease in services and supplies for the transfer of Denver's Road Home contracts, services, supplies, and other budgeted expenses to the Department of Housing Stability. A decrease in internal services for the transfer of all funds utilized for internal services billing by Denver's Road Home to the Department of Housing Stability. 	0.00	(6,730,900)
Homeless Services (13812-5557000)		
<ul style="list-style-type: none"> A decrease in personnel services for the transfer of all funds in the Homeless Services Fund to the Department of Housing Stability to continue support of Homeless Services under the newly formed agency. A decrease in services and supplies for the transfer of all funds in the Homeless Services Fund to the Department of Housing Stability to continue support of Homeless Services under the newly formed agency. A decrease in internal services for a one-time transfer of funds to the Office of Behavioral Health Services in 2019 to support the Solutions Center. A decrease in revenue from the transfer of dollars received from the County-wide cost allocation plan shifting from Denver Human Services to the Department of Housing Stability; this change will ensure the continuation of support for existing contracts for homeless services previously funded by the Homeless Services Fund. 	0.00 0.00 0.00 0.00	(94,000) (3,856,000) (6,870,200) (3,600,000)
Child Care (13017-5524000)		
<ul style="list-style-type: none"> An increase in revenue due to changes in anticipated State service reimbursements. 	0.00	300,000
Homeless Services Donations (13704-5511010)		
<ul style="list-style-type: none"> A decrease in personnel services for the transfer of the Homeless Services Fund to the Department of Housing Stability to better align all direct homeless services under one department. A decrease in services and supplies for the transfer of the Homeless Services Fund to the Department of Housing Stability to better align all direct homeless services under one department. 	(1.00) 0.00	(68,000) (142,500)
Senior/Disabled Rebate Program (13813-558100)		
<ul style="list-style-type: none"> A decrease in services and supplies based on a lower General Fund transfer amount in 2020 and a more informed estimate of benefits based on 2019 actuals through August. A decrease in revenue driven by the decrease of the transfer to the General Fund 	0.00 0.00	(34,800) (1,000,000)
Transfers		
<ul style="list-style-type: none"> An increase in internal services for a one-time transfer from Denver Human Services fund balance to the Capital Improvements Fund to enhance the customer experience and to make necessary deferred maintenance improvements at Denver Human Service's Richard T. Castro Building. An increase in internal services for a one-time transfer to the General Fund due to the transfer of Homeless Services programs to the new Housing Stability Department. An increase to transfer the remaining year-end balance for Homeless Services to the General Fund, after 2019 has closed. An increase to the transfer to the General Fund for the Administrator position that transferred to DDPHE to support the CPCC programs. This position was originally in the Public Health SRF but has been transferred to the General Fund. A decrease in the transfer to the Crime Prevention and Control Special Revenue Fund due to the Administrator position that DHS funds moving to the General Fund. A decrease in internal services for the transfer to the Affordable Housing Fund. As revenue performance to the dedicated sources to the Affordable Housing Fund 	0.00 0.00 0.00 0.00 0.00 0.00	9,000,000 1,750,300 367,000 163,000 (171,000) (500,000)

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
increase, subsidies from the General Fund and Denver Human Services funds are expected to decrease.		
· A one-time decrease in internal services for the transfer to the Alternative Transportation Fund due to the restructuring of the contract and how RTD charges the City for the EcoPass program.	0.00	(114,800)
Grants		
· Grant funds that have been zeroed out in 2020, including Continuum of Care (CoC) programs and the Emergency Solutions Grant transferred to the Department of Housing Stability. For detailed information on these programs, please consult the "Housing Stability" section of the budget book.		

Budget Detail

Child Welfare Appropriation

Child Welfare Services (13005-5533000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	27,816,238	30,073,383	31,606,330	1,532,947	5.1%
Services and Supplies	8,998,861	11,761,793	11,761,793	0	0.0%
Capital Equipment	3,499	0	0	0	0.0%
Internal Services and Misc.	32,322	50,000	50,000	0	0.0%
Expenditures by Type Total	36,850,920	41,885,176	43,418,123	1,532,947	3.7%
Expenditures by Activity					
Administration	6,740,054	16,577,513	16,414,293	(163,220)	(1.0%)
Intake	38,778	49,748	44,279	(5,469)	(11.0%)
Permanency Planning and Adoption	276,848	0	0	0	0.0%
Child Protection	3,982,654	0	0	0	0.0%
Subsidized Adoption	1,100,664	0	0	0	0.0%
Core Services	849,938	0	0	0	0.0%
Utilization Management	(593,670)	0	0	0	0.0%
Direct Services	12,884,983	13,811,118	14,743,622	932,504	6.8%
Direct Services Special Funding	381,913	425,174	357,352	(67,822)	(16.0%)
Prevention Services	781,738	875,916	994,655	118,739	13.6%
Family Engagement	3,481,156	3,780,244	3,883,343	103,099	2.7%
Financial Support Services	1,524,064	1,913,477	2,091,576	178,099	9.3%
Placement Support Services	3,993,817	4,279,660	4,219,246	(60,414)	(1.4%)
Chafee Program	199,522	168,726	177,453	8,727	5.2%
Title IV-E Kinship Support	582,502	600	82,899	82,299	13,716.5%
Title IV-E Family Engagement	455,673	2,400	408,805	406,405	16,933.5%

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Child Welfare Services (13005-5533000)					
Title IV-E Intervention Expansion	117,877	600	600	0	0.0%
Title IV-E Permanency Roundtables	52,408	0	0	0	0.0%
Expenditures by Activity Total	36,850,920	41,885,176	43,418,123	1,532,947	3.7%
Total Program Expenditures	36,850,920	41,885,176	43,418,123	1,532,947	3.7%
Personnel Complement (Budgeted)					
Administration	51.00	50.00	47.00	(3.00)	(6.0%)
Chafee Program	2.00	2.00	2.00	0.00	0.0%
Direct Services	165.00	166.00	172.00	6.00	3.6%
Direct Services Special Funding	6.00	5.00	4.00	(1.00)	(20.0%)
Family Engagement	46.00	44.00	44.00	0.00	0.0%
Financial Support Services	17.00	23.00	24.00	1.00	4.3%
Intake	0.00	1.00	1.00	0.00	0.0%
Placement Support Services	47.00	49.00	46.00	(3.00)	(6.1%)
Prevention Services	10.00	10.00	11.00	1.00	10.0%
Title IV-E Family Engagement	8.00	0.00	4.00	4.00	0.0%
Title IV-E Intervention Expansion	1.00	0.00	0.00	0.00	0.0%
Title IV-E Kinship Support	18.00	0.00	1.00	1.00	0.0%
Title IV-E Permanency Roundtables	3.00	0.00	0.00	0.00	0.0%
Personnel Complement (Budgeted) Total	374.00	350.00	356.00	6.00	1.7%
Total Personnel Complement	374.00	350.00	356.00	6.00	1.7%
Revenue					
Charges for Services	78	0	0	0	0.0%
Miscellaneous Other	37,464,187	40,906,403	41,307,940	401,537	1.0%
Revenue Total	37,464,265	40,906,403	41,307,940	401,537	1.0%
Family Crisis Center (13005-5532000)					
	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Services and Supplies	55,791	91,118	91,118	0	0.0%
Internal Services and Misc.	974,959	1,111,038	1,111,038	0	0.0%
Expenditures by Type Total	1,030,749	1,202,156	1,202,156	0	0.0%
Expenditures by Activity					
Administration	971,580	1,202,156	1,202,156	0	0.0%
Residential	59,169	0	0	0	0.0%
Expenditures by Activity Total	1,030,749	1,202,156	1,202,156	0	0.0%
Total Program Expenditures	1,030,749	1,202,156	1,202,156	0	0.0%
Revenue					
Miscellaneous Other	258	0	0	0	0.0%

Service Delivery and Administration Appropriation

Adult Protection Services (13008-5523000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	1,802,526	1,981,087	2,031,113	50,026	2.5%
Services and Supplies	116,408	202,502	202,502	0	0.0%
Capital Equipment	1,000	0	0	0	0.0%
Internal Services and Misc.	3,942	9,400	9,400	0	0.0%
Expenditures by Type Total	1,923,876	2,192,989	2,243,015	50,026	2.3%
Expenditures by Activity					
Administration	190,229	238,062	252,898	14,836	6.2%
Adult Protective Service	1,733,647	1,954,927	1,990,117	35,190	1.8%
Expenditures by Activity Total	1,923,876	2,192,989	2,243,015	50,026	2.3%
Total Program Expenditures	1,923,876	2,192,989	2,243,015	50,026	2.3%
Personnel Complement (Budgeted)					
Administration	2.00	2.00	2.00	0.00	0.0%
Adult Protective Service	21.00	21.00	21.00	0.00	0.0%
Personnel Complement (Budgeted) Total	23.00	23.00	23.00	0.00	0.0%
Total Personnel Complement	23.00	23.00	23.00	0.00	0.0%
Revenue					
Miscellaneous Other	2,433,823	2,500,000	2,700,000	200,000	8.0%
Business Management (5513000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	1,854,023	2,302	0	(2,302)	(100.0%)
Services and Supplies	672,349	125,000	0	(125,000)	(100.0%)
Capital Equipment	876	0	0	0	0.0%
Internal Services and Misc.	913,028	0	0	0	0.0%
Expenditures by Type Total	3,440,276	127,302	0	(127,302)	(100.0%)
Expenditures by Activity					
Administration	2,207,140	126,635	0	(126,635)	(100.0%)
Contracting Services	949,555	667	0	(667)	(100.0%)
Temporary Grant Expenditures	283,582	0	0	0	0.0%
Expenditures by Activity Total	3,440,276	127,302	0	(127,302)	(100.0%)
Total Program Expenditures	3,440,276	127,302	0	(127,302)	(100.0%)
Personnel Complement (Budgeted)					
Administration	8.00	0.00	0.00	0.00	0.0%

	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Business Management (5513000)					
Contracting Services	10.00	0.00	0.00	0.00	0.0%
Personnel Complement (Budgeted) Total	18.00	0.00	0.00	0.00	0.0%
Total Personnel Complement	18.00	0.00	0.00	0.00	0.0%
Child Support Enforcement (13008-5522000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	9,174,273	9,791,797	10,432,682	640,885	6.5%
Services and Supplies	192,027	275,000	276,500	1,500	0.5%
Capital Equipment	10,472	0	3,660	3,660	0.0%
Internal Services and Misc.	4,098	10,500	10,500	0	0.0%
Expenditures by Type Total	9,380,869	10,077,297	10,723,342	646,045	6.4%
Expenditures by Activity					
Administration	841,834	1,090,824	1,117,909	27,085	2.5%
Child Support Services	8,539,035	8,986,473	9,605,433	618,960	6.9%
Expenditures by Activity Total	9,380,869	10,077,297	10,723,342	646,045	6.4%
Total Program Expenditures	9,380,869	10,077,297	10,723,342	646,045	6.4%
Personnel Complement (Budgeted)					
Administration	7.00	7.00	7.00	0.00	0.0%
Child Support Services	123.00	122.00	125.00	3.00	2.5%
Personnel Complement (Budgeted) Total	130.00	129.00	132.00	3.00	2.3%
Total Personnel Complement	130.00	129.00	132.00	3.00	2.3%
Revenue					
Charges for Services	11,420	0	0	0	0.0%
Miscellaneous Other	9,464,485	10,450,000	10,594,274	144,274	1.4%
Revenue Total	9,475,905	10,450,000	10,594,274	144,274	1.4%
Community Outreach and Resource Engagement (13008-5526000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	4,856,841	5,973,499	6,058,061	84,562	1.4%
Services and Supplies	250,774	1,044,476	414,539	(629,937)	(60.3%)
Capital Equipment	4,478	0	2,440	2,440	0.0%
Internal Services and Misc.	2,604	6,601	7,849	1,248	18.9%
Expenditures by Type Total	5,114,698	7,024,576	6,482,889	(541,687)	(7.7%)
Expenditures by Activity					
Community Outreach and Resource Engagement	602,434	1,816,338	1,275,400	(540,938)	(29.8%)
Administration					

Community Outreach and Resource Engagement (13008-5526000)	2018	2019	2020	\$ Change	% Change
	Actuals	Appropriated	Recommended		
Veterans Services	563,542	588,945	635,007	46,062	7.8%
Outreach	2,399,267	2,807,455	2,775,011	(32,444)	(1.2%)
Employment First	1,549,454	1,811,838	1,797,471	(14,367)	(0.8%)
Expenditures by Activity Total	5,114,698	7,024,576	6,482,889	(541,687)	(7.7%)
Total Program Expenditures	5,114,698	7,024,576	6,482,889	(541,687)	(7.7%)
Personnel Complement (Budgeted)					
Community Outreach and Resource Engagement Administration	6.00	12.00	12.00	0.00	0.0%
Employment First	21.00	22.00	21.00	(1.00)	(4.5%)
Outreach	27.00	31.00	30.00	(1.00)	(3.2%)
Veterans Services	7.00	7.00	7.00	0.00	0.0%
Personnel Complement (Budgeted) Total	61.00	72.00	70.00	(2.00)	(2.8%)
Total Personnel Complement	61.00	72.00	70.00	(2.00)	(2.8%)
Revenue					
Charges for Services	80,052	160,000	160,000	0	0.0%
Miscellaneous Other	1,223,918	1,260,000	1,260,000	0	0.0%
Revenue Total	1,303,970	1,420,000	1,420,000	0	0.0%
Family and Adult Assistance Services (13008-5521000)	2018	2019	2020	\$ Change	% Change
	Actuals	Appropriated	Recommended		
Expenditures by Type					
Personnel Services	26,426,204	29,206,006	30,714,152	1,508,146	5.2%
Services and Supplies	6,697,002	8,050,246	8,333,976	283,730	3.5%
Capital Equipment	34,520	20,000	0	(20,000)	(100.0%)
Internal Services and Misc.	638,385	1,285,404	1,117,850	(167,554)	(13.0%)
Expenditures by Type Total	33,796,110	38,561,656	40,165,978	1,604,322	4.2%
Expenditures by Activity					
Administration	5,136,320	6,368,910	6,976,272	607,362	9.5%
Customer Contact Support	5,098,535	5,484,693	5,930,650	445,957	8.1%
Adult Eligibility and Support Services	5,015,566	5,356,723	5,653,513	296,790	5.5%
Employment First	0	298,230	0	(298,230)	(100.0%)
Family Eligibility and Support Services	15,834,701	17,944,293	18,634,145	689,852	3.8%
LiEAP	(3,136)	55,877	55,877	0	0.0%
Outreach	0	9,000	9,000	0	0.0%
Medicaid Eligibility	1,976,942	2,202,249	2,171,601	(30,648)	(1.4%)
Training and Development	737,183	841,681	734,920	(106,761)	(12.7%)
Expenditures by Activity Total	33,796,110	38,561,656	40,165,978	1,604,322	4.2%
Total Program Expenditures	33,796,110	38,561,656	40,165,978	1,604,322	4.2%

Family and Adult Assistance Services (13008-5521000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Personnel Complement (Budgeted)					
Administration	72.00	71.00	76.00	5.00	7.0%
Adult Eligibility and Support Services	76.00	75.00	77.00	2.00	2.7%
Customer Contact Support	79.00	79.00	83.00	4.00	5.1%
Employment First	1.00	4.00	0.00	(4.00)	(100.0%)
Family Eligibility and Support Services	128.00	131.00	131.00	0.00	0.0%
LiEAP	10.99	10.99	10.99	0.00	0.0%
Medicaid Eligibility	35.00	34.00	32.00	(2.00)	(5.9%)
Training and Development	9.00	8.00	7.00	(1.00)	(12.5%)
Personnel Complement (Budgeted) Total	410.99	412.99	416.99	4.00	1.0%
Total Personnel Complement	410.99	412.99	416.99	4.00	1.0%
Revenue					
Miscellaneous Other	8,983,289	9,475,000	11,048,480	1,573,480	16.6%
Financial Services (13008-5516000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	3,538,874	5,327,456	5,354,756	27,300	0.5%
Services and Supplies	85,577	327,382	195,492	(131,890)	(40.3%)
Capital Equipment	6,025	0	0	0	0.0%
Internal Services and Misc.	248,202	1,162,858	1,224,748	61,890	5.3%
Expenditures by Type Total	3,878,679	6,817,696	6,774,996	(42,700)	(0.6%)
Expenditures by Activity					
Administration	754,206	3,505,137	2,076,751	(1,428,386)	(40.8%)
Accounting and State Reporting	1,241,805	1,491,242	1,891,034	399,792	26.8%
Financial Operations	515,141	625,169	582,736	(42,433)	(6.8%)
Grants Fiscal Management	971,887	993,241	2,224,475	1,231,234	124.0%
Revenue Generation Services	395,640	202,907	0	(202,907)	(100.0%)
Expenditures by Activity Total	3,878,679	6,817,696	6,774,996	(42,700)	(0.6%)
Total Program Expenditures	3,878,679	6,817,696	6,774,996	(42,700)	(0.6%)
Personnel Complement (Budgeted)					
Accounting and State Reporting	15.80	17.80	19.80	2.00	11.2%
Administration	3.00	18.00	5.00	(13.00)	(72.2%)
Financial Operations	9.48	9.48	8.48	(1.00)	(10.5%)
Grants Fiscal Management	11.00	11.00	21.00	10.00	90.9%
Revenue Generation Services	8.00	2.00	0.00	(2.00)	(100.0%)
Personnel Complement (Budgeted) Total	47.28	58.28	54.28	(4.00)	(6.9%)

Financial Services (13008-5516000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Total Personnel Complement	47.28	58.28	54.28	(4.00)	(6.9%)
Revenue					
Charges for Services	243,142	283,600	283,600	0	0.0%
Human Services Administration (5511000)					
Expenditures by Type	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Personnel Services	3,636,147	3,700,344	4,747,844	1,047,500	28.3%
Services and Supplies	4,155,618	12,579,507	12,929,009	349,502	2.8%
Capital Equipment	400,449	358,970	41,220	(317,750)	(88.5%)
Internal Services and Misc.	9,229,988	10,292,867	9,947,491	(345,376)	(3.4%)
Expenditures by Type Total	17,422,202	26,931,688	27,665,564	733,876	2.7%
Expenditures by Activity					
Office of the Manager	3,763,136	11,689,105	12,538,733	849,628	7.3%
Communication	1,098,034	1,457,290	1,483,787	26,497	1.8%
Policy and Planning	28	0	0	0	0.0%
Security, Facilities and Safety	4,375,554	4,880,419	5,038,170	157,751	3.2%
Mailroom	532,780	0	0	0	0.0%
Staff Development/CSA Shared Services	1,977,917	2,479,981	2,179,981	(300,000)	(12.1%)
Legal Services Administration	5,674,752	6,424,893	6,424,893	0	0.0%
Expenditures by Activity Total	17,422,202	26,931,688	27,665,564	733,876	2.7%

Other Program Funding Sources**Grants**

2GEN Pilot Program	0	120,250	55,000	(65,250)	(54.3%)
Chafee Foster Care Independence Program	0	46,800	65,800	19,000	40.6%
Child and Parent Support Program	72,647	0	0	0	0.0%
Children's Congregate Care Opportunity Project	28,500	0	0	0	0.0%
CoC Anchor Project	157,427	255,300	0	(255,300)	(100.0%)
CoC Bedrock	550,450	553,121	0	(553,121)	(100.0%)
CoC Housing First	403,221	0	0	0	0.0%
CoC Mariposa	10,437	0	0	0	0.0%
CoC Rapid Re-Housing	46,549	218,700	0	(218,700)	(100.0%)
CoC Spectrum	284,733	618,914	0	(618,914)	(100.0%)
CoC Starting Treatment & Recovery	296,978	0	0	0	0.0%
CoC Veterans	37,777	40,573	0	(40,573)	(100.0%)
Colorado Community Response	175,977	213,781	271,000	57,219	26.8%
Community Services Block Grant	757,935	519,965	1,034,602	514,637	99.0%
Denver Day Works Together	0	0	138,263	138,263	0.0%

Human Services Administration (5511000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Denver Prevention Partnership for Family Success	0	90,441	0	(90,441)	(100.0%)
Denver's Front Door to Procedural Justice	0	0	121,037	121,037	0.0%
Emergency Food and Shelter	0	3,000	0	(3,000)	(100.0%)
Emergency Shelter & Food Program	0	9,000	0	(9,000)	(100.0%)
Emergency Solutions Grant	627,712	664,386	0	(664,386)	(100.0%)
Homeless Shelter Utility Support	33,427	255,000	320,000	65,000	25.5%
Homeless Veterans Per Diem	74,170	0	0	0	0.0%
It Takes a Library	0	26,000	0	(26,000)	(100.0%)
Justice Reinvestment Initiative	94,773	0	0	0	0.0%
Now is the Time	29,876	0	0	0	0.0%
Pathways to Success	90,762	91,150	53,000	(38,150)	(41.9%)
Peer Recovery Support Services	39,849	0	0	0	0.0%
Personal Responsibility and Education Program	108,294	0	0	0	0.0%
Promoting Safe and Stable Families	94,797	219,000	160,000	(59,000)	(26.9%)
Regional Mass Care Pilot Program	0	65,928	0	(65,928)	(100.0%)
Relatives as Parents (RAPP)	0	10,000	0	(10,000)	(100.0%)
Resources for Awareness and Prevention at Denver Public Schools	2,989	0	0	0	0.0%
Title IVE Demonstration Savings	159,827	43,450	0	(43,450)	(100.0%)
Unaccompanied Refugee Minors	219,858	314,000	165,000	(149,000)	(47.5%)
Veterans Assistance Grant Program	42,967	42,750	17,000	(25,750)	(60.2%)
	Total	4,441,666	4,421,509	2,400,702	(2,020,807)
					(45.7%)
Human Services SRF					
Assistance Incentive Program	186,660	250,000	300,000	50,000	20.0%
Child Welfare Services	3,450	2,778,340	2,778,340	0	0.0%
DHS Volunteer Services Donation Fund	18,675	33,000	33,000	0	0.0%
Drug Strategy Donations	(50)	7,500	0	(7,500)	(100.0%)
Energy Assistance	33,400	125,000	125,000	0	0.0%
Homeless Services Donations	57,695	210,468	0	(210,468)	(100.0%)
Integrated Care Management Incentive	250,880	230,000	230,000	0	0.0%
Parental Fees Incentive	95,198	400,000	400,000	0	0.0%
	Total	645,909	4,034,308	3,866,340	(167,968)
					(4.2%)
Other Program Funding Sources Total					
	5,087,575	8,455,817	6,267,042	(2,188,775)	(25.9%)
Total Program Expenditures	22,509,776	35,387,505	33,932,606	(1,454,899)	(4.1%)
Personnel Complement (Budgeted)					
Communication	9.00	10.00	10.00	0.00	0.0%
Mailroom	6.00	6.00	0.00	(6.00)	(100.0%)

Human Services Administration (5511000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Office of the Manager	17.00	12.00	13.00	1.00	8.3%
Security, Facilities and Safety	6.00	6.00	8.00	2.00	33.3%
Personnel Complement (Budgeted) Total	38.00	34.00	31.00	(3.00)	(8.8%)
Other Program Funds FTE					
Grants					
Community Services Block Grant	0.45	0.00	0.00	0.00	0.0%
Now is the Time	0.75	0.00	0.00	0.00	0.0%
Total	1.20	0.00	0.00	0.00	0.0%
Human Services SRF					
Homeless Services Donations	2.00	1.00	0.00	(1.00)	(100.0%)
Other Program Funds FTE Total	3.20	1.00	0.00	(1.00)	(100.0%)
Total Personnel Complement	41.20	35.00	31.00	(4.00)	(11.4%)
Revenue					
Property Taxes	55,467,526	56,200,768	50,120,026	(6,080,742)	(10.8%)
Charges for Services	2,878	0	0	0	0.0%
Internal Service and Indirect Cost	84,045	0	0	0	0.0%
Miscellaneous Other	25,382,417	35,267,232	34,656,649	(610,583)	(1.7%)
Revenue Total	80,936,866	91,468,000	84,776,675	(6,691,325)	(7.3%)

Information System and Technology (13008-5515000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	895,196	915,728	954,814	39,086	4.3%
Services and Supplies	140,731	896,326	601,326	(295,000)	(32.9%)
Capital Equipment	115,877	199,750	494,750	295,000	147.7%
Internal Services and Misc.	1,296	1,296	1,296	0	0.0%
Expenditures by Type Total	1,153,099	2,013,100	2,052,186	39,086	1.9%
Expenditures by Activity					
Administration	1,153,099	2,013,100	2,052,186	39,086	1.9%
Total Program Expenditures	1,153,099	2,013,100	2,052,186	39,086	1.9%
Personnel Complement (Budgeted)					
Administration	9.00	9.00	9.00	0.00	0.0%
Total Personnel Complement	9.00	9.00	9.00	0.00	0.0%
Performance Improvement and Accountability (13008-5517000)					
	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	8,414,420	10,607,476	11,143,311	535,835	5.1%
Services and Supplies	84,544	903,225	749,913	(153,312)	(17.0%)
Capital Equipment	31,346	50,000	1,220	(48,780)	(97.6%)
Internal Services and Misc.	7,182	11,692	11,692	0	0.0%
Expenditures by Type Total	8,537,492	11,572,393	11,906,136	333,743	2.9%
Expenditures by Activity					
Administration	540,288	1,212,158	1,023,562	(188,596)	(15.6%)
Quality Improvement	1,276,199	1,560,641	1,667,772	107,131	6.9%
Data and IT Management	947,880	1,159,353	1,050,690	(108,663)	(9.4%)
Document Management	3,411,051	4,423,389	4,685,386	261,997	5.9%
Program Integrity	1,387,312	1,927,440	2,023,570	96,130	5.0%
Process Improvement Management	554,776	811,194	876,316	65,122	8.0%
Technology and Security Support	419,986	478,218	578,840	100,622	21.0%
Expenditures by Activity Total	8,537,492	11,572,393	11,906,136	333,743	2.9%
Total Program Expenditures	8,537,492	11,572,393	11,906,136	333,743	2.9%
Personnel Complement (Budgeted)					
Administration	9.00	5.00	5.00	0.00	0.0%
Data and IT Management	7.00	9.00	8.00	(1.00)	(11.1%)
Document Management	60.00	60.00	64.00	4.00	6.7%
Process Improvement Management	5.00	7.00	7.00	0.00	0.0%
Program Integrity	25.11	23.11	23.11	0.00	0.0%

Performance Improvement and Accountability (13008-5517000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Quality Improvement	15.00	18.00	18.00	0.00	0.0%
Technology and Security Support	5.00	5.00	6.00	1.00	20.0%
Personnel Complement (Budgeted) Total	126.11	127.11	131.11	4.00	3.1%
Total Personnel Complement	126.11	127.11	131.11	4.00	3.1%
Revenue					
Miscellaneous Other	813,743	750,000	850,000	100,000	13.3%

Child Care Fund Appropriation

Child Care (13017-5524000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	917,765	992,696	1,065,039	72,343	7.3%
Services and Supplies	2,052,108	3,468,150	3,468,150	0	0.0%
Internal Services and Misc.	0	700	700	0	0.0%
Expenditures by Type Total	2,969,873	4,461,546	4,533,889	72,343	1.6%
Expenditures by Activity					
Administration	2,969,873	4,461,546	4,533,889	72,343	1.6%
Total Program Expenditures	2,969,873	4,461,546	4,533,889	72,343	1.6%
Personnel Complement (Budgeted)					
Administration	15.00	14.00	14.00	0.00	0.0%
Total Personnel Complement	15.00	14.00	14.00	0.00	0.0%
Revenue					
Miscellaneous Other	1,635,754	1,502,596	1,802,596	300,000	20.0%

Other Local Fund Appropriations

Aid to the Blind (13302-5541000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Services and Supplies	0	1,000	1,000	0	0.0%
Expenditures by Activity					
Aid to the Blind Administration	0	1,000	1,000	0	0.0%
Total Program Expenditures	0	1,000	1,000	0	0.0%

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Aid to Needy Disabled (13303-5541000)					
Expenditures by Type					
Services and Supplies	623,148	1,000,000	1,000,000	0	0.0%
Expenditures by Activity					
Aid to Needy Disabled Administration	623,148	1,000,000	1,000,000	0	0.0%
Total Program Expenditures	623,148	1,000,000	1,000,000	0	0.0%
Developmentally Disabled (13304-5553100)					
Expenditures by Type					
Personnel Services	55,823	(30,746)	0	30,746	(100.0%)
Services and Supplies	15,525,481	17,550,654	21,287,356	3,736,702	21.3%
Internal Services and Misc.	216	(216)	0	216	(100.0%)
Expenditures by Type Total	15,581,520	17,519,692	21,287,356	3,767,664	21.5%
Expenditures by Activity					
Developmental Disabilities Administration	15,581,520	17,519,692	21,287,356	3,767,664	21.5%
Total Program Expenditures	15,581,520	17,519,692	21,287,356	3,767,664	21.5%
Revenue					
Property Taxes	17,304,476	17,813,687	21,287,356	3,473,669	19.5%
General Assistance (13305-5541000)					
Expenditures by Type					
Personnel Services	142,644	161,691	169,096	7,405	4.6%
Services and Supplies	1,612,579	1,831,360	1,340,919	(490,441)	(26.8%)
Expenditures by Type Total	1,755,223	1,993,051	1,510,015	(483,036)	(24.2%)
Expenditures by Activity					
General Assistance Administration	1,755,223	1,993,051	1,510,015	(483,036)	(24.2%)
Total Program Expenditures	1,755,223	1,993,051	1,510,015	(483,036)	(24.2%)
Personnel Complement (Budgeted)					
General Assistance Administration	2.00	2.00	2.00	0.00	0.0%
Total Personnel Complement	2.00	2.00	2.00	0.00	0.0%
Revenue					
Charges for Services	14,600	0	15,000	15,000	0.0%

Office of Community Impact (13306-5552000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	479,505	630,020	0	(630,020)	(100.0%)
Services and Supplies	6,086,028	6,730,850	0	(6,730,850)	(100.0%)
Capital Equipment	1,320	0	0	0	0.0%
Internal Services and Misc.	1,944	22,506	0	(22,506)	(100.0%)
Expenditures by Type Total	6,568,797	7,383,376	0	(7,383,376)	(100.0%)
Expenditures by Activity					
Denver's Road Home	6,568,797	7,383,376	0	(7,383,376)	(100.0%)
Total Program Expenditures	6,568,797	7,383,376	0	(7,383,376)	(100.0%)
Personnel Complement (Budgeted)					
Denver's Road Home	5.00	6.00	0.00	(6.00)	(100.0%)
Total Personnel Complement	5.00	6.00	0.00	(6.00)	(100.0%)
Homeless Services (13812-5557000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	0	94,000	0	(94,000)	(100.0%)
Services and Supplies	5,230,452	3,856,000	0	(3,856,000)	(100.0%)
Internal Services and Misc.	0	6,870,153	0	(6,870,153)	(100.0%)
Expenditures by Type Total	5,230,452	10,820,153	0	(10,820,153)	(100.0%)
Expenditures by Activity					
Solution Center	129,847	3,370,153	0	(3,370,153)	(100.0%)
Service Contracts	3,351,314	7,000,000	0	(7,000,000)	(100.0%)
Strategic Shelter Facilities	1,749,290	450,000	0	(450,000)	(100.0%)
Expenditures by Activity Total	5,230,452	10,820,153	0	(10,820,153)	(100.0%)
Total Program Expenditures	5,230,452	10,820,153	0	(10,820,153)	(100.0%)
Revenue					
Miscellaneous Other	5,439,651	3,600,000	0	(3,600,000)	(100.0%)
Homeless Services Transfers (13812-9910000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Internal Services and Misc.	0	0	367,000	367,000	0.0%
Expenditures by Activity					
Transfer to General Fund	0	0	367,000	367,000	0.0%
Total Program Expenditures	0	0	367,000	367,000	0.0%

Senior/Disabled Rebate Program (13813-5581000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	196,007	277,660	298,580	20,920	7.5%
Services and Supplies	1,240,032	5,292,340	5,257,590	(34,750)	(0.7%)
Expenditures by Type Total	1,436,039	5,570,000	5,556,170	(13,830)	(0.2%)
Expenditures by Activity					
Senior/Disabled Rebate Administration	1,435,068	248,960	299,880	50,920	20.5%
Senior/Disabled Rebate Benefits	971	5,321,040	5,256,290	(64,750)	(1.2%)
Expenditures by Activity Total	1,436,039	5,570,000	5,556,170	(13,830)	(0.2%)
Total Program Expenditures	1,436,039	5,570,000	5,556,170	(13,830)	(0.2%)
Personnel Complement (Budgeted)					
Senior/Disabled Rebate Administration	4.00	4.00	4.00	0.00	0.0%
Total Personnel Complement	4.00	4.00	4.00	0.00	0.0%
Revenue					
Miscellaneous Other	4,100,000	2,600,000	1,600,000	(1,000,000)	(38.5%)
Wastewater Affordability Program (13813-5582000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	9,318	0	0	0	0.0%
Services and Supplies	116,014	500,000	500,000	0	0.0%
Expenditures by Type Total	125,332	500,000	500,000	0	0.0%
Expenditures by Activity					
Wastewater Affordability Program Administration	52,373	0	0	0	0.0%
Wastewater Affordability Program Benefits	72,959	500,000	500,000	0	0.0%
Expenditures by Activity Total	125,332	500,000	500,000	0	0.0%
Total Program Expenditures	125,332	500,000	500,000	0	0.0%
Revenue					
Miscellaneous Other	0	500,000	500,000	0	0.0%

Financial Assistance (13813-5583000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Services and Supplies	235,320	30,000	0	(30,000)	(100.0%)
Expenditures by Activity					
Financial Assistance Administration	0	30,000	0	(30,000)	(100.0%)
Financial Assistance Benefits	235,320	0	0	0	0.0%
Expenditures by Activity Total	235,320	30,000	0	(30,000)	(100.0%)
Total Program Expenditures	235,320	30,000	0	(30,000)	(100.0%)

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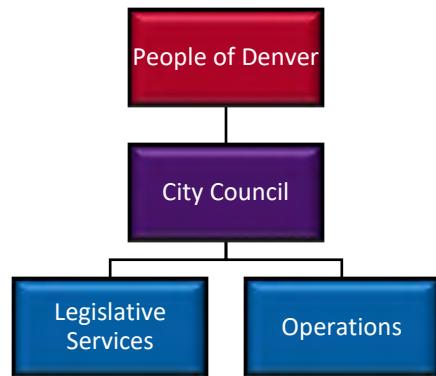
Independent Agencies - Budget Summary

Department Budget

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Division of the Clerk and Recorder	2,246,044	2,971,995	3,584,069	612,074	20.6%
City Council	5,577,049	6,231,268	6,462,544	231,276	3.7%
Auditor	8,104,991	9,990,669	10,560,376	569,707	5.7%
Denver District Attorney	25,262,916	27,463,670	29,259,654	1,795,984	6.5%
Denver County Court	24,754,054	26,323,944	27,721,137	1,397,193	5.3%
Office of Municipal Public Defender	1,925,201	2,324,312	2,361,739	37,427	1.6%
Office of Human Resources	16,041,896	16,828,977	17,986,421	1,157,444	6.9%
Hearing Office	560,757	607,171	650,495	43,324	7.1%
Election Division	6,049,186	7,831,774	9,490,597	1,658,823	21.2%
Board of Adjustment for Zoning Appeals	332,759	360,353	375,860	15,507	4.3%
Civil Service Commission	1,586,722	1,898,034	2,004,649	106,615	5.6%
Total	92,441,576	102,832,167	110,457,541	7,625,374	7.4%
General Fund Expenditures by Type					
Personnel Services	80,026,726	86,976,847	94,388,063	7,411,216	8.5%
Services and Supplies	12,165,560	15,596,308	15,958,504	362,196	2.3%
Capital Equipment	175,924	141,132	21,848	(119,284)	(84.5%)
Internal Services and Misc.	73,366	117,880	89,126	(28,754)	(24.4%)
Total	92,441,576	102,832,167	110,457,541	7,625,374	7.4%
Total General Fund	92,441,576	102,832,167	110,457,541	7,625,374	7.4%
General Fund Revenue					
Fines and Forfeits	10,854,765	10,800,000	13,062,961	2,262,961	21.0%
Charges for Services	19,571,398	18,994,926	18,906,736	(88,190)	(0.5%)
Internal Service and Indirect Cost	14,847	0	0	0	0.0%
Miscellaneous Other	651,014	615,748	615,748	0	0.0%
Total	31,092,024	30,410,674	32,585,445	2,174,771	7.2%
Special Revenue Funds Expenditures					
General Government	2,528,317	3,513,734	3,746,300	232,566	6.6%
Public Safety	1,947,249	1,453,225	1,350,278	(102,947)	(7.1%)
Total Special Revenue Funds	4,475,565	4,966,959	5,096,578	129,619	2.6%

Independent Agencies - Budget Summary

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
Grants					
Grants	1,682,739	1,452,106	1,368,721	(83,385)	(5.7%)
Total Grants	1,682,739	1,452,106	1,368,721	(83,385)	(5.7%)
Personnel Complement					
General Fund Operations - Civilian	821.91	852.74	919.80	67.05	7.9%
Public Safety - Civilian	17.58	12.75	11.75	(1.00)	(7.8%)
Total	839.49	865.49	931.55	66.05	7.6%
Total Personnel Complement	839.49	865.49	931.55	66.05	7.6%



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 monies 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

Legislative Services includes the executive director, council clerk and deputy clerk, three legislative policy analysts, and an administrator of communications. 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.

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.

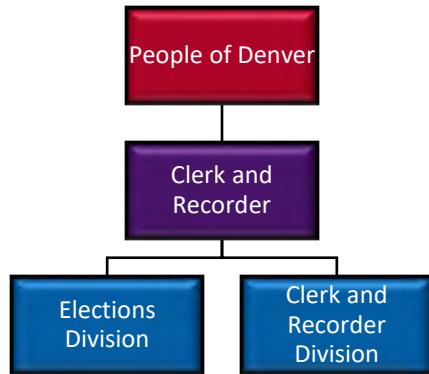
Budget Detail

City Council (0201000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	4,813,992	5,191,602	5,761,774	570,172	11.0%
Services and Supplies	745,389	1,024,458	691,698	(332,760)	(32.5%)
Capital Equipment	6,738	4,790	0	(4,790)	(100.0%)
Internal Services and Misc.	10,930	10,418	9,072	(1,346)	(12.9%)
Expenditures by Type Total	5,577,049	6,231,268	6,462,544	231,276	3.7%
Expenditures by Activity					
Legislative Services	701,374	768,994	788,082	19,088	2.5%
City Council Operations	4,875,675	5,462,274	5,674,462	212,188	3.9%
Expenditures by Activity Total	5,577,049	6,231,268	6,462,544	231,276	3.7%

City Council (0201000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Other Program Funding Sources					
Grants					
Supportive Housing Neighborhood Engagement Guide	0	10,000	0	(10,000)	(100.0%)
General Government SRF					
City Council Personal Meals Fund	531	1,300	1,300	0	0.0%
City Council Special Programs	72,768	50,000	50,000	0	0.0%
City Council Special Revenue Fund	198,387	500,000	200,000	(300,000)	(60.0%)
	Total	271,686	551,300	251,300	(300,000)
					(54.4%)
	Other Program Funding Sources Total	271,686	561,300	251,300	(310,000)
					(55.2%)
Total Program Expenditures	5,848,734	6,792,568	6,713,844	(78,724)	(1.2%)
Personnel Complement (Budgeted)					
City Council Operations	50.00	50.00	50.00	0.00	0.0%
Legislative Services	7.00	7.00	7.00	0.00	0.0%
	Personnel Complement (Budgeted) Total	57.00	57.00	57.00	0.00
					0.0%
Total Personnel Complement	57.00	57.00	57.00	0.00	0.0%
Revenue					
Miscellaneous Other	1,140	0	0	0	0.0%

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
City Council		
· An increase in personnel services due to the restoration of budget that was temporarily moved to services and supplies, capital equipment, and internal services account codes to fund contracts and one-time items in 2019.	0.00	368,900
· A decrease in services and supplies, capital equipment, and internal services due to moving budget to personnel services (as described above) for one-time expenses in 2019.	0.00	(368,900)
· An increase in services and supplies to support leasing costs for additional office space for councilmembers.	0.00	30,000



Mission

To provide customer-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 Denver Clerk and Recorder functions as the City Clerk, the Public Trustee, the County Recorder and the Chief Elections Official.

The Office of the Clerk and Recorder has among the highest customer satisfaction ratings in the City. By making more than 11 million records available online and providing electronic recording, the Office allows people to do business more efficiently 24 hours a day. The Elections Division continues to provide award-winning service to over 470,000 registered voters. The Elections Division was proud to be honored with the Stars and Stripes Award from the National Association of Election Officials for the Administration Department's partnership with Denver Day Works to recruit displaced Denver residents as election judges. The Office continues to prioritize innovation in every aspect of its services to deliver convenient, efficient services to the public.

With passage of Referred Measure 2D in November 2018, the Clerk will have three appointees as of July 15, 2019: The Deputy Clerk and Recorder and two additional appointees.

For more information, please visit the Clerk and Recorder's websites at www.DenverClerkAndRecorder.org and www.DenverVotes.org.

Services

The Office's wide variety of services is performed by a staff of approximately 50 people, including on-calls. During an election cycle, the Elections Division hires additional, temporary staff as "election judges".

The Office's services are delivered by two divisions: the Clerk and Recorder Division and the Elections Division.

The [Clerk and Recorder Division](#) is comprised of five departments: Policy and Compliance, Recording, Records Management, Public Trustee, and Communications.

- The Policy and Compliance Department leads the Clerk and Recorder's government relations, including serving as the legislative liaison to both Denver City Council and the General Assembly, coordinates with the City Attorney's Office for the Office's legal and policy needs, manages various required reports like campaign finance, lobbyist disclosure, and gift reports, and answers internal customer questions to ensure compliance with applicable law.
- The Recording Department issues marriage licenses and records documents like Deeds of Trust for people's homes. In 2018, the Department issued more than 8,600 marriage licenses and recorded more than 156,000 documents.
- The Records Management Department ensures City Council ordinances, resolutions, and contracts are executed correctly and in a timely manner, preserves and disseminates records, and makes that information available online to the public and other city agencies.
- The Public Trustee Department administers foreclosures according to the law and sells homes at auction, when necessary. In 2018, the Public Trustee also processed almost 33,000 releases of Deeds of Trust upon payoff or refinancing of a property loan.
- The Administration and Communications Departments work collaboratively with the other departments to coordinate service delivery, elevate customer experience, and promote greater access to information.

The [Elections Division](#) provides comprehensive, nationally-recognized, election services for the City and County of Denver. These services include voter records management, voter services, petition management, election administration, elections operations, and strategic communications and outreach. The Elections program goal is to conduct fair, accurate, accessible,

secure, transparent, efficient and reliable elections. The descriptions of each functional department within the Elections Division are as follows:

- The Administration team is responsible for budget and fiscal operations management, program management, records and reference material coordination, facility coordination, training coordination, and administrative and operative support. Administration is also responsible for election judge coordination including recruitment, on-boarding, evaluation, and off-boarding processes.
- The Communications team is responsible for media relations, community outreach, candidate and campaign relations, strategic partnerships, marketing coordination, event planning, website management, and public information communication.
- The Operations team is responsible for field and logistical support, ballot production, voting site management, election supplies coordination, equipment management, election technology coordination, application development and management, voting system management, data architecture and analytics, ballot processing management, eSign program management, security system administration, address library maintenance, geospatial analysis and management, continuity of operation and contingency planning, internal election management systems, and logistical field support. Operations is also responsible for the preparation of standard and customized reports and maps, and tabulation and compilation of election results.
- Voter Services is responsible for voter registration management, canvass coordination, petition management, correspondence coordination, Statewide Voter Registration System (SCORE) coordination, voting process coordination, training content coordination and management, constituent relations and analytics, and customer relations coordination.

Strategies

The Clerk and Recorder Division will increase online access to publicly recorded documents, city contracts, and foreclosure auctions to improve city transparency and increase convenience for its customers.

- Implement new campaign finance laws that are effective January 1, 2020, as well as reforms that City Council passed in 2017. To that end, it will oversee the implementation of a new campaign finance reporting system at the end of 2019. Additionally, the Department will help the Clerk promulgate new campaign finance rules, implement the aforementioned laws, and will help the Clerk pursue various Charter and ordinance changes to modernize Denver's elections when it follows municipal law instead of state law. The Department will also coordinate with the Clerk to identify legislative priorities for the state's 2020 legislative session.
- Expand its 2018 effort to pioneer advanced web form technology to convert existing PDFs to web forms. This will ensure the Division can electronically receive data and efficiently store it.
- Pursue operational efficiencies through legislation in 2020; for example, in 2018, the Denver Public Trustee was instrumental in updating state statute to make the foreclosure process more efficient (SB 18-1254 cleaned up and modernized the foreclosure process).
- Achieve ADA compliance by actively reformatting its documents to ensure all public-facing information meets compliance requirements.
- Digitize and preserve original, historical city records dating back to the inception of the City and County of Denver in 1858. The Office will preserve records for future generations because many of the documents are currently aging and deteriorating.

The Elections Division will focus on continuing to be an industry leader, improving processes and customer service delivery, and enhancing civic engagement activities. The Division will be responsible for administering the presidential primary election in addition to the statewide primary and presidential general elections in 2020.

Performance and Program Highlights

Innovations in Elections

Mobile Voting Pilot

The Elections Division piloted a mobile voting solution for military and overseas citizen voters in the Municipal Election Cycle in 2019. The solution uses secure encryption and records votes on an immutable blockchain that provides enhanced security over an email return method. The application also provides a much easier and more convenient method to vote for Denver voters who face the most obstacles to the ballot box. Voter feedback was overwhelmingly positive.

Accessible Solutions

The Elections Division piloted the use of a fully accessible and interactive sample ballot as well as an accessible vote-at-home ballot for voters with disabilities in the Municipal Election Cycle in 2019. Both solutions offer voters with disabilities more convenient access to their ballot, including a remote ballot marking system compatible with all assistive devices and screen readers so voters can review and mark their ballots independently and privately at home rather than requiring them to vote in person at a voter service and polling center.

The screenshot shows the Denver Votes! website. At the top, there's a blue header with the 'Denver Votes!' logo on the left and language links ('English' and 'Español') on the right. Below the header, there are 'Font Size' and 'A A' buttons. The main content area has a white background with a blue header bar containing the text 'Welcome City & County of Denver Voters!'. Below this, there's a message about using the correct address for voting, followed by links for voter registration and election information. A note about additional languages is present. At the bottom, there's a large blue button labeled 'Interactive Sample Ballot' and a smaller blue button labeled 'CONTINUE'. The footer of the page says 'Powered by Democracy Live'.

Outreach and Communication

The Elections Division continues to utilize quantitative and qualitative research with a goal to increase civic engagement through outreach and communication efforts. The Division developed a new messaging strategy designed to highlight the importance of local elections on their local community in an effort to increase participation in Municipal Elections. The Division also utilizes strategic partnerships and continues to increase community engagement activities. Communications

continues to promote Ballot TRACE and other voter services with a goal of continued operational efficiency and enhanced customer service. Ballot TRACE allows users to track their ballot through the counting process and flags users if problems arise with their ballot.

In addition, the Division continues to enhance access and transparency of data online. The Elections Division has used a series of user-friendly dashboards, such as the one below, that users can interface with, learning more about voter registration, voter participation and election results. These dashboards can be found at <https://www.denvergov.org/content/denvergov/en/denver-elections-division.html>.



Innovations in the Clerk and Recorder Division

Paperless, Online Forms

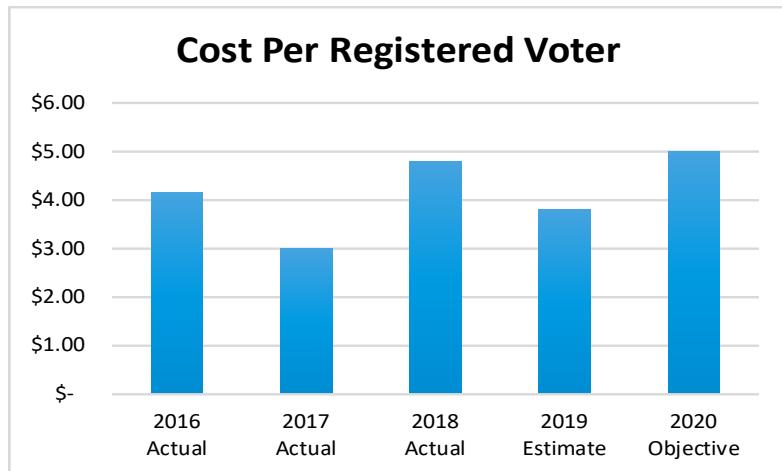
Both elected and appointed officials submit three major reports on finances and gifts they receive each year; these are public-facing documents. Lobbyists must submit bi-monthly reports, and these have often been handwritten and can be difficult to read.

In 2018, the Division worked with a third-party vendor on a web-based solution to make these forms and reports accessible from any computer, tablet or smart phone. This innovation increased lobbyists' submission compliance and saved everyone time. Now, all officer disclosures and lobbyist reports are submitted online and available to the public.

In 2020, the Division plans to expand its web-based forms to provide easier services to our customers. By streamlining the submission process, the Division hopes to continue increasing access and transparency.

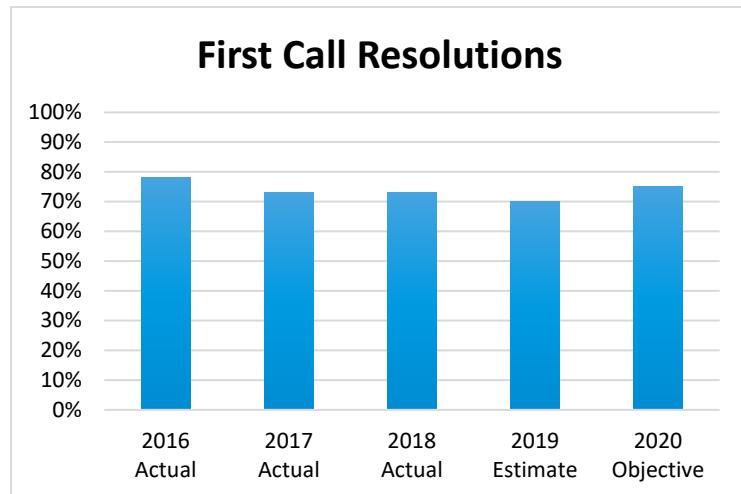
Records Digitization and Preservation

The Division continues its multi-year initiative to preserve and improve access to the City's historic records. With tens of thousands of older documents and indices now digitized, the public soon will be able to search more than a century of documents through our website. Utilizing new database features, researchers can access all property records, marriage certificates, City Council proceedings and city ordinances in the Clerk and Recorder's collection. Digitization will spare hundreds of volumes of historic books from daily use and allow for their preservation and long-term maintenance.



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.

First Call Resolution for the Clerk and Recorder continues to be one of the highest in the City due to the strong partnership with Denver 311. In 2018, 71 percent of customer questions were resolved on the first call. The Division works closely with Denver 311 to train 311 agents on Clerk and Recorder's core services and to simplify the answers to commonly asked questions. Denver 311 also helped to shape the Divisions website redesign so that it focuses on the topics about which customers call the most.



Budget Detail

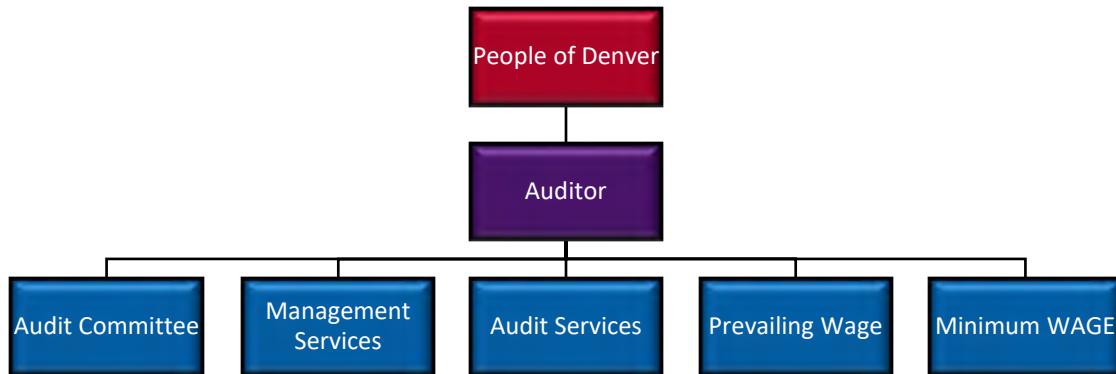
Clerk and Recorder (0130000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	2,026,652	2,388,195	2,993,029	604,834	25.3%
Services and Supplies	219,121	570,784	572,550	1,766	0.3%
Capital Equipment	0	1,766	4,000	2,234	126.5%
Internal Services and Misc.	270	11,250	14,490	3,240	28.8%
Expenditures by Type Total	2,246,044	2,971,995	3,584,069	612,074	20.6%
Expenditures by Activity					
Administration	1,187,568	1,781,563	1,914,472	132,909	7.5%
Recording	522,566	527,004	563,023	36,019	6.8%
Office of the Public Trustee	235,161	299,453	255,390	(44,063)	(14.7%)
Office of the City Clerk	292,883	333,975	339,426	5,451	1.6%
Records Management	2,657	10,000	10,000	0	0.0%
Communications	5,210	20,000	20,000	0	0.0%
Civic Engagement Team	0	0	481,758	481,758	0.0%
Expenditures by Activity Total	2,246,044	2,971,995	3,584,069	612,074	20.6%
Other Program Funding Sources					
General Government SRF					
Electronic Filing Technology	86,749	85,000	85,000	0	0.0%
Total Program Expenditures	2,332,793	3,056,995	3,669,069	612,074	20.0%
Personnel Complement (Budgeted)					
Administration	12.50	13.50	13.50	0.00	0.0%
Civic Engagement Team	0.00	0.00	5.00	5.00	0.0%
Office of the City Clerk	6.00	4.00	4.00	0.00	0.0%
Office of the Public Trustee	4.00	4.00	3.00	(1.00)	(25.0%)
Recording	9.00	8.00	8.00	0.00	0.0%
Personnel Complement (Budgeted) Total	31.50	29.50	33.50	4.00	13.6%
Total Personnel Complement	31.50	29.50	33.50	4.00	13.6%
Revenue					
Charges for Services	6,022,718	5,837,000	5,802,000	(35,000)	(0.6%)
Miscellaneous Other	(22,787)	2,000	2,000	0	0.0%
Revenue Total	5,999,932	5,839,000	5,804,000	(35,000)	(0.6%)

Election Division (0701000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	3,699,186	4,285,574	5,150,668	865,094	20.2%
Services and Supplies	2,297,782	3,472,200	4,328,631	856,431	24.7%
Capital Equipment	43,146	34,000	650	(33,350)	(98.1%)
Internal Services and Misc.	9,072	40,000	10,648	(29,352)	(73.4%)
Expenditures by Type Total	6,049,186	7,831,774	9,490,597	1,658,823	21.2%
Expenditures by Activity					
Administration	4,701,382	3,897,482	5,241,148	1,343,666	34.5%
Voter Records	419,037	2,571,193	2,798,934	227,741	8.9%
Operations	928,767	1,363,099	1,450,515	87,416	6.4%
Expenditures by Activity Total	6,049,186	7,831,774	9,490,597	1,658,823	21.2%
Other Program Funding Sources					
General Government SRF					
Elections Equipment and Technology SRF	0	0	1,200,000	1,200,000	0.0%
Total Program Expenditures	6,049,186	7,831,774	10,690,597	2,858,823	36.5%
Personnel Complement (Budgeted)					
Administration	37.39	38.39	77.00	38.61	100.6%
Operations	7.00	8.00	9.00	1.00	12.5%
Voter Records	6.00	6.00	4.00	(2.00)	(33.3%)
Personnel Complement (Budgeted) Total	50.39	52.39	90.00	37.61	71.8%
Total Personnel Complement	50.39	52.39	90.00	37.61	71.8%
Revenue					
Charges for Services	185,513	527,717	451,000	(76,717)	(14.5%)

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agencywide		
· An increase in personnel services due to the addition of two Executive Managers to serve as executive directors as approved by voters in 2018.	2.00	301,900
Division of Clerk & Recorder		
· An increase in personnel services due to the addition of a Marketing Manager and four Marketing Specialists to provide community engagement and outreach.	5.00	474,500
· A decrease in personnel services due to the transfer out of an Administrative Support Assistant IV and an Administrative Support Assistant III to the Elections Division.	(2.00)	(116,000)
· A net increase in capital equipment for computers, monitors and phones for the Civic Engagement Team.	0.00	2,200

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
<ul style="list-style-type: none"> An increase in internal services due to adding communications budget for the Civic Engagement Team. A decrease in 2020 revenue due to a one-time bulk sale of record images in 2019. 	0.00	3,200 (35,000)
Election Division		
<ul style="list-style-type: none"> A net increase in personnel services for on-calls, primarily for elections judges, to support the 2020 municipal and presidential elections. Part of the FTE increase is due to converting dollars for on-calls into on-call positions. An increase in personnel services due to the transfer in of an Administrative Support Assistant IV and an Administrative Support Assistant III from the Recordings Division. An increase in personnel services due to the addition of a Management Analyst I position to support data and customer support through the 2020 elections. An increase in services and supplies for the 2020 elections, including leases and rentals for voting sites, equipment, and storage; supplies and training for agency staff and elections judges; contracts for voter outreach and education; and for additional voting sites. An increase in services and supplies to support ballot printing and ballot issue notices for 2020 elections. A net decrease in capital equipment due to one-time equipment purchases in 2019 not being purchased in 2020 that is offset by computer equipment for new staff. A net decrease in internal services to reallocate budget toward communication needs in 2020. A decrease in revenue due to a one-time reimbursement in 2019 from the State Omnibus Election Bill. 	33.61	368,000 116,000 76,700 426,300 400,000 (34,000) (29,400) (76,700)
Special Revenue Funds		
<ul style="list-style-type: none"> An increase in Special Revenue Funds for equipment purchases and leases, voting sites and storage to support Elections. A new SRF for this purpose is being created as part of the 2020 budget process. 	0.00	1,200,000



Mission

To deliver independent, transparent, and professional oversight in order to safeguard and improve the public's investment in the City of Denver. Our work is performed on behalf of everyone who cares about the City, including its residents, workers, and decision-makers.

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. 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.

For more information visit the Auditor's Office website at <https://denverauditor.org>.

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. At televised monthly meetings, the committee receives reports resulting from audits, evaluations, and other types of engagements which are then communicated to the public, Mayor, and City Council.

The [Management Services Division](#) includes the Auditor and his appointed staff which oversees strategic planning, community outreach and education, communications, budget, analysis of city contracts pursuant to the City Charter Section 5.2.2, operations support, and human resources.



The [Audit Services Division](#) executes the Auditor's annual audit plan by conducting performance, financial and information technology audits, and other types of evaluations and assessments of city departments, agencies, and organizations. The Audit Services division also performs contract compliance audits and evaluations. Private-sector audit and consulting firms are engaged when assignments pose a potential conflict of interest for the office, or when specialty expertise is required. In addition, the Audit Services Division developed a framework and operational model for a continuous auditing program, using data analytics to assist in identifying various risks across the city. Formal audits are conducted in accordance with Generally Accepted Government Auditing Standards (GAGAS) promulgated by the United States Comptroller General. Upon completion of each audit or other type of engagement, the auditee is required to formally respond to the findings. Every agreed-to recommendation is followed up on after a reasonable amount of time is allowed for implementation.



The [Prevailing Wage Division](#) is responsible for enforcing the city's prevailing and living wage ordinances. Under the ordinances, the Auditor is charged with ensuring that contractor employees on covered city projects are properly classified and paid. The division audits contracts and certified payrolls to ensure that prevailing wage is enforced on all projects on city property or paid for with city dollars, including construction, renovation, repair, maintenance, and demolition of city property, as well as janitorial services.

The new [Minimum Wage Division](#) is responsible for enforcing the City's minimum wage ordinance. Pursuant to D.R.M.C. §20-82, the Auditor is charged with receiving and investigating complaints related to minimum wage requirements on city contracts, including contracts for services purchased by the City or work performed on city property.

Strategies

Foster an organization-wide positive and productive culture by providing adequate, quality driven internal and external resources and infrastructure to the Management Services, Audit Services, and Prevailing Wage Divisions that ensure and exhibit professional, respectful, positive, and productive relationships with city officials, employees, citizens, and local organizations.

Create awareness and knowledge in the Denver community about the role of the Auditor's organization so that citizens support, understand, and care about the impactful information, findings, and recommendations communicated in the audits and other engagement reports.

Implement multi-channel community outreach measures through attendance at community gatherings, publication of a monthly newsletter, up-to-date and relevant website, and social networking engagement.

Develop and communicate to the citizens, officials, agencies, departments, and employees of Denver a strategically focused annual audit plan based on a robust risk assessment process for all types of audits, evaluations, and other activities.

Through appropriate and efficient management of resources, address requests for audits or evaluations of significant risks in the City that may arise or be identified during the course of the year.

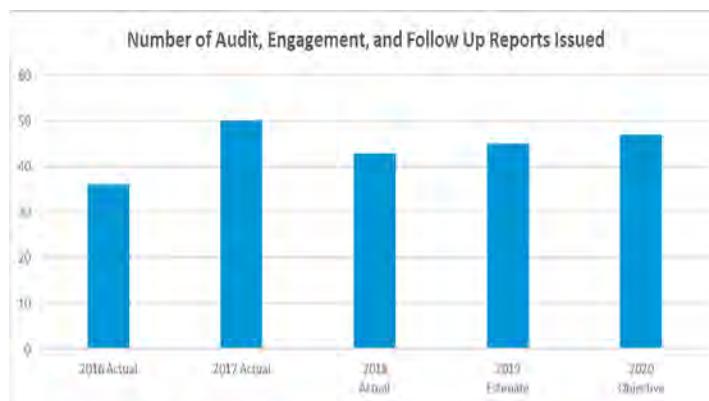
Increase the Prevailing Wage Division's efficiency and capacity to maintain a 100% audit rate of all covered city contracts for compliance with the City's prevailing and living wage ordinances. Create processes and systems to receive and investigate complaints regarding the city's minimum wage ordinance.

Performance and Program Highlights

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 the Audit Services Division to address 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.

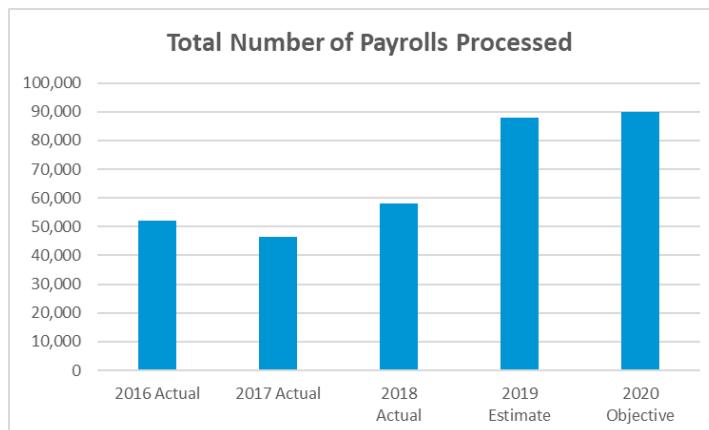
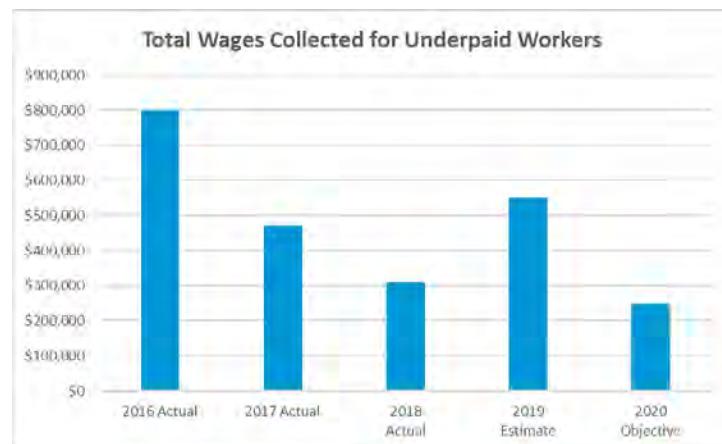
Audited entities and programs are under no obligation to agree to the recommendations. However, once agreed to, recommendations are reviewed for implementation in a follow-up audit. Implementation of the audit recommendations by agencies provides positive impact and improvement for the city.





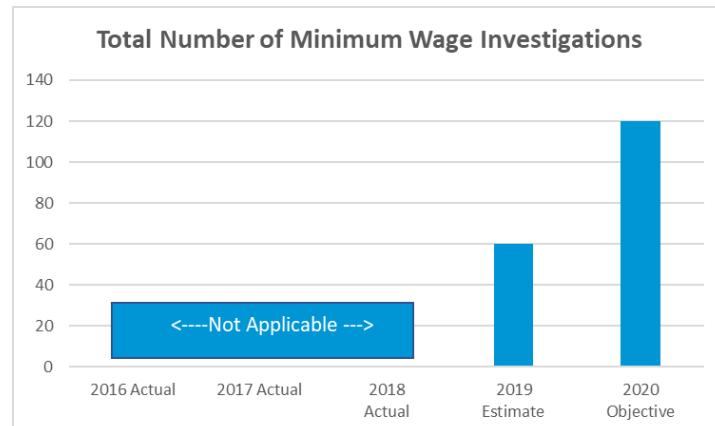
The number of **engagement and follow up reports issued** is a measurement of coverage of risk areas across the city that the Audit Division is addressing during the year. It is also a measure of efficiency of the audit function and the cooperation of audited entities.

The **total wages collected for underpaid workers** indicates the amount of underpaid wages recovered by the Auditor's Office.



The **number of payrolls processed** reflects the volume of certified payrolls audited by the Prevailing Wage Division. Each payroll can include up to several hundred employees. The increase in 2019 is due primarily to a large number of construction projects getting underway, including the DEN terminal expansion, GO Bond projects, the National Western Center Campus, and the Convention Center expansion.

The number of minimum wage complaints investigated reflects the volume of complaints made by city contract employees and resolved by the Auditor's Minimum Wage Division. The Division investigates 100% of all complaints made. An ordinance raising the minimum wage for City employees and City contractors went into effect on July 1, 2019. This ordinance will gradually raise the minimum wage in phases, culminating in a \$15 per hour rate to be effective July 1, 2021.

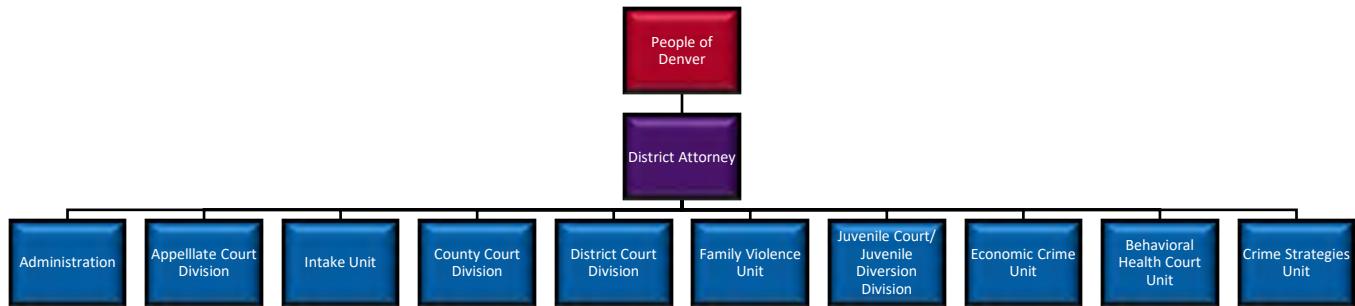


Budget Detail

Auditor (0301000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	6,897,529	8,223,572	8,797,471	573,899	7.0%
Services and Supplies	1,190,810	1,742,722	1,761,357	18,635	1.1%
Capital Equipment	12,872	24,375	1,548	(22,827)	(93.6%)
Internal Services and Misc.	3,780	0	0	0	0.0%
Expenditures by Type Total	8,104,991	9,990,669	10,560,376	569,707	5.7%
Expenditures by Activity					
Management Services	1,417,849	1,855,033	1,718,781	(136,252)	(7.3%)
Audit Services	4,949,697	6,008,709	5,966,416	(42,293)	(0.7%)
Audit Committee	628,394	777,778	727,778	(50,000)	(6.4%)
Prevailing Wage	1,109,051	1,349,149	1,971,487	622,338	46.1%
Minimum Wage Division	0	0	175,914	175,914	0.0%
Expenditures by Activity Total	8,104,991	9,990,669	10,560,376	569,707	5.7%
Total Program Expenditures	8,104,991	9,990,669	10,560,376	569,707	5.7%
Personnel Complement (Budgeted)					
Audit Services	46.75	47.00	46.00	(1.00)	(2.1%)
Management Services	11.00	11.00	9.00	(2.00)	(18.2%)
Minimum Wage Division	0.00	0.00	2.00	2.00	0.0%
Prevailing Wage	11.00	13.00	18.00	5.00	38.5%
Personnel Complement (Budgeted) Total	68.75	71.00	75.00	4.00	5.6%
Total Personnel Complement	68.75	71.00	75.00	4.00	5.6%
Revenue					
Charges for Services	1,357,858	1,265,000	1,265,000	0	0.0%
Miscellaneous Other	8,792	0	0	0	0.0%
Revenue Total	1,366,650	1,265,000	1,265,000	0	0.0%

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agency wide		
· A decrease in capital equipment due to the reallocation of budget in 2020 to services and supplies.	0.00	(24,400)
Audit Services		
· An increase in personnel services due to the addition of a Staff Auditor position added in mid-2019.	1.00	83,100
· An increase in services and supplies due to the restoration of budget used for capital equipment in 2019.	0.00	18,400
Prevailing Wage Division		
· An increase in personnel services due to the addition of a Graphics and Visual Designer position added in mid-2019.	1.00	100,200
Minimum Wage Division		
· An increase in personnel services due to the addition of Wage Investigator positions to support enforcement of the minimum wage ordinance affecting city contracts.	2.00	177,600
· An increase in services and supplies to purchase computer monitors for new positions.	0.00	300
· An increase in capital equipment to purchase computers for new positions.	0.00	1,500



Mission

The Denver District Attorney's Office (DA) mission is to prosecute crimes professionally and competently, investigate criminal activity on behalf of the people of the State of Colorado, and 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, commitment to transparency and accountability, and reform of the criminal justice system to provide fair alternatives to incarceration in appropriate cases as well as fair and equal justice for all.

Office Summary

The 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; 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 Attorney are on call 24/7, to respond to officer-involved shootings and in-custody deaths. The District Attorney, Assistant District Attorney, 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 that 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 Academy 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 through 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, argues bond matters, and responds to the scene of fatal traffic accidents. BHU participates in assessment and recommendations regarding mental health and substance abuse treatment. Members of the unit screen, file, and prosecute felony drug possession cases in which defendants are eligible for Drug Court, Sobriety Court, Veterans Court, and the RESTART program.

The **Economic Crime Unit** investigates and prosecutes complex financial crimes, consumer fraud offenses, embezzlement, public corruption, election fraud, and the financial exploitation of the elderly and at-risk. 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 or gun 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 [Elder and At-Risk Protection Unit](#) focuses on crimes committed against those over the age of 70, and adults with intellectual and developmental disabilities. This unit also engages in community education about elder abuse and financial fraud.

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 Young Adult Diversion Division](#) program provides alternatives for young people involved in the system so one mistake does not ruin a child's life. Members of the Diversion team move to expunge or seal criminal records of those participating in the program. They provide case management for those in the program.

The [Special Programs Unit](#) includes the Cold Case Unit, Courtrooms to Classrooms, and the Domestic Violence Triage Program. The unit also includes the Sexual Assault Interagency Council (SAIC), the Victim Services Network, and the Witness Protection Program.

The [Human Trafficking Unit](#) investigates and prosecutes labor and sex trafficking cases and partners with community agencies working in this area.

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 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, when appropriate; expand diversion to include young adults.

Address mass incarceration, particularly the disproportionate representation of minorities in the system, by partnering with a professor of the University of Colorado Denver (UCD) to collect and study prosecution data in the District Attorney's Office.

Provide alternatives to prison for those with mental health and substance abuse problems through providing different types of diversion methods, such as LEAD, the Co-Responder program, Fast Track Drug Program, and early assessment and treatment in the jail.

Rebuild trust between the community and members of law enforcement through 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. Improve our ability to investigate and respond to crimes against the elderly. Support investigation and prosecution of human trafficking and hate crime cases.

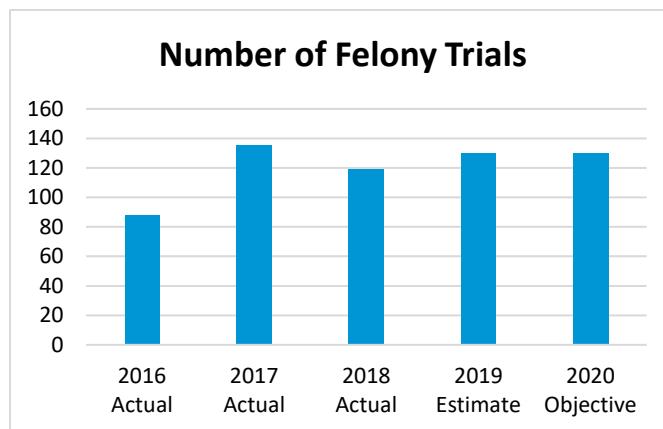
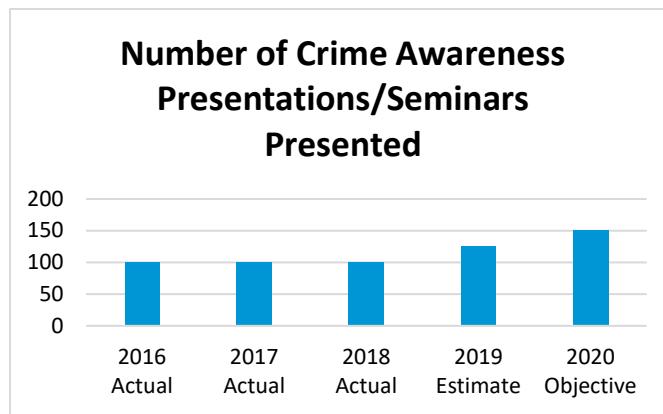
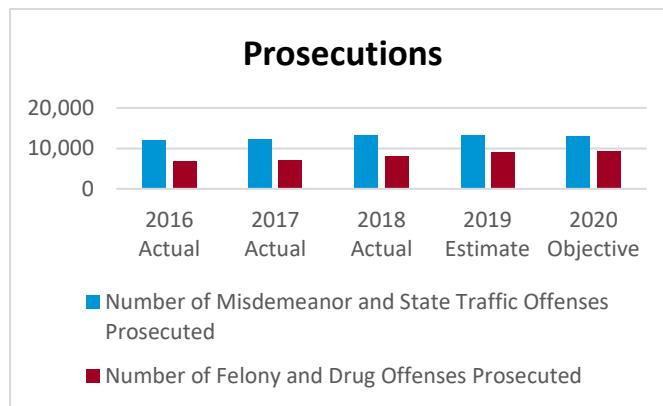
Address fatal officer shootings through organized community meetings hosted by the District Attorney's Office to discuss the reasons why no charges were brought against the officer, to increase transparency and accountability in the DA's office.

Work with metro-wide task forces to eliminate gang and gun violence with a targeted, collaborative, and strategic approach, including the RAVEN Taskforce of 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.



	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Objective
Number of Crime Awareness Presentations/Seminars Presented	100	100	100	125	150
Number of Misdemeanor and State Traffic Offenses Prosecuted	11,835	12,187	13,200	13,181	13,000
Number of Felony and Drug Offenses Prosecuted	6,808	7,085	8,079	9,000	9,360
Number of Felony Trials	88	135	119	130	130

Budget Detail

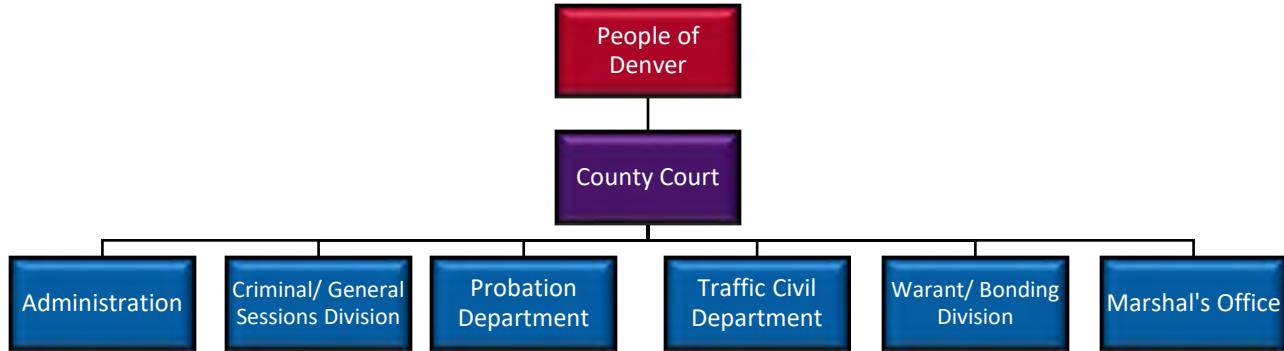
	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	23,856,728	25,801,352	27,292,823	1,491,471	5.8%
Services and Supplies	1,406,188	1,654,093	1,956,541	302,448	18.3%
Capital Equipment	0	8,225	10,290	2,065	25.1%
Expenditures by Type Total	25,262,916	27,463,670	29,259,654	1,795,984	6.5%
Expenditures by Activity					
Administration	4,145,080	7,362,746	8,669,812	1,307,066	17.8%
Appellate	703,153	685,130	823,746	138,616	20.2%
Intake	312,800	344,623	359,828	15,205	4.4%
County Court	2,722,382	2,479,226	2,880,554	401,328	16.2%
District Court	8,768,936	8,636,144	8,587,216	(48,928)	(0.6%)
Family Violence Unit	2,738,627	2,740,887	2,914,489	173,602	6.3%
Juvenile Division/ Juvenile Diversion	1,986,153	1,926,389	1,914,715	(11,674)	(0.6%)
Economic Crime Unit	2,736,156	2,948,870	2,364,005	(584,865)	(19.8%)
Drug Court Unit	1,086,232	339,655	633,828	294,173	86.6%
Victim Assistance	63,397	0	111,461	111,461	0.0%
Expenditures by Activity Total	25,262,916	27,463,670	29,259,654	1,795,984	6.5%
Other Program Funding Sources					
Grants					
Adult Diversion	6,571	18,838	15,836	(3,002)	(15.9%)
DA Family Violence	209,845	303,198	356,077	52,879	17.4%
DA Victim Compensation Program	711,500	440,000	310,000	(130,000)	(29.5%)
Integrated Intervention Program	224,767	208,712	194,749	(13,963)	(6.7%)
Juvenile Diversion ARTT/Mentoring	66,684	138,467	93,226	(45,241)	(32.7%)
Marijuana Tax Cash Fund for Juvenile Diversion	64,824	75,010	57,452	(17,558)	(23.4%)
Restorative Justice Initiative	0	50,000	52,224	2,224	4.4%
Rose Androm Center Denver Family Justice Ctr	220,309	0	146	146	0.0%
Services for Human Trafficking Victims	0	109,281	179,013	69,732	63.8%

		2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
	Total	1,614,500	1,343,506	1,258,723	(84,783)	(6.3%)
Public Safety SRF						
District Attorney Donations		7,222	59,860	59,860	0	0.0%
Property Confiscation		1,044,042	600,000	600,000	0	0.0%
Victim Assistance-D.A.		118,010	136,435	136,435	0	0.0%
Victim Services Donations		214,534	189,295	114,001	(75,294)	(39.8%)
	Total	1,383,808	985,590	910,296	(75,294)	(7.6%)
Other Program Funding Sources Total		2,998,308	2,329,096	2,169,019	(160,077)	(6.9%)
Total Program Expenditures		28,261,224	29,792,766	31,428,673	1,635,907	5.5%
Personnel Complement (Budgeted)						
Administration		43.50	48.33	52.65	4.32	8.9%
Appellate		5.00	4.50	5.10	0.60	13.3%
County Court		24.50	26.75	29.75	3.00	11.2%
District Court		67.75	70.75	69.50	(1.25)	(1.8%)
Drug Court Unit		0.00	2.00	4.00	2.00	100.0%
Economic Crime Unit		23.00	25.00	20.00	(5.00)	(20.0%)
Family Violence Unit		18.00	23.50	25.00	1.50	6.4%
Intake		3.00	4.00	4.00	0.00	0.0%
Juvenile Division/ Juvenile Diversion		21.75	18.50	18.00	(0.50)	0.0%
Victim Assistance		1.00	0.00	2.00	2.00	0.0%
	Personnel Complement (Budgeted) Total	207.50	223.33	230.00	6.67	3.0%
Other Program Funds FTE						
Grants						
DA Family Violence		1.00	1.50	3.75	2.25	150.0%
Integrated Intervention Program		1.00	0.00	1.00	1.00	0.0%
Restorative Justice Initiative		0.00	0.00	1.00	1.00	0.0%
Rose Androm Center Denver Family Justice Ctr		2.83	0.50	0.50	0.00	0.0%
Services for Human Trafficking Victims		0.00	0.00	0.50	0.50	0.0%
	Total	4.83	5.75	6.75	1.00	17.4%
Public Safety SRF						
Victim Assistance-D.A.		2.75	0.00	0.00	0.00	0.0%
Victim Services Donations		2.00	1.00	0.00	(1.00)	(100.0%)
	Total	4.75	1.00	0.00	(1.00)	(100.0%)
Other Program Funds FTE Total		9.58	6.75	6.75	0.00	0.0%
Total Personnel Complement		217.08	230.08	236.75	6.67	2.9%

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Revenue					
Charges for Services	6,125	5,000	5,000	0	0.0%
Internal Service and Indirect Cost	14,847	0	0	0	0.0%
Miscellaneous Other	364,604	348,500	348,500	0	0.0%
Revenue Total	385,576	353,500	353,500	0	0.0%

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agency wide		
· An increase in personnel services due to the annualization of positions that were budgeted for a portion of 2019 and are fully budgeted in 2020.	3.42	214,200
· A decrease in personnel services and an increase in FTE due to converting four at-will positions to Career Service Authority and changing the job classifications.	0.50	(63,000)
· A decrease in personnel services due to the expiration of a term-limited position in December 2019.	(0.75)	(62,000)
· A net decrease in services and supplies due to one-time costs for desks, technology, and other equipment associated with the creation of new positions in 2020, offset by one-time purchases for new FTE in 2019 that are not budgeted in 2020.	0.00	(4,500)
· A net increase in capital equipment due to one-time costs for technology and other equipment associated with the creation of new positions in 2020, offset by one-time costs for equipment in 2019 that are not budgeted in 2020.	0.00	2,100
Administration		
· An increase in personnel services due to the addition of a Chief Deputy District Attorney, three Associate Deputy District Attorneys, a Criminal Investigator, a Victim Advocate, and a Legal Secretary to support the addition of a new State District courtroom at the Lindsey Flanigan Courthouse. All positions will start in July of 2020 and will be annualized in 2021.	3.50	427,700
· An increase in services and supplies for secondary storage technology, case management licenses, and upgrades to the current IT system.	0.00	307,000



Mission

To administer justice fairly, efficiently, and effectively, while providing excellent customer service and a positive work environment.

Agency Summary

The Denver County Court (DCC), both a municipal and county court, adjudicates violations of traffic code, state statute, and city ordinance, as well as civil and small claims cases. The court is comprised of 17 judges, 3 full-time magistrates, and several part-time magistrates.

For more information please visit the Denver County Court website at <https://www.denvercountycourt.org/>.

Services

Administration includes key activities such as policy development and direction, establishment of goals and objectives, purchasing, contract management, public education, media relations, and financial management.

The **Criminal/General Sessions Division** adjudicates non-traffic city ordinance violations and state misdemeanor violations, as well as felony cases through preliminary hearings. This division also handles specialty dockets such as Sobriety Court, Wellness Court, and the Outreach Docket.

The **Probation Department** provides risk/need assessments, pre-sentence investigations, sentencing recommendations, conducts home visits, and creates individualized case plans. The program supervises probationers and monitors compliance with court orders.

The **Traffic/Civil Division** adjudicates most state statute and all city ordinance traffic tickets, parking violations, civil lawsuits up to \$25,000, name changes, replevins, nuisance abatement cases, and landlord-tenant matters. The court issues restraining orders, summonses, garnishments, and transcripts of judgment, as provided by state statute. In addition, it adjudicates small claims matters up to \$7,500.

The **Warrant/Bonding Division** manages over 45,000 active warrants and restraining orders issued by Denver County Court and coordinates the transportation and court appearances of in-custody defendants. The division provides the Police Department with verification of County Court warrants, processes over 22,000 new warrants annually, and creates over 12,000 bonds through the bonding office.

The **Marshal's Office** enforces court ordered arrest warrants with focus on individuals who are considered to be an immediate threat to a victim, witness, or the community in general and felony, domestic violation or violation of a protection order failure to appear warrants. Over 22,000 new warrants are issued annually.

Strategies

In 2018, Denver County Court adopted procedural fairness 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 including respecting their rights; Trust – decision makers are perceived as sincere and caring; Understanding – the court participants are able to understand court procedures and decisions; Helpfulness – parties perceive court actors as interested and helpful. Procedural fairness strategies also include:

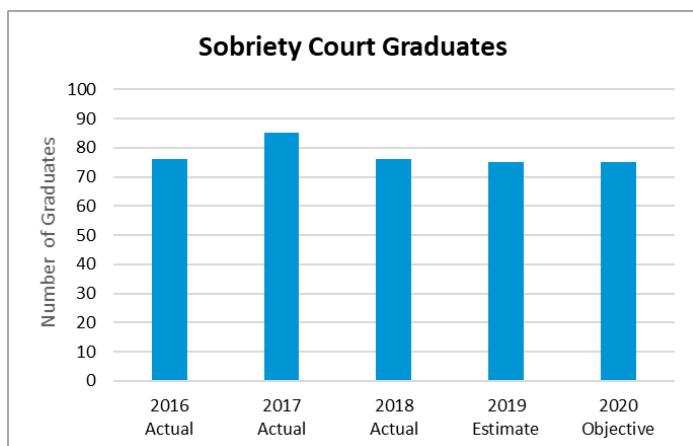
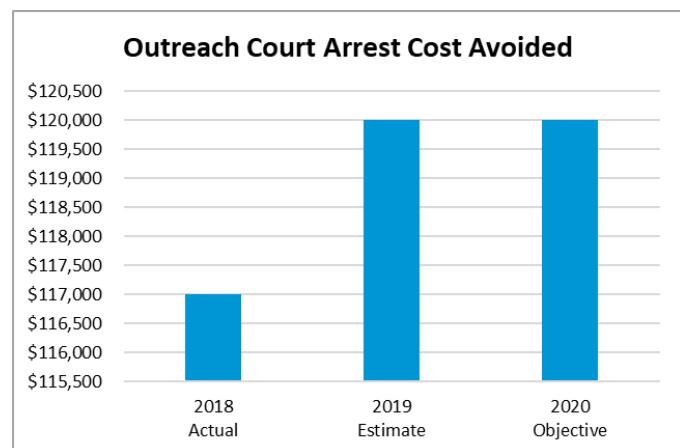
Maintain and increase specialty courts, which consist of Sobriety Court, Wellness Court, Outreach Court, and the Driving Under Revocation (DUR) Navigator pilot program. The DUR program provides a meaningful off ramp from the criminal justice system and mandatory jail by helping defendants get their driver's license reinstated and properly insured. The goal of the DUR program is to improve community safety and have a positive impact on quality of life for those who can legally drive again for employment.

Manage incarceration through use of Smart Pre-trial programs and other evidence-based practices. Over incarceration results in increased recidivism due to the negative impact on individuals such as loss of employment and housing. The Court actively examines its use of incarceration, not only when cases are pending, but as sanctions, and has been able to increase the use of personal recognizance bonds by 57% since implementing smart pretrial program in 2012.

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 client is treated as an individual

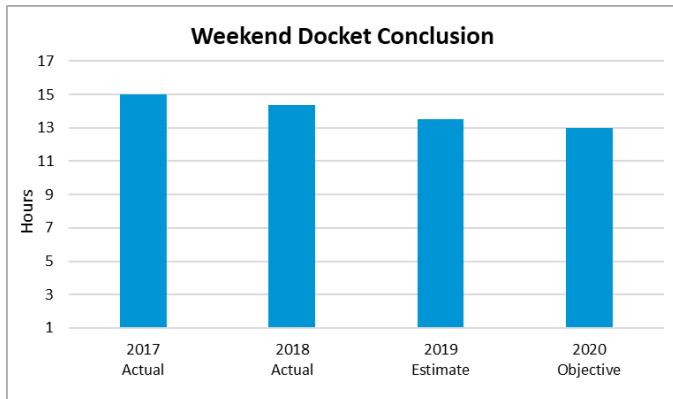
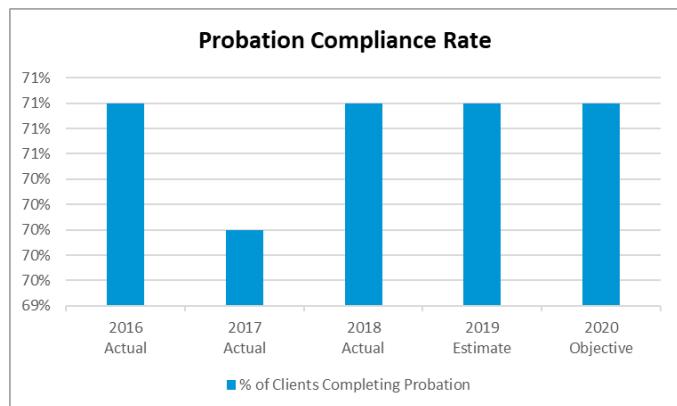
Performance and Program Highlights

In late 2016, the Court in partnership with other agencies, launched **Outreach Court** at the Denver Rescue Mission to reduce future interactions with the justice system for persons experiencing homelessness by reducing the number of failures to appear warrants issued, custodial arrests, and cases sent to collections. The information below shows an analysis of 2018 cases and cost savings.



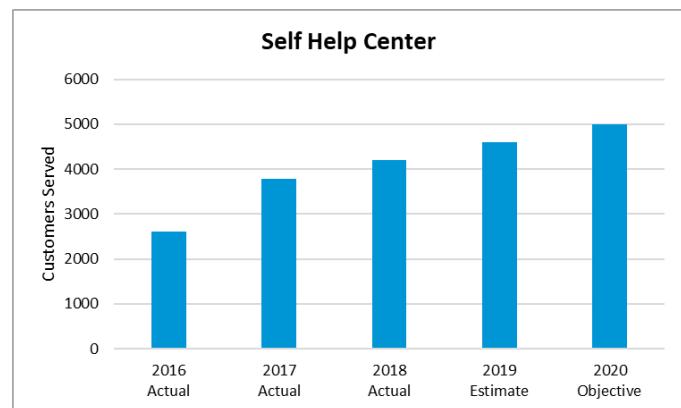
Sobriety Court began in 2011 and allows participants the opportunity to learn about addiction, how to live a sober life, and helps people rebuild their lives to make our community safer. In 2018, Denver Sobriety Court was accredited by the Colorado Supreme Court Problem-Solving Court Advisory Committee for implementing outstanding evidence-based and proven practices. The following graphs shows the number of graduates from 2016 to 2020.

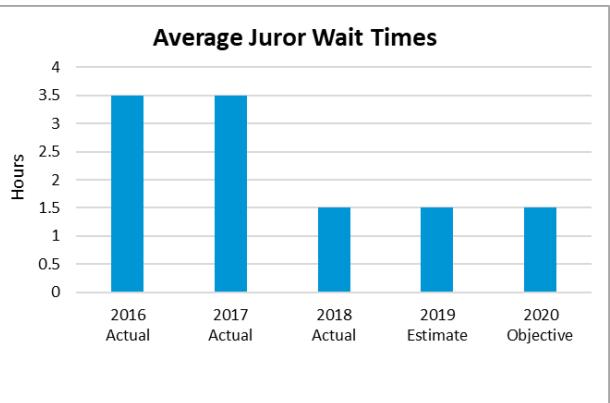
The Denver County Court **Probation Department** model of supervision is rooted in evidence-based practices. Each client is treated as an individual with assessments to determine how to best meet the unique needs of that individual. The following graph identifies the overall compliance rate. It should be noted that the State of Colorado overall compliance rate is 65% and Denver County Court Probation compliance rate in 2018 was 71%.



Denver County Court is leading the state with a weekend in-custody court which expanded August 4, 2018 into two simultaneous running courts. This expansion allows for defendants to have bond determined more efficiently thereby allowing defendants to be available for processing earlier in the day which reduces time spent in jail. The following graph shows a two-hour reduction in time needed to complete the weekend dockets beginning in August 2018.

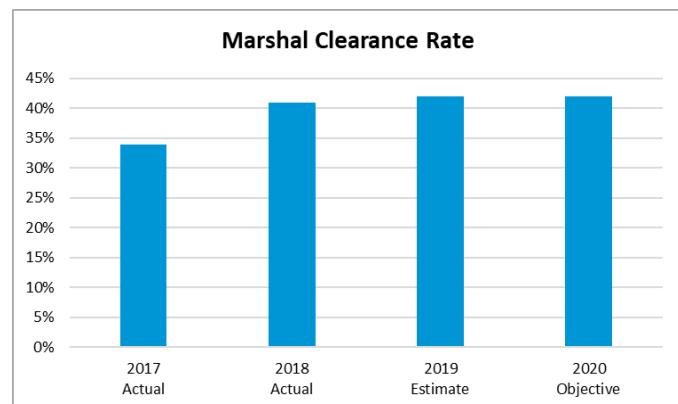
Denver County Court **Self Help Center** opened late 2013 and the number of individuals served has increased steadily over time. The Center helps bolster the public's trust and confidence in the Court by providing access to information and neutral assistance to parties in small claims and civil matters to help individuals navigate and understand court processes.





In January 2018, the Court underwent a dramatic docket restructure that improved efficiencies by reducing the average juror wait times and the number of jurors needed. This restructure and the reduction of overall hours has drastically improved the length of jury trials.

The mission of the **Marshal's Office** is the enforcement of court orders, specifically arrest warrants issued, which improves safety in the community. Process improvements and additional staffing has had a significant impact on the fugitive clearance rate. The graph below compares first quarter actuals for warrant clearance statistics for defendants that present high risk to the safety of the community.



Budget Detail

County Court (0501000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	22,096,996	23,434,320	24,832,051	1,397,731	6.0%
Services and Supplies	2,638,871	2,856,122	2,880,586	24,464	0.9%
Capital Equipment	9,818	25,002	0	(25,002)	(100.0%)
Internal Services and Misc.	8,368	8,500	8,500	0	0.0%
Expenditures by Type Total	24,754,054	26,323,944	27,721,137	1,397,193	5.3%
Expenditures by Activity					
Administration	6,619,699	8,013,338	8,957,912	944,574	11.8%
Probation Department	4,497,181	4,423,855	4,485,289	61,434	1.4%
Warrants Division	1,282,505	1,312,093	1,348,278	36,185	2.8%
Traffic & Civil	6,096,437	6,153,088	6,236,209	83,121	1.4%
Criminal & General Sessions	6,123,087	6,286,608	6,542,669	256,061	4.1%
Victim Assistance	135,144	134,962	150,780	15,818	11.7%
Expenditures by Activity Total	24,754,054	26,323,944	27,721,137	1,397,193	5.3%
Other Program Funding Sources					
Grants	68,239	55,290	55,290	0	0.0%
Public Safety SRF	563,441	467,635	439,982	(27,653)	(5.9%)
Other Program Funding Sources Total	631,680	522,925	495,272	(27,653)	(5.3%)
Total Program Expenditures	25,385,734	26,846,869	28,216,409	1,369,540	5.1%
Personnel Complement (Budgeted)					
Administration	38.65	45.65	56.05	10.40	22.8%
Criminal & General Sessions	63.00	62.00	63.53	1.53	2.5%
Probation Department	53.00	54.00	53.00	(1.00)	(1.9%)
Traffic & Civil	69.00	70.50	69.50	(1.00)	(1.4%)
Victim Assistance	3.00	2.00	2.00	0	0.0%
Warrants Division	17.00	17.00	17.00	0	0.0%
Personnel Complement (Budgeted) Total	243.65	251.15	261.08	9.93	4.0%
Other Program Funds FTE					
Public Safety SRF	8.00	6.00	5.00	(1.00)	(16.7%)
Total Personnel Complement	251.65	257.15	266.08	8.93	3.5%
Revenue					
Fines and Forfeits	10,854,765	10,800,000	13,062,961	2,262,961	21.0%
Charges for Services	9,629,243	8,958,309	8,958,309	0	0.0%
Miscellaneous Other	277,904	249,000	249,000	0	0.0%
Revenue Total	20,761,912	20,007,309	22,270,270	2,262,961	11.3%

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agency wide		
· An increase in personnel services to support on-call Senior Judges.	0.91	110,000
· A decrease in personnel services due to the conversion of a full-time position to part-time.	(0.48)	(37,400)
· A decrease in personnel services due to a term-limited intern position ending in 2019.	(1.00)	(33,000)
· An increase in services and supplies due to the restoration of budget in 2020 after moving budget to capital equipment account codes in 2019 to purchase one-time items for new FTE.	0.00	25,000
· A decrease in services and supplies due to reallocating professional services budget to personnel services to support on-call Senior Judges.	0.00	(100,000)
· A decrease in services and supplies due to one-time purchases for new positions created and budgeted in 2019.	0.00	(90,200)
· A decrease in capital equipment for one-time technology expenses associated with new positions created and budgeted in 2019.	0.00	(25,000)
· An increase in revenue due to reallocation of police officers to support traffic enforcement which will assist in reducing the number of accidents across the City.	0.00	1,288,000
· An increase in revenue due to reallocation of police officers to support enforcement of commercial motor vehicle violations.	0.00	975,000
Administration		
· An increase in personnel services due to the addition of Staff Probation Officers, Probation Officer Supervisors, Judicial Assistants, and Judges to process an increased workload resulting from new State legislation that will downgrade certain felony charges to misdemeanors in 2020.	10.50	802,700
· An increase in personnel services due to increased compensation for Senior Judges.	0.00	46,000
· An increase in services and supplies for treatment assistance related to new state legislation that will downgrade certain felony drug charges to misdemeanors in 2020.	0.00	80,800
· A one-time increase in services and supplies for technology including IT hardware, network equipment, docket monitors, audio equipment, and other technological security infrastructure.	0.00	108,900
SRF		
· A decrease in personnel services due to a SRF funded position expiring at the end of 2019.	(1.00)	(45,300)



Mission

To provide skilled, zealous, and ethical representation to indigent defendants accused of crimes in Denver Courts pursuant to Gideon v. Wainwright, 373 U.S. 335 (1963). 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 (OMPД, Article VII), as well as the Municipal Public Defender Commission (MPDC), which provides oversight of OMPД, including the Chief Municipal Public Defender. The OMPД 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 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 staff, both legal and administrative, that provide legal counsel to indigent defendants charged in the City and County of Denver. The OMPД'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 OMPД 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, homelessness, and human trafficking.

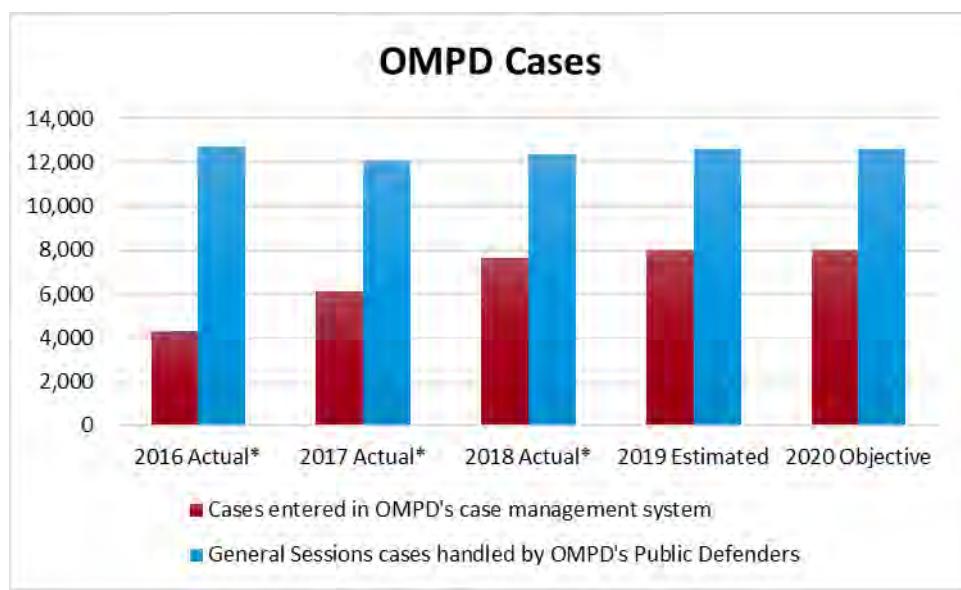
Strategies

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.

Performance and Program Highlights

The [cases entered in OMPД's case management system](#) includes only those that are set for trial, as they must be entered manually. The increase in 2017 and the estimated increases in 2018 and 2019 reflect the Colorado legislature's passage into law of HB16-1309, which requires OMPД to handle all in-custody clients at first arraignment.



The **General Sessions cases handled by OMPД's public defenders** estimates all General Sessions cases in Denver County Court in which a public defender appears. The data is based upon estimates of numbers provided by the Denver County Court and cases manually entered by OMPД. These figures assume 75 percent of Denver County Court's General Sessions cases are handled by the OMPД. The OMPД continues to adjust to the increase in cases resulting from HB16-1309.

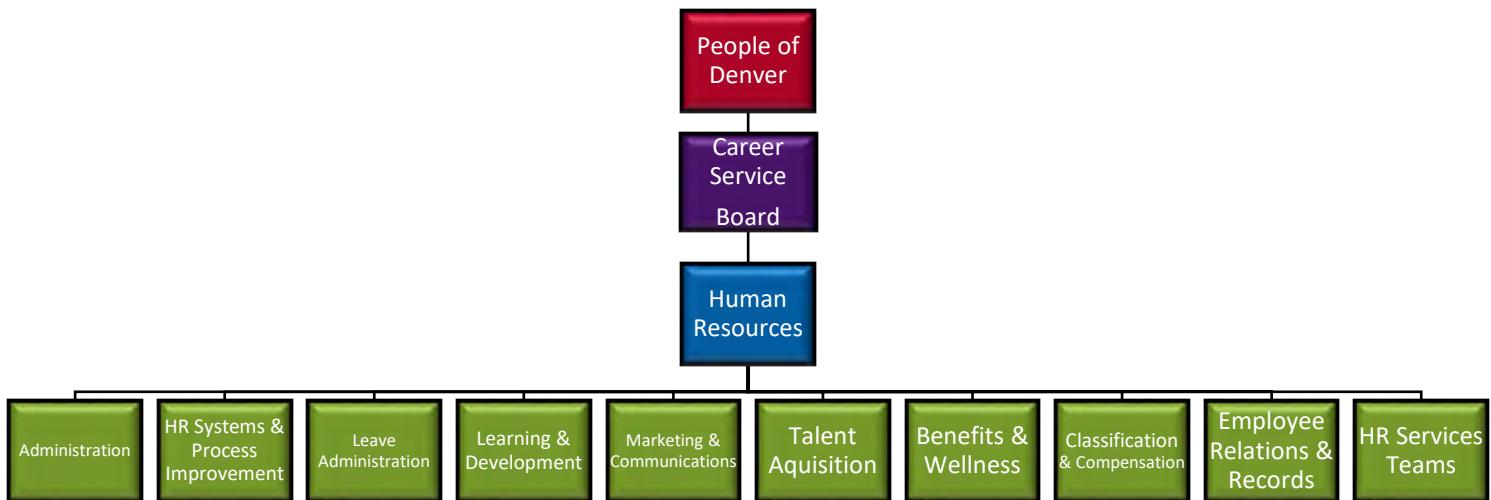
*Figures reflect estimates based on actuals from County Court data

Budget Detail

Office of Municipal Public Defender (0521000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	1,439,287	1,513,391	1,591,058	77,667	5.1%
Services and Supplies	452,762	787,547	758,597	(28,950)	(3.7%)
Capital Equipment	23,000	14,950	3,660	(11,290)	(75.5%)
Internal Services and Misc.	10,152	8,424	8,424	0	0.0%
Expenditures by Type Total	1,925,201	2,324,312	2,361,739	37,427	1.6%
Expenditures by Activity					
Administration	1,925,201	2,324,312	2,361,739	37,427	1.6%
Other Program Funding Sources					
Grants					
Defense Counsel First Appearance Grant Program	0	43,310	54,708	11,398	26.3%
Total Program Expenditures	1,925,201	2,367,622	2,416,447	48,825	2.1%
Personnel Complement (Budgeted)					
Administration	17.50	17.50	17.60	0.10	0.0%
Total Personnel Complement	17.50	17.50	17.60	0.10	0.0%

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Municipal Public Defense		
· An increase in personnel services to reflect the actual hours worked by a part-time Public Defender.	0.10	8,400
· An increase in services and supplies for one-time contract dollars to support courtroom coverage in 2020.	0.00	97,400
· An increase in services and supplies to more closely align base professional services dollars with actual spending on contracted public defender coverage, interpreter fees, and investigation services.	0.00	13,000
· An increase in services and supplies for one-time items to support three new grant-funded Peer Navigator positions starting in January of 2020.	0.00	5,400
· An increase in services and supplies due to the restoration of budget in 2020 that was moved to capital equipment account codes in 2019 to purchase one-time items.	0.00	5,300
· A net decrease in services and supplies due to the expiration of one-time professional service dollars to implement a new case management system in 2019, offset by additional professional services dollars in 2020 to support project completion.	0.00	(150,000)
· An increase in capital equipment for laptops for three new grant-funded Peer Navigator positions.	0.00	3,700
· A decrease in capital equipment dollars due to one-time purchases of laptops in 2019.	0.00	(15,000)



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 Resource (HR) 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 (CS) employees across all city agencies as well as 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 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. We partner to help elevate the work of agency business 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 all job levels including executive, technical, administrative, seasonal, and other specialized job classifications (except uniformed, civil service positions). TA oversees diversity programs, workforce planning, job advertising, employment branding, screening, and pre-employment assessments; as well as interviewing and guiding leaders on selection.

Inclusion and Diversity (I&D) develops citywide strategy for inclusion and diversity programs and initiatives that support inclusion for all employees for all areas of the employment environment. This section within TA partners with the Human Rights and Community Partnerships (HRCP) agency and the Mayor's Race & Social Justice Initiative as well as supporting other agency diversity and inclusion policies, programs and initiatives. It keeps abreast of, participates in, and collaborates with I&D organizations in other cities/counties to advance I&D efforts across the county.

Classification and Compensation designs, implements, and administers compensation strategies, policies, processes, and programs to ensure a market-based 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 City 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. They equip our 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 Workday Learning.

[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, and they provide 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 acquisition and 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, including action planning based upon the results of the survey.

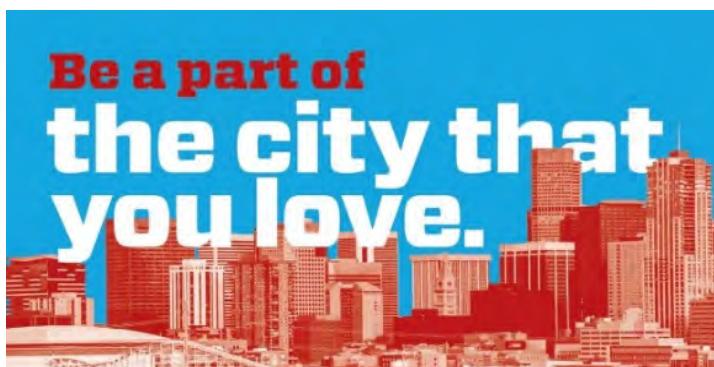
Strategies

Continue to broaden the candidate pool and increase the quality of hires and pipeline of applicants through the promotion of the Talent Acquisition "Brand" which markets the City as a great place to work. OHR intends to maintain a reduced time to hire and smooth onboard new employees by partnering with the agency hiring teams, extending candidate reach, engaging in continuous process improvement, and monitoring results.

Develop learning strategies and programs for city employees and leaders by supporting a learning culture that utilizes advanced performance-based practices and focuses on individual and leadership development and education. OHR recommends strengthening the role of the leader and using development goals to support a culture of continuous learning, innovation, and professional growth.

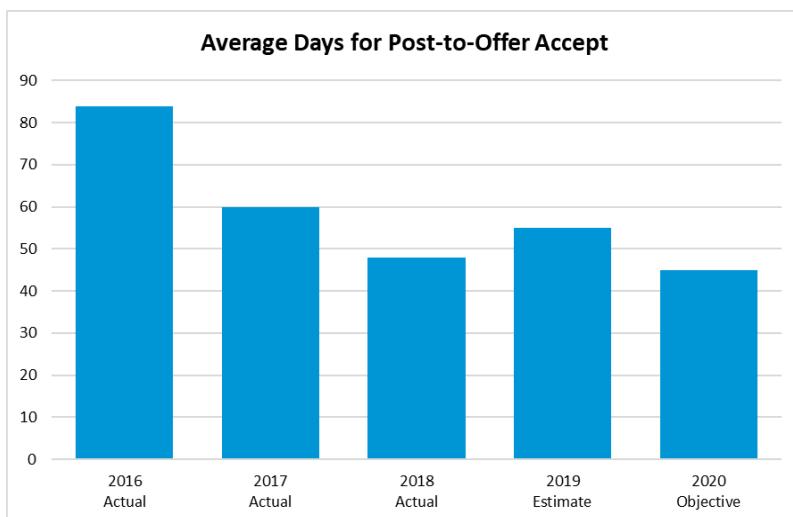
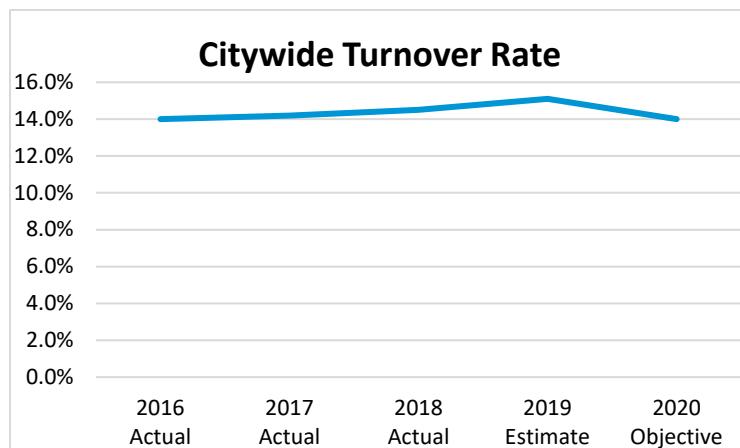
Support and plan for a growing and sustainable workforce by utilizing analytics, process review, and software programs to better manage current and future initiatives efficiently (such as Family Medical Leave Act/Americans with Disabilities Act management, targeted onboarding of new employees, pre-employment test assessments, centralized investigations). OHR will research, innovate and implement leading practices for engaging new talent, retaining high performers and reducing employee turnover, citywide.

Performance and Program Highlights



applicants among ethnic populations. 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 19.2% total turnover for state and local governments in 2018. The goal for 2020 is to keep turnover below 14%, citywide.



Post-to-Offer-Accept is the time from when the job is posted until the candidate accepts the offer. This includes screening by the recruiter, submitting the qualified applicants to the department, the department doing their agency review, interviews, then making the offer. The time frame ends when the candidate accepts the offer of employment.

Budget Detail

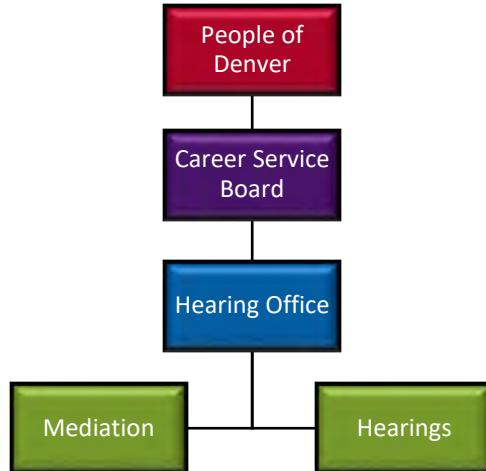
Office of Human Resources (0601000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	13,122,149	13,915,312	15,528,614	1,613,302	11.6%
Services and Supplies	2,820,690	2,869,504	2,423,707	(445,797)	(15.5%)
Capital Equipment	70,638	10,465	1,700	(8,765)	(83.8%)
Internal Services and Misc.	28,418	33,696	32,400	(1,296)	(3.8%)
Expenditures by Type Total	16,041,896	16,828,977	17,986,421	1,157,444	6.9%
Expenditures by Activity					
Administration	1,338,079	1,107,583	823,870	(283,713)	(25.6%)
Communications	945,383	1,058,921	978,215	(80,706)	(7.6%)
Learning & Development	1,460,424	1,332,250	1,417,001	84,751	6.4%
Talent Acquisition	2,551,449	2,870,052	3,188,751	318,699	11.1%
Compensation/Benefits	1,526,035	1,314,231	1,558,902	244,671	18.6%
Emp Relations/Records	1,911,365	2,038,595	2,064,480	25,885	1.3%
Classification and Compensation	1,009,827	1,409,068	1,249,870	(159,198)	(11.3%)
OHR ER and Leave Team	849,874	843,973	0	(843,973)	(100.0%)
DIA Service Group	1,084,427	1,086,205	1,409,744	323,539	29.8%
DHS Service Group	1,253,003	1,299,859	1,402,414	102,555	7.9%
HR Service Teams	755,756	788,020	3,893,174	3,105,154	394.0%
Parks & Rec Service Group	458,411	569,480	0	(569,480)	(100.0%)
GS/OED/Clerk Service Grp	459,876	632,381	0	(632,381)	(100.0%)
Finance/TS/Excise Ser Grp	437,986	478,359	0	(478,359)	(100.0%)
Expenditures by Activity Total	16,041,896	16,828,977	17,986,421	1,157,444	6.9%
Other Program Funding Sources					
General Government SRF					
Alternative Transportation	2,112,804	2,665,434	1,800,000	(865,434)	(32.5%)
Career Service Training	(27,750)	62,000	110,000	48,000	77.4%
Education Refund Program	84,828	150,000	300,000	150,000	100.0%
Total	2,169,882	2,877,434	2,210,000	(667,434)	(23.2%)
Total Program Expenditures	18,211,778	19,706,411	20,196,421	490,010	2.5%
Personnel Complement (Budgeted)					
Administration	6.00	6.00	3.00	(3.00)	(50.0%)
Classification and Compensation	8.00	9.00	9.00	0.00	0.0%
Communications	3.00	3.00	3.00	0.00	0.0%
Compensation/Benefits	7.00	7.00	7.00	0.00	0.0%
Emp Relations/Records	13.75	14.00	14.00	0.00	0.0%
Learning & Development	10.00	10.00	10.00	0.00	0.0%

Office of Human Resources (0601000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
OHR ER and Leave Team	5.00	7.00	0.00	(7.00)	(100.0%)
Talent Acquisition	28.00	28.00	29.00	1.00	3.6%
DHS Service Group	12.00	12.00	12.00	0.00	0.0%
DIA Service Group	11.00	11.00	13.00	2.00	18.2%
Finance/TS/Excise Ser Grp	4.00	4.00	0.00	(4.00)	(100.0%)
GS/OED/Clerk Service Grp	5.00	5.00	0.00	(5.00)	(100.0%)
HR Service Teams	6.00	7.00	32.00	25.00	357.1%
Parks & Rec Service Group	5.00	5.00	0.00	(5.00)	(100.0%)
Personnel Complement (Budgeted) Total	123.75	128.00	132.00	4.00	3.1%
Total Personnel Complement	123.75	128.00	132.00	4.00	3.1%
Revenue					
Charges for Services	2,327,712	2,375,000	2,398,527	23,527	1.0%
Miscellaneous Other	21,361	16,248	16,248	0	0.0%
Revenue Total	2,349,073	2,391,248	2,414,775	23,527	1.0%

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agencywide		
· A decrease in services and supplies due to the one-time purchase of equipment in 2019.	0.00	(4,100)
· A decrease in capital equipment due to the one-time purchase of replacement capital equipment in 2019.	0.00	(6,800)
Talent Acquisition		
· An increase in personnel services due to converting two on-call HR Technicians to limited to accommodate increased recruiting demand from city agencies.	2.00	143,800
· A decrease in supplies and services due to eliminating the contract for previous recruiting applicant tracking system that was replaced in 2019.	0.00	(60,000)
· A decrease in supplies and services due to reducing contracts for hard to fill job postings and diversity advertising campaigns.	0.00	(50,000)
Communications		
· A net decrease in services and supplies due to reduced printing costs of sending benefit notices electronically and the reallocation of contract maintenance costs from Communications to Technology Services.	0.00	(90,000)
Compensation and Benefits		
· An increase in services and supplies due to higher professional services fees for benefits and wellness contractors who provide services regarding Affordable Care Act compliance, Flexible Savings Accounts, benefit consulting services, and the Employee Assistance Program.	0.00	175,700
· A decrease in services and supplies due to a reduction in the number of employees participating in the Flexible Spending Account benefit program.	0.00	(22,900)
Employee Relations/Records		
· A one-time decrease in services and supplies due to one-time professional services in 2019 to conduct the biennial employee engagement survey.	0.00	(140,000)

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Classification and Compensation		
· A decrease in services and supplies due to one-time professional services in 2019 to hire an outside consultant to review the City's classification and pay plan.	0.00	(300,000)
Service Teams		
· An increase in personnel services due to adding one Senior Classification & Compensation Analyst and one Senior Recruiter for the Denver International Airport Service Team to enhance HR support. These positions are offset with billing revenue from DEN.	2.00	220,500
Special Revenue Funds		
· An increase in services and supplies due to more employee participation in the City's Education Reimbursement Program.	0.00	150,000
· An increase in services and supplies due to more employee participation in the City's Learning and Development training program.	0.00	48,000
· A decrease in services and supplies due to a reduction in the City's contract pricing with RTD for the employee EcoPass Program.	0.00	(865,400)



Mission

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 City employees and their agencies.

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. For more information visit the Career Service Hearing Office website at www.denvergov.org/hearings.

Services

Hearings. The CSHO conducts hearings and issues decisions in challenges to discipline, layoffs, disqualifications, “unacceptable” performance reviews, grievance appeals, and whistleblower violations.

Mediations. The CSHO also administers the City's Workplace Mediation Program, which provides city employees and agencies with free mediation for employment disputes using a private, 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.

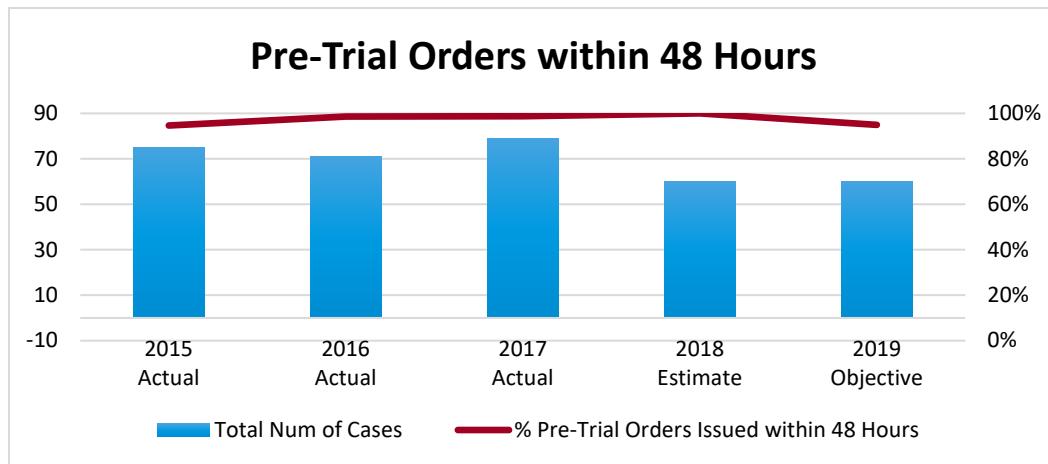
Strategies

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 resources that are available.

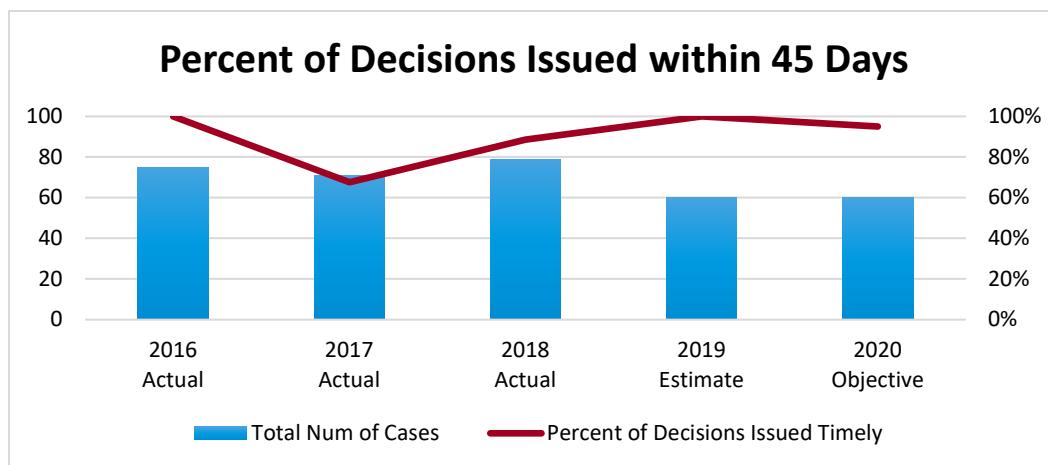
Consult with the Career Service Board on issues arising from the rules as observed in appeals that could be addressed with future training, rule changes, or other action.

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.



The Hearing Office goal is to **issue decisions within 49 days of the close of record**. CSR § 19-58 and 20-59.



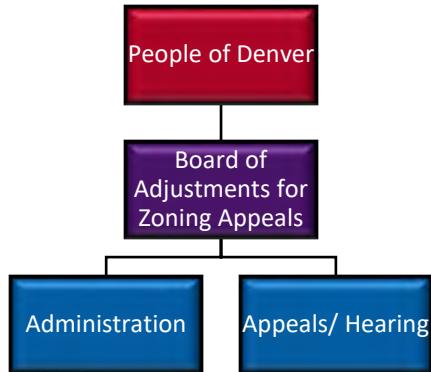
The Hearing Office goal is to **set hearings no more than 77 calendar days after the Prehearing Order issues**. CSR § 19-41.A.2 and 20-41.A.2. CSHO mission is to provide Career Service employees and agencies a fair, neutral, and efficient process for employee appeals, and to administer free, prompt, neutral, and confidential mediation services for employment disputes between all City employees and their agencies. CSHO has met this goal 100% of the time since 2015 and so no data is shown.

Budget Detail

Hearing Office (0603000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	534,297	585,112	628,436	43,324	7.4%
Services and Supplies	18,489	19,467	19,467	0	0.0%
Capital Equipment	5,595	0	0	0	0.0%
Internal Services and Misc.	2,376	2,592	2,592	0	0.0%
Expenditures by Type Total	560,757	607,171	650,495	43,324	7.1%
Expenditures by Activity					
Administration	560,757	607,171	650,495	43,324	7.1%
Total Program Expenditures	560,757	607,171	650,495	43,324	7.1%
Personnel Complement (Budgeted)					
Administration	4.00	4.00	4.00	0.00	0.0%
Total Personnel Complement	4.00	4.00	4.00	0.00	0.0%

Programmatic Changes

There are no significant budget changes.



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 the administrative review of zoning decisions and the granting of Zoning Permits with Special Exception review. BOAZ is comprised of five regular members and two alternate members, all of whom are appointed by the Mayor. 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, etc., allowing citizens to develop and use their property in the most consistent and efficient manner possible.

Strategies

To ensure that appeals are effectively carried out and the public is aware of the Board's decisions in a timely manner, BOAZ adheres to the below strategies to ensure quality service delivery and case review:

- Strive to provide notice of filing within 7 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 e-mail to RNOs, City Council members and staff, and CPD staff in order 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 paper trail of all communication to and from the office.

Performance and Program Highlights

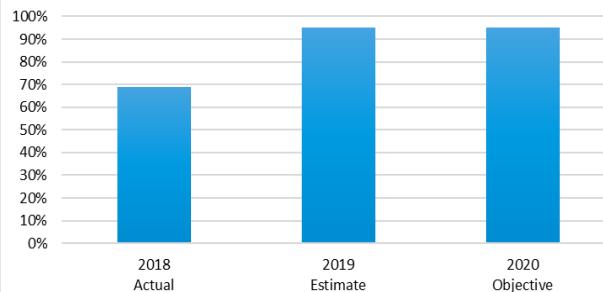
The following metrics were developed in 2019 to showcase the Board of Adjustments for Zoning Appeals program performance outcomes. Since these performance measures were developed in 2019, no data is available prior to 2018.

Board of Adjustments for Zoning Appeals

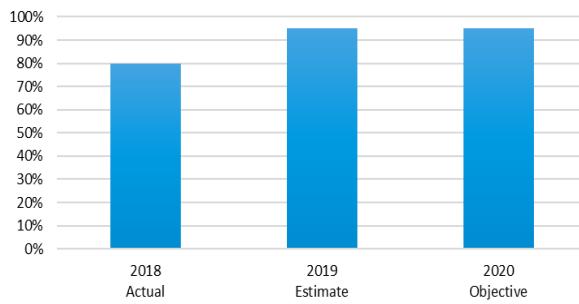
Notices Sent Out Within 7 Days of Filing

By promptly sending out notice of a case being filed with our 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.

Notice Sent out within 7 Days of Filing % of Filings



Drawing and Case Review within 15 Workdays Days % of Cases



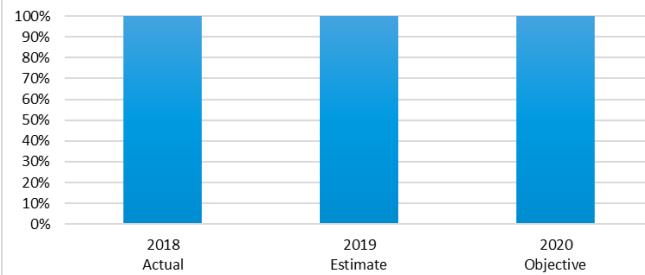
Drawing and Case Review Within 15 Business Days

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 department 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.

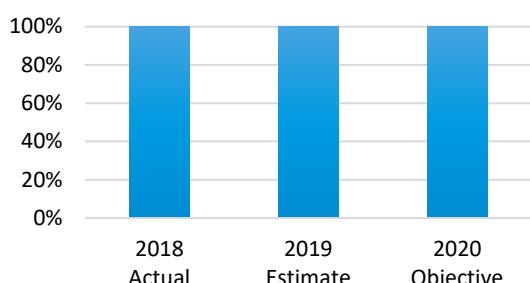
Final Decisions Written Within 3 Days of Hearing

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.

Final Decisions Written with 3 Days of Hearing % of Cases



Findings of Fact Prepared within 14 Days of Hearing % of Cases



Findings of Fact Prepared Within 14 Business Days of Hearing

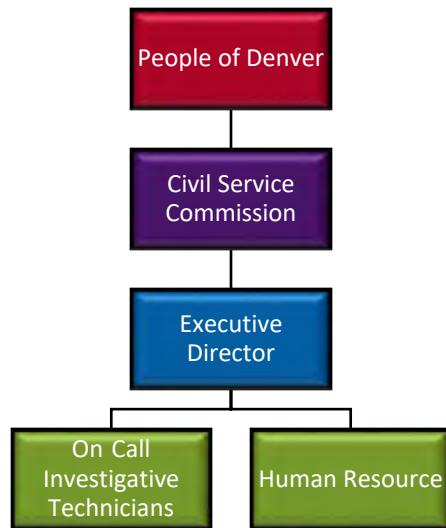
Preparing the legal findings for Board approval within 14 days of any decision will provide concerned parties with as much time as possible to understand or appeal any decision from the Board.

Budget Detail

Board of Adjustment - Zoning (0910000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	324,412	347,583	363,090	15,507	4.5%
Services and Supplies	8,347	12,770	12,770	0	0.0%
Expenditures by Type Total	332,759	360,353	375,860	15,507	4.3%
Expenditures by Activity					
Administration	284,514	299,266	313,555	14,289	4.8%
Hearings	48,245	61,087	62,305	1,218	2.0%
Expenditures by Activity Total	332,759	360,353	375,860	15,507	4.3%
Total Program Expenditures	332,759	360,353	375,860	15,507	4.3%
Personnel Complement (Budgeted)					
Administration	3.00	3.00	3.00	0.00	0.0%
Hearings	1.37	1.37	1.37	0.00	0.0%
Personnel Complement (Budgeted) Total	4.37	4.37	4.37	0.00	0.0%
Total Personnel Complement	4.37	4.37	4.37	0.00	0.0%
Revenue					
Charges for Services	42,228	26,900	26,900	0	0.0%

Programmatic Changes

There are no significant budget changes.



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 original and promotional appointment 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.

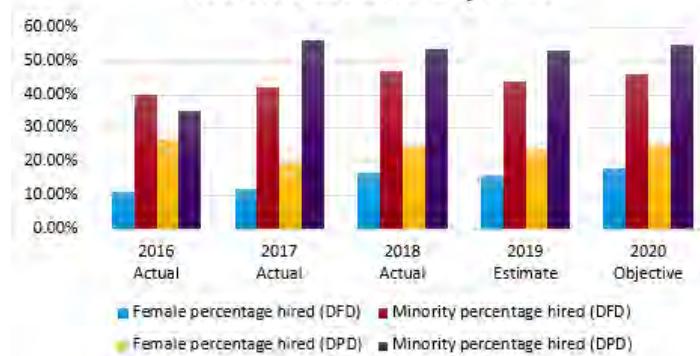
Increase the diversity of qualified candidates for academy classes through the implementation of recruit programs and testing opportunities targeted towards female and minority populations.

Performance and Program Highlights

The Civil Service Commission, along with the Department of Safety Human Resource unit, monitors outcomes for diversity within each academy by measuring **the percent of new hires** that are female and/or minority. The Commission works collaboratively in support of the operational hiring objectives of the Executive Director of the Department of Public Safety.

This is accomplished by providing qualified and diverse applicants for employment consideration by the Executive Director of Public Safety for the DFD and DPD academy classes. Performance measures and the steps taken to improve diversity are done cooperatively through the Executive Director of Safety and the Civil Service Commission. Strategic recruiting by the DFD and DPD, has resulted in one on one interaction with women and minorities. This direct interaction helps to inform, educate, prepare, and test these individuals to identify if public safety is the right career for them.

Recruit Class Diversity Hired



Performance Measure	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Objective
Fire applicants tested and passed	1,195	0	925	920	900
Firefighters hired	45	48	51	81	63
Police applicants tested and passed	1,318	1,200	829	830	850
Police officers hired	82	95	101	133	134
Public Safety Cadet background investigations completed	28	17	20	14	20

The Denver Fire and Police Department academies necessitate a qualified diverse applicant pool. To provide a diverse pool, the Civil Service Commission engages in collaborative recruitment through mentoring/orientation sessions for hundreds of potential applicants. The Civil Service Commission also provides scheduled **applicant testing** opportunities for entry-level fire and police applicants for employment consideration. The testing for entry-level applicants is coordinated with Denver Fire and Police recruitment and occurs multiple times during each year. The number of **police officers and firefighters hired** from their respective academy classes is based on the authorized strength approved through the City and County of Denver's annual budget process. In 2018, the DFD and Civil Service Commission determined that testing every other year would be changed to every year to support DFD recruitment efforts and keep applicants engaged in the process to improve retention. The number of **police applicants tested and passed** went down in 2018 as a result of strategic recruitment to ensure applicants understand the demands of a police officer before applying.

In 2018 and 2019, DPD and DFD used additional resources to further engage diverse applicants which allowed them to participate in an apprentice and/or volunteer program which will continue in 2020 and the foreseeable future to further educate and inform the applicant pool for those who are testing. The collaborative efforts between the Civil Service Commission, DFD and DPD continue to evaluate and implement initiatives that are targeted towards diversity objectives that we all share. The public safety departments success is in part dependent on how well the employees reflect the community they serve. The number of **police and fire applicants tested and passed** is predicated on the applicant pool required to fill academy needs as well as the number that eventually apply.

The goal of the Cadet Program is to provide opportunities for recent high school graduates from Denver Public Schools and the surrounding metro area to enter an education program through approved colleges as well as working in various functions within the Department of Safety. Those individuals who meet all hiring standards of the Civil Service Commission and the Department of Safety may be provided the opportunity to become a firefighter, police officer or deputy sheriff. The Civil Service Commission provides the Executive Director of Safety **background investigations** on all applicants for consideration within the Denver Public Safety program as part of the employment process.

Budget Detail

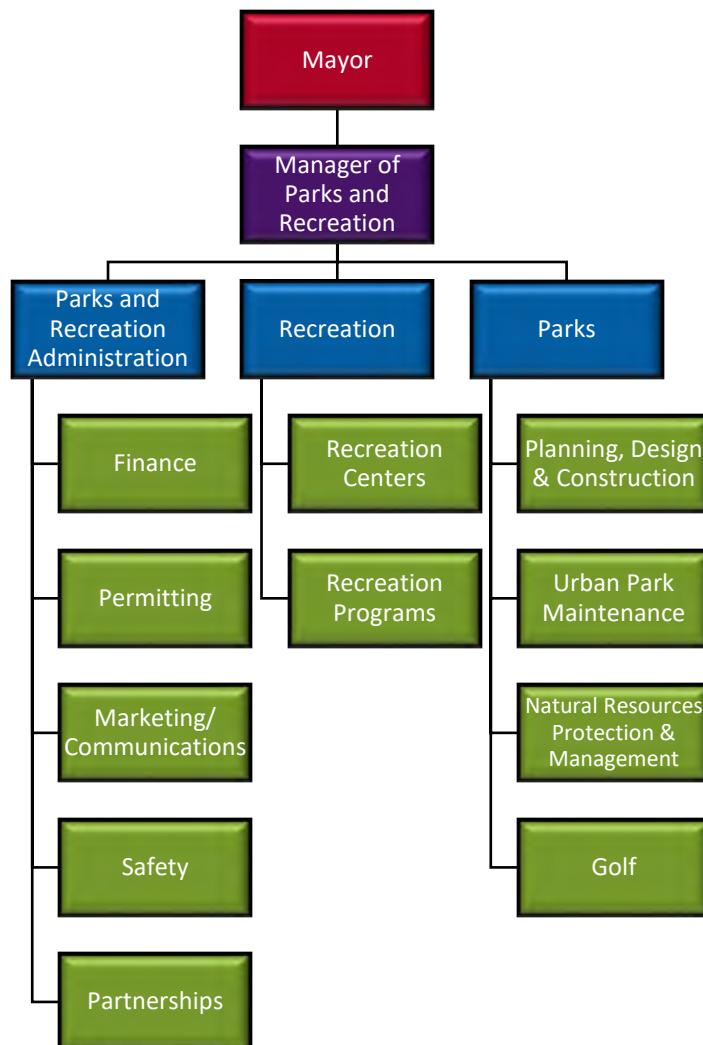
Civil Service Commission (1100000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	1,215,497	1,290,834	1,449,049	158,215	12.3%
Services and Supplies	367,109	586,641	552,600	(34,041)	(5.8%)
Capital Equipment	4,116	17,559	0	(17,559)	(100.0%)
Internal Services and Misc.	0	3,000	3,000	0	0.0%
Expenditures by Type Total	1,586,722	1,898,034	2,004,649	106,615	5.6%
Expenditures by Activity					
Administration	1,586,722	1,898,034	2,004,649	106,615	5.6%
Total Program Expenditures	1,586,722	1,898,034	2,004,649	106,615	5.6%

Civil Service Commission (1100000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Personnel Complement (Budgeted)					
Administration	13.50	14.50	15.25	0.75	5.2%
Total Personnel Complement	13.50	14.50	15.25	0.75	5.2%

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Administration		
· A net increase in personnel services due to moving budget from services and supplies for on-call budget. Professional services budget was reallocated to create a permanent three quarter on-call.	0.75	39,800
· A decrease in services and supplies due to re-allocation of budget to personnel services for the on-call budget increase.	0.00	(34,600)
· A decrease in capital equipment due to one-time replacement equipment that was budgeted in 2019 but not 2020.	0.00	(17,000)

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Mission

As stewards of Denver's legacy, 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

The **Department of 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 approximately 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 78,000 trees, over 80 miles of trails, nine off-leash dog parks, and over 300 athletic fields. The recreation system includes 30 recreation centers, 16 outdoor pools, and 15 indoor pools serving more than two and a half million visitors annually. Recreation efforts 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, instructional programs, youth and adult sports leagues, and out of school programs offered in conjunction with Denver Public Schools. DPR is comprised of four divisions: Administration, Recreation, Parks and Planning, and the Golf Enterprise Fund.

For more information visit the Parks and Recreation website at <https://www.denvergov.org/parksandrecreation>.

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, 31 swimming pools (16 outdoor and 15 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 age 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.
- **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.
- **Aquatics** staffs, operates and provides water safety for 16 outdoor pools and 15 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.
- **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.
- **Arts and Culture** offers affordable, high-quality, creative programs for Denver's diverse communities. Activities include visual and performing arts, crafts, literature, and music.
- **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.
- 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 for early morning workouts, as well as after-work hours and on Saturdays. Members of the Denver Employee Fitness Center have full access to all Denver Recreation Centers.
- **Adult Sports** offers adult team sports opportunities citywide and throughout the year. Currently, eight different sports are offered including basketball, kickball, football, and tennis.

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 80 miles of trails.

- **Natural Resources Protection and Management** manages park ranger patrol, Buffalo Bill Museum and Grave, Denver's urban forest, natural areas, Mountain Parks, and wildlife.
- **Parks and Recreation Maintenance and Management** manages and maintains developed and naturalized parkland, including all of Denver Parks and Recreation's buildings, structures, water conservation, park amenities, greenhouse, athletic fields, and trails.
- **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.
- **Colorado State University Extension** provides local educational programming for Coloradans to enhance their quality of life. Programming is centered among the following subject areas: youth development, horticulture, urban agriculture, family leadership training, food safety, nutrition education, and community development.

[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.

Strategies

Adapt to the Changing Climate

- Create select park areas to incorporate climate-resilient landscape and drought tolerance.
- Protect and expand tree cover in rights-of-way, public places and areas of high urban heat.
- Work with regional partners to research and develop best practices for Mountain Park forest management and fire mitigation.

Diversify Parks and Recreation Services

- Adapt recreation facilities and programming to promote active lifestyles consistent with the culture of the surrounding community.
- Develop departmental capabilities to deepen community and employee outreach and engagement to better understand perspectives and needs.

Grow the Park System and Recreation Access

- Acquire land and build facilities to keep pace with growth and meet 10-minute walk standard and service goals.
- Ensure a ten-minute walk for park and open space for every neighborhood.
- With partners, improve multi-modal transportation systems and pathways in neighborhoods with barriers or safety issues.

Reinvest in Denver's Parks and Recreation Resources and People

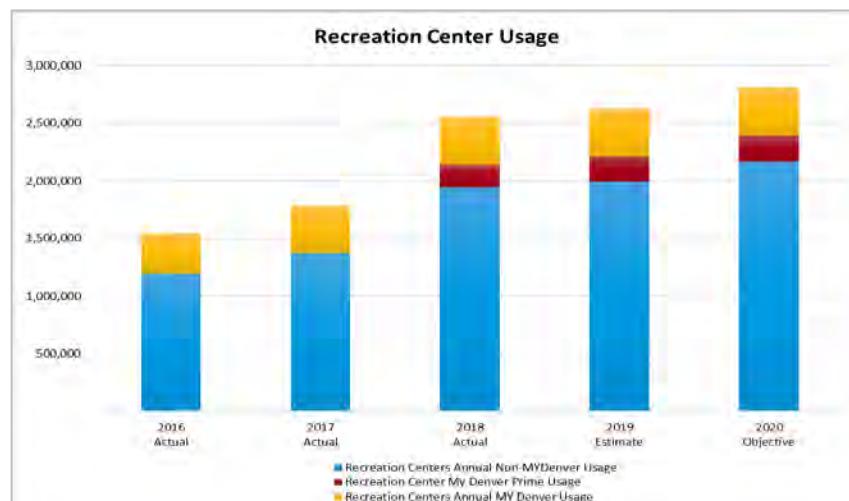
- Identify and implement strategies to achieve level-of-service targets for facilities and programming to ensure equity.
- Support and invest in staff development and professional growth to support engagement and retention.
- Upgrade operation and user facilities to meet baseline standards.

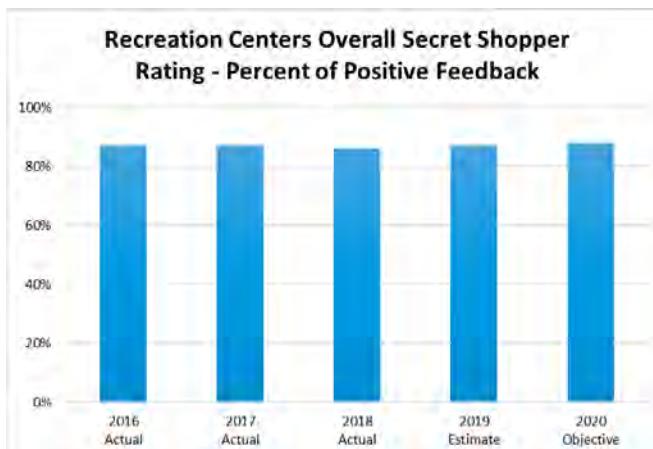
Connect to Denver's Nature and Culture

- Continue a system of tree-lined streets to improve community, tree canopy, and water quality.
- Expand new innovative park and recreation amenities to encourage active lifestyles and improve health.
- Create nature experiences and access to natural areas in every community.
- Continue to provide access, amenities, programs, and ease of use to improve the experience of the mountain parks to encourage more use by Denver residents.

Performance and Program Highlights

The Department of Parks and Recreation is focused on customer service, quality, and sustainability. Below are a few performance measures related to these core values. **Recreation Total Annual Usage** is one of the performance indicators tracked by Recreation and demonstrates how centers are used by Denver residents. Due to increased community engagement efforts and a growing Denver population, center usage is predicted to continue to grow in 2019. The popularity and usage of the **MY Denver Card** continues to expand. The **MY Denver PRIME** program launched in 2018 and gives free access to city residents ages 60 and older.

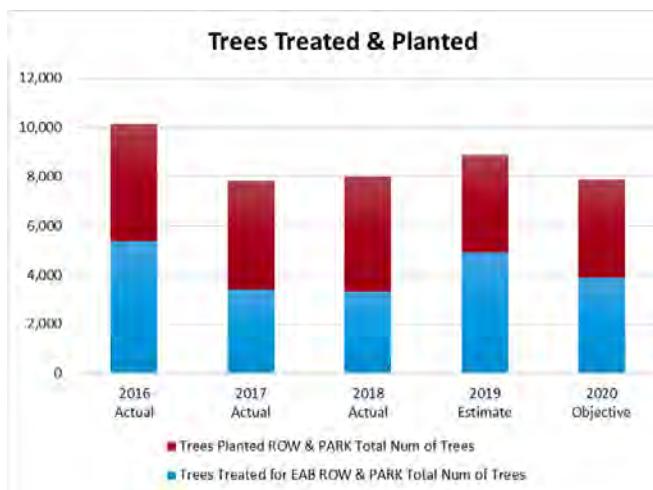
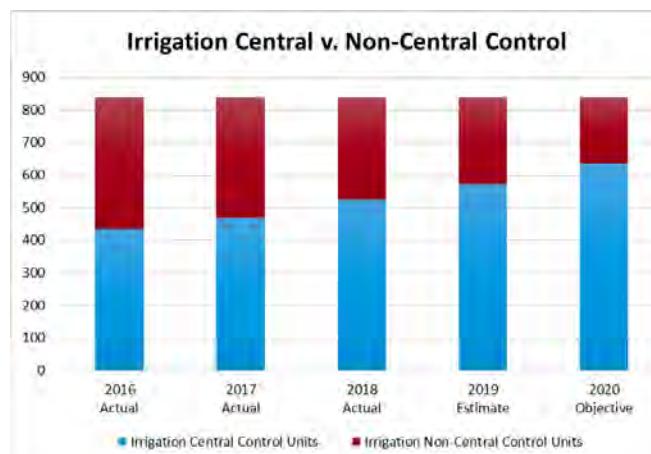




The number of Denver recreation centers increased from 28 to 30 in 2019. In 2008, during the recession, several recreation centers were transferred to community partners to operate. Two of those centers, Johnson Recreation Center and College View Recreation Center, have reopened under Recreation operations and offer a full complement of recreation services and more.

To further gauge and promote customer satisfaction, Recreation uses secret shopper services to help the department understand the areas of customer satisfaction that are performing well and the areas that require improvement. An annual satisfaction survey of customers is also conducted, which has led to improved services.

Parks continues to focus on water conservation by increasing the number of **central control irrigation** units to help conserve water and update antiquated systems. Each unit installed reduces irrigation water use of non-central control units by 15 percent. At the end of 2018, Parks was approximately 55 percent complete with Central Control build out. Decreased water consumption per square foot is critical due to an increase in park acreage. In 2019 it is estimated that Parks will add an additional forty-one acres of irrigated park acreage.



Trees planted and treated are increasing with the funding for Emerald Ash Borer so parks can stay ahead of this natural disaster and maintain Denver's valued tree canopy.

Park Ranger contacts continue to increase due to the increase in the number of park patrons across all city parks.

	2016 Actual	2017 Actual	2018 Actual	2019 Estimated	2020 Objective
Recreation Centers Annual Total Usage	1,544,373	1,778,137	2,555,064	2,627,629	2,810,570
Recreation Centers Annual MY Denver Usage	352,978	407,806	417,107	418,000	419,000
Recreation Center My Denver Prime Usage	N/A	N/A	196,655	215,000	225,000
Irrigated Park Acres	2,903	2,894	2,920	2,920	2,920
Number of permits for park use (paid events)	251	273	294	300	310
Number of Campground Permits	1,811	1,964	2,109	2,120	2,130
Parks preventative maintenance schedules met	3,093	2,580	2,658	3,145	3,300
Percentage of park assets upgraded from poor to excellent	11%	11%	11%	12%	13%
Golf Rounds	357,028	360,063	314,102	310,000	355,000
Golf Customer Service (% positive responses)	92%	91%	91%	85%	85%
Golf Water Consumption (Gallons in Millions)	456	375	354	455	460

Department Budget

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Parks and Recreation Administration	4,605,031	4,982,577	5,244,129	261,552	5.2%
Parks and Planning	42,487,585	45,593,974	46,049,793	455,819	1.0%
Recreation Division	24,781,214	27,263,005	29,097,570	1,834,565	6.7%
Total	71,873,829	77,839,556	80,391,492	2,551,936	3.3%
General Fund Expenditures by Type					
Personnel Services	52,302,240	58,072,550	62,851,369	4,778,819	8.2%
Services and Supplies	18,076,344	18,380,528	17,192,814	(1,187,714)	(6.5%)
Capital Equipment	1,213,545	1,098,169	55,000	(1,043,169)	(95.0%)
Internal Services and Misc.	281,699	288,309	292,309	4,000	1.4%
Total	71,873,829	77,839,556	80,391,492	2,551,936	3.3%
Total General Fund	71,873,829	77,839,556	80,391,492	2,551,936	3.3%

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
General Fund Revenue					
Licenses and Permits	287,139	313,000	313,000	0	0.0%
Fines and Forfeits	8,700	8,000	8,000	0	0.0%
Charges for Services	11,976,904	10,978,205	10,975,413	(2,792)	0.0%
Miscellaneous Other	292,331	263,800	263,800	0	0.0%
Total	12,565,074	11,563,005	11,560,213	(2,792)	0.0%
Enterprise Fund Expenditures by Agency					
Golf	9,302,397	14,638,661	13,117,470	(1,521,191)	(10.4%)
Total	9,302,397	14,638,661	13,117,470	(1,521,191)	(10.4%)
Enterprise Fund Expenditures by Type					
Personnel Services	5,862,984	7,037,456	7,464,003	426,547	6.1%
Services and Supplies	2,673,806	6,405,334	4,809,155	(1,596,179)	(24.9%)
Capital Equipment	130,513	507,000	155,000	(352,000)	(69.4%)
Internal Services and Misc.	635,093	688,871	689,312	441	0.1%
Total Enterprise Funds	9,302,397	14,638,661	13,117,470	(1,521,191)	(10.4%)
Enterprise Fund Revenue					
Interest Income	62,570	65,000	65,000	0	0.0%
Charges for Services	9,752,985	11,590,296	12,449,409	859,113	7.4%
Miscellaneous Other	962,045	1,319,718	32,701	(1,287,017)	(97.5%)
Total Enterprise Funds Revenue	10,777,600	12,975,014	12,547,110	(427,904)	(3.3%)
Transfers					
Transfer to Parks, Trails, and Open Space	0	0	19,800,000	19,800,000	0.0%
Capital Improvement - 15828-9936100					
Total Special Revenue Funds Transfers	0	0	19,800,000	19,800,000	0.0%
Special Revenue Funds Expenditures					
Culture and Recreation	3,663,888	40,959,516	21,495,608	(19,463,908)	(47.5%)
Total Special Revenue Funds	3,663,888	40,959,516	21,495,608	(19,463,908)	(47.5%)
Grants					
Capital Grants	3,073,177	1,428,715	1,671,866	243,151	17.0%
Grants	636,271	1,312,969	1,268,115	(44,854)	(3.4%)
Total Grants	3,709,449	2,741,684	2,939,981	198,297	7.2%

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
Personnel Complement					
Culture and Recreation - Civilian	17.91	20.91	39.83	18.92	90.5%
General Fund Operations - Civilian	951.49	978.49	981.25	2.77	0.3%
Total	969.40	999.40	1,021.08	21.68	2.2%
Total Personnel Complement	969.40	999.40	1,021.08	21.68	2.2%
Capital Improvements*					
Winter Park and Recreation Funds		3,609,624	4,086,000	476,376	13.2%
Capital Improvements		4,052,000	7,213,758	3,161,758	78.0%
State Conservation Trust Funds (Lottery)		8,233,596	8,514,000	280,404	3.4%
Parks, Trails, and Open Space Capital Improvement		0	19,800,000	19,800,000	0.0%
Bond Project Funds		45,915	3,871	(42,044)	(91.6%)
Grant/Other Capital Funds		735,000	520,000	(215,000)	(29.3%)
Entertainment and Cultural Capital Funds		1,495,000	625,550	(869,450)	(58.2%)
Total	18,171,135	40,763,179	22,592,044	124.3%	

*Actuals are not included for capital projects by department as capital project budgets are non-lapsing. Actuals for capital funds can be found in the "Financial Summary for all CIP Funds".

**The SRF expenses exclude the transfer to capital, which are included in the 2019 Parks, Trails, and Open Space numbers.

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Parks and Recreation Administration		
· An increase in personnel services due to the annualization of a Safety and Industrial Hygiene Professional position that began in the second quarter of 2019.	0.25	33,800
· An increase in services and supplies due to an increase in neighborhood recreation center hours in 2020.	0.00	3,500
· A decrease in services and supplies due to a reduction in the technology infrastructure and office supplies budget.	0.00	(200,000)
Parks and Planning		
· An increase in personnel services due to the minimum wage increase in 2019 and 2020.	0.00	357,300
· An increase in personnel services due to the annualization of nine positions that were budgeted to start in the second or third quarter of 2019 including two Project Managers, a City Inspector, two Maintenance Technicians, a Park Horticulturalist, a Utility Worker, a Senior Utility Worker, and an Operations Supervisor, which was converted from a Plumbing Supervisor to accommodate department needs.	2.25	270,300
· An increase in personnel services due to the addition of a Utility Locator to help with the increased workload resulting from the introduction of Colorado State Bill SB18-167. This position will start in the second quarter of 2020 and will be annualized in the 2021 budget.	0.75	47,700

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
• A decrease in personnel services due to a reduction in on-call budget for maintenance workers.	(3.95)	(150,000)
• An increase in services and supplies to cover increased contract costs for existing services.	0.00	18,200
• An increase in services and supplies to provide the Utility Locator with needed equipment.	0.00	12,600
• A decrease in services and supplies to better align existing water budget with actuals.	0.00	(636,000)
• A decrease in services and supplies due to a reduction of miscellaneous supplies and procured goods.	0.00	(150,000)
• A decrease in services and supplies due to a reduction in marketing dollars provided to the Emerald Ash Borer program. This reduction does not affect treatment or replacement of existing trees.	0.00	(100,000)
• A decrease in services and supplies due to one-time purchases in 2019 which included technology and office supplies to support new staff and other security equipment.	0.00	(55,000)
• A decrease in services and supplies due to the one-time lease of a sidewalk cleaner.	0.00	(33,100)
• An increase in capital equipment to provide the Utility Locator with a truck for field inspections.	0.00	55,000
• A decrease in capital equipment due to the one-time purchase of miscellaneous replacement maintenance equipment, including mowers, spreaders, turf sweepers, rototillers, and utility carts in 2019.	0.00	(700,800)
• A decrease in revenue in Parks and Planning to reflect actuals.	0.00	(2,800)
Recreation		
• An increase in personnel services due to the minimum wage increase in 2019 and 2020.	0.00	1,900,600
• An increase in personnel services due to a new Recreation Center Coordinator and additional part-time support to expand programming at the College View Recreation Center.	1.95	102,300
• An increase in personnel services due to the conversion of a part-time Management Analyst into a full-time position to support Recreation.	0.50	82,700
• An increase in personnel services due to the creation of a limited Activity Leader. This position expires at the end of 2021.	1.00	58,700
• An increase in personnel services due to an increase in neighborhood recreation center hours and moving the Swansea Summer Camp expenses to the General Fund after the expiration of grant funding in 2020.	1.55	36,300
• A decrease in personnel services due to ending the extended pool season program which kept 5 of the 16 outdoor pools open on weekends through Labor Day in Denver. All outdoor pools will now close mid-August to use resources more effectively.	(1.04)	(50,100)
• An increase in services and supplies due to a price increase in contracted custodial services at recreation centers.	0.00	128,300
• An increase in services and supplies to provide additional program offerings at the College View Recreation Center in 2020.	0.00	77,200
• A net increase in services and supplies for the one-time purchase of replacement fitness and recreation equipment for recreation centers to support year two of the three-year commitment made to Recreation.	0.00	50,000
• An increase in services and supplies due to increased neighborhood recreation center hours.	0.00	5,500
• An increase in services and supplies due to moving the Swansea Summer Camp expenses to the General Fund after the expiration of grant funding.	0.00	5,200
• A decrease in services and supplies due to the purchase of miscellaneous one-time recreational equipment for various recreation centers across the City in 2019, as well as one-time equipment purchases for new staff in 2019.	0.00	(256,300)
• A decrease in capital equipment due to the one-time purchase of replacement fitness and recreation equipment for recreation centers in 2019.	0.00	(348,500)

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
State Grants Fund (15301)		
· An increase in personnel services due to the addition of a part-time Recreation Coordinator that will work under the Inspire Initiative grant through August 2020.	0.33	29,200
· A decrease in personnel services due to the expiration of a Program Administrator position at the beginning of August 2020.	(0.41)	(33,600)
Citywide Sports Program Fund (15824)		
· A net increase in capital equipment due to the purchase of a rotary motor in 2020, offset by a one-time purchase in 2019.	0.00	7,400
Denver Employee Fitness Center Fund (15827)		
· An increase in capital equipment to buy new treadmills for the employee fitness center.	0.00	19,200
Denver Mountain Parks Fund (15825)		
· An increase in capital equipment to purchase two trucks and one all-terrain vehicle with trailer for Mountain Parks rangers.	0.00	81,000
Golf (79000)		
· An increase in personnel services due to the minimum wage increase in 2019 and 2020.	0.00	224,533
· An increase in personnel services due to a new Pro Shop Manager that will oversee all Pro Shop managers. This position will start in November of 2020 in anticipation of the 2021 season.	0.17	5,600
· A decrease in services and supplies due to the start of a five-year lease of a capital lease for golf carts in the previous year.	0.00	(1,610,400)
· A net decrease in services and supplies due to the one-time purchase of equipment to support new staff in 2019, offset by one-time purchases in 2020 to support the new Pro Shop Manager.	0.00	(7,700)
· An increase in capital equipment for the one-time purchase of mowers, aerators, and other golf equipment.	0.00	155,000
· A decrease in capital equipment due to the one-time purchase of vehicles and replacement equipment in 2019.	0.00	(229,000)
· An increase in internal services to provide a cellphone for the new Pro Shop Manager.	0.00	700
Revenue Golf Fund (79000)		
· An increase in revenue due to the reopening of City Park golf course in 2020.	0.00	913,000
· A decrease in revenue due to the one-time revenue generated from Grandoozy and a golf cart sale.	0.00	(766,000)
· A decrease in revenue due to a decline in other City Park revenue sources.	0.00	(553,700)

Budget Detail

Parks and Recreation Administration (7010000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	3,695,270	4,008,041	4,469,874	461,833	11.5%
Services and Supplies	700,732	818,328	767,439	(50,889)	(6.2%)
Capital Equipment	204,072	152,692	0	(152,692)	(100.0%)
Internal Services and Misc.	4,957	3,516	6,816	3,300	93.9%
Expenditures by Type Total	4,605,031	4,982,577	5,244,129	261,552	5.2%

Parks and Recreation

7000000

Parks and Recreation Administration (7010000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Activity					
Accounting/Finance	2,453,728	2,588,937	2,508,369	(80,568)	(3.1%)
P & R - Manager	635,374	662,775	842,351	179,576	27.1%
Safety	438,832	607,751	668,185	60,434	9.9%
Marketing & Communications	662,281	672,894	744,281	71,387	10.6%
Permitting	414,816	450,220	480,943	30,723	6.8%
Expenditures by Activity Total	4,605,031	4,982,577	5,244,129	261,552	5.2%
Other Program Funding Sources					
Grants					
10-Minute Walk Planning	0	40,000	0	(40,000)	(100.0%)
Aspen Park Fire Mitigation	0	0	129,926	129,926	0.0%
Bear Creek Watershed Improvement	15,704	16,003	0	(16,003)	(100.0%)
Buffalo Bill Museum/SCFD Support	46,081	0	0	0	0.0%
Inspire Initiative	473,146	983,360	880,038	(103,322)	(10.5%)
Newton Park Fire Mitigation	0	117,840	0	(117,840)	(100.0%)
Project Citizen	33,060	73,766	0	(73,766)	(100.0%)
Purge the Spurge	31,628	70,000	0	(70,000)	(100.0%)
Stapleton Xeriscape Garden	1,652	12,000	13,151	1,151	9.6%
Stream and Landscape Typology Assessment	35,000	0	0	0	0.0%
Wildfire Protection - Bell & Dedisce Park	0	0	245,000	245,000	0.0%
Total	636,271	1,312,969	1,268,115	(44,854)	(3.4%)
Capital Grants					
Carla Madison Recreation Center Rooftop Terra	100,000	0	0	0	0.0%
Central Control Master Plan	0	120,000	0	(120,000)	(100.0%)
Colorado's Water Plan Central Control Build	0	120,000	0	(120,000)	(100.0%)
Dedisce Park Evergreen Lake Bridge Replacement	0	82,173	0	(82,173)	(100.0%)
Inspire Initiative	876,917	864,535	1,063,746	199,211	23.0%
Outdoor Rec Legacy Partnership	235,907	0	0	0	0.0%
RAQC Commercial Lawn and Garden Grant Program	7,842	0	0	0	0.0%
Re-Imagine Play at Paco Sanchez Park	798,475	0	0	0	0.0%
River North Improvements	230	62,007	0	(62,007)	(100.0%)
River North Promenade	7,500	0	0	0	0.0%
River Vision Grant Frontier RMNA	22,412	0	0	0	0.0%
Rocky Mountain Arsenal Natural Resources Damage	0	0	552,885	552,885	0.0%
Sun Dial at Cranmer Park	680,000	0	0	0	0.0%
Todos Activos	33,895	180,000	55,235	(124,765)	(69.3%)
Westwood Park Improvements	310,000	0	0	0	0.0%

Parks and Recreation 7000000

Parks and Recreation Administration (7010000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Total	3,073,177	1,428,715	1,671,866	243,151	17.0%
Culture and Recreation SRF					
Cableland Trust Expenditures	200,000	245,000	200,000	(45,000)	(18.4%)
Citywide Sports Program	900,025	907,592	722,870	(184,722)	(20.4%)
Denver Employee Fitness Center SRF	87,965	69,080	116,784	47,704	69.1%
DPR Admission Based Event	0	0	126,000	126,000	0.0%
Event Facility	460,608	354,680	824,305	469,625	132.4%
Facility Rental Program	510,913	457,174	466,748	9,574	2.1%
Municipal Band	63,000	114,000	69,000	(45,000)	(39.5%)
Night Moves	0	50,000	50,000	0	0.0%
Park/Rec Private Donations	108,640	750,000	550,000	(200,000)	(26.7%)
Parks/Rec Property Damage	55,335	35,000	55,000	20,000	57.1%
Public Tree Canopy	60,574	275,596	178,694	(96,902)	(35.2%)
Skatepark Maintenance	0	9,330	9,330	0	0.0%
Special Events	1,000	0	0	0	0.0%
Total	2,448,058	3,267,452	3,368,731	101,279	3.1%
Capital Projects Funds*					
07 Bond - Parks		45,915	3,871	(42,044)	(91.6%)
Denver Water IGA		700,000	500,000	(200,000)	(28.6%)
Denver Water Irrigation Project		10,000	20,000	10,000	100.0%
Other Agency Capital Project		0	708,758	708,758	0.0%
Park Improvement Projects		0	1,250,000	1,250,000	0.0%
Parks Citywide Projects		0	7,250,000	7,250,000	0.0%
Parks Citywide Projects - 30045		3,184,624	2,411,000	(773,624)	(24.3%)
Parks Citywide Projects - 32045		1,852,000	1,675,000	(177,000)	(9.6%)
Parks Citywide Projects - 35045		6,363,376	8,514,000	2,150,624	33.8%
Parks Debt Payments - 30015		425,000	425,000	0	0.0%
Parks Debt Payments - 32015		200,000	0	(200,000)	(100.0%)
Parks Improvement Projects		0	12,550,000	12,550,000	0.0%
Parks Improvements Projects - 32050		2,000,000	4,830,000	2,830,000	141.5%
Parks Improvements Projects - 35050		1,870,220	0	(1,870,220)	(100.0%)
Summit Lake Park Collections		25,000	0	(25,000)	(100.0%)
Theatres & Arenas Capital Projects		1,495,000	625,550	(869,450)	(58.2%)
Total	18,171,135	40,763,179	22,592,044	124.3%	
Other Program Funding Sources Total	6,157,507	24,180,271	47,071,891	22,891,620	94.7%
Total Program Expenditures	10,762,538	29,162,848	52,316,020	23,153,172	79.4%

Parks and Recreation

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Parks and Recreation Administration (7010000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Personnel Complement (Budgeted)					
Accounting/Finance	20.51	21.51	22.01	0.50	0.0%
Marketing & Communications	5.00	5.00	5.00	0.00	0.0%
P & R - Manager	3.00	3.00	4.00	1.00	33.3%
Permitting	6.04	6.04	6.04	0.00	0.0%
Safety	3.00	4.75	5.00	0.25	0.0%
Personnel Complement (Budgeted) Total	37.55	40.30	42.05	1.75	4.3%
Other Program Funds FTE					
Grants					
Inspire Initiative	0.00	1.75	1.67	(0.08)	0.0%
Culture and Recreation SRF					
Citywide Sports Program	3.00	3.00	3.00	0.00	0.0%
Denver Employee Fitness Center SRF	2.70	0.95	0.95	0.00	0.0%
Event Facility	5.50	5.50	5.50	0.00	0.0%
Facility Rental Program	1.00	1.00	1.00	0.00	0.0%
Public Tree Canopy	1.00	1.00	1.00	0.00	0.0%
Total	13.20	11.45	11.45	0.00	0.0%
Other Program Funds FTE Total	13.20	13.20	13.12	(0.08)	0.0%
Total Personnel Complement	50.75	53.50	55.17	1.67	3.1%
Revenue					
Licenses and Permits	216,519	250,000	250,000	0	0.0%
Charges for Services	1,459,053	1,315,700	1,315,700	0	0.0%
Miscellaneous Other	(29,452)	800	800	0	0.0%
Revenue Total	1,646,119	1,566,500	1,566,500	0	0.0%
Parks and Planning (7021000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	28,864,835	32,122,651	34,166,850	2,044,199	6.4%
Services and Supplies	12,818,898	12,561,009	11,570,906	(990,103)	(7.9%)
Capital Equipment	538,877	653,977	55,000	(598,977)	(91.6%)
Internal Services and Misc.	264,974	256,337	257,037	700	0.3%
Expenditures by Type Total	42,487,585	45,593,974	46,049,793	455,819	1.0%
Expenditures by Activity					
Administration	2,967,717	3,471,283	3,386,225	(85,058)	(2.5%)
District Operation	16,542,419	18,012,821	18,422,656	409,835	2.3%
Natural Resource Protection & Management	6,698,207	6,924,228	7,013,094	88,866	1.3%
Water Conservation	5,505,155	5,108,406	4,425,800	(682,606)	(13.4%)
Greenhouse	1,075,278	1,113,156	1,161,617	48,461	4.4%

Parks and Recreation

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Parks and Planning (7021000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Volunteer Programs	143,451	151,965	156,167	4,202	2.8%
Ranger Program	1,593,734	2,033,742	2,031,477	(2,265)	(0.1%)
Maintenance	4,524,392	4,881,584	5,229,817	348,233	7.1%
Planning, Design and Construction	3,437,233	3,896,789	4,222,940	326,151	8.4%
Expenditures by Activity Total	42,487,585	45,593,974	46,049,793	455,819	1.0%
Other Program Funding Sources					
Culture and Recreation SRF					
Denver Mountain Parks	1,217,749	611,050	666,277	55,227	9.0%
Four Mile Historic Park	0	66,600	66,600	0	0.0%
Lookout Mountain Development	(1,919)	0	0	0	0.0%
Total	1,215,830	677,650	732,877	55,227	8.1%
Total Program Expenditures	43,703,415	46,271,624	46,782,670	511,046	1.1%
Personnel Complement (Budgeted)					
Administration	21.26	21.26	22.01	0.75	3.5%
District Operation	270.39	273.64	270.89	(2.75)	(1.0%)
Greenhouse	8.72	9.72	9.72	0.00	0.0%
Maintenance	48.57	55.57	56.12	0.55	1.0%
Natural Resource Protection & Management	49.17	50.67	50.67	0.00	0.0%
Planning, Design and Construction	24.75	29.25	30.75	1.50	5.1%
Ranger Program	20.37	25.37	25.37	0.00	0.0%
Volunteer Programs	1.60	1.60	1.60	0.00	0.0%
Water Conservation	5.00	7.00	6.00	(1.00)	(14.3%)
Personnel Complement (Budgeted) Total	449.82	474.07	473.12	(0.95)	(0.2%)
Other Program Funds FTE					
Culture and Recreation SRF					
Denver Mountain Parks	4.71	4.71	4.71	0.00	0.0%
Total Personnel Complement	454.53	478.78	477.83	(0.95)	(0.2%)
Revenue					
Licenses and Permits	70,620	63,000	63,000	0	0.0%
Fines and Forfeits	8,700	8,000	8,000	0	0.0%
Charges for Services	1,576,708	1,611,425	1,608,633	(2,792)	(0.2%)
Miscellaneous Other	69,882	48,000	48,000	0	0.0%
Revenue Total	1,725,909	1,730,425	1,727,633	(2,792)	(0.2%)
Recreation Operations (7030000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	19,742,136	21,941,858	24,214,645	2,272,787	10.4%
Services and Supplies	4,556,714	5,001,191	4,854,469	(146,722)	(2.9%)

Parks and Recreation

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Recreation Operations (7030000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Capital Equipment	470,596	291,500	0	(291,500)	(100.0%)
Internal Services and Misc.	11,768	28,456	28,456	0	0.0%
Expenditures by Type Total	24,781,214	27,263,005	29,097,570	1,834,565	6.7%
Expenditures by Activity					
Administration	2,376,074	3,438,913	4,995,613	1,556,700	45.3%
Recreation Centers	11,491,056	12,463,673	12,607,817	144,144	1.2%
Youth Programs	4,147,267	4,621,092	4,736,522	115,430	2.5%
Adaptive Recreation	616,882	624,406	642,930	18,524	3.0%
Aquatics	3,558,823	3,498,381	3,466,008	(32,373)	(0.9%)
Arts and Culture	351,794	432,260	438,372	6,112	1.4%
Outdoor Education	424,779	421,165	438,719	17,554	4.2%
Fitness	862,301	953,025	937,978	(15,047)	(1.6%)
City Wide Sports	952,237	810,090	833,611	23,521	2.9%
Expenditures by Activity Total	24,781,214	27,263,005	29,097,570	1,834,565	6.7%
Total Program Expenditures	24,781,214	27,263,005	29,097,570	1,834,565	6.7%
Personnel Complement (Budgeted)					
Adaptive Recreation	7.87	7.87	7.87	0.00	0.0%
Administration	15.35	12.35	17.40	5.05	40.9%
Aquatics	124.17	121.17	120.14	(1.04)	(0.9%)
Arts and Culture	4.81	4.81	4.81	0.00	0.0%
City Wide Sports	16.62	17.62	17.62	0.00	0.0%
Fitness	18.01	18.01	18.01	0.00	0.0%
Outdoor Education	4.40	5.40	5.40	0.00	0.0%
Recreation Centers	181.22	184.22	180.17	(4.05)	(2.2%)
Youth Programs	91.66	92.66	94.66	2.00	2.2%
Personnel Complement (Budgeted) Total	464.11	464.11	466.07	1.97	0.4%
Total Personnel Complement	464.11	464.11	466.07	1.97	0.4%
Revenue					
Charges for Services	8,941,144	8,051,080	8,051,080	0	0.0%
Miscellaneous Other	251,901	215,000	215,000	0	0.0%
Revenue Total	9,193,045	8,266,080	8,266,080	0	0.0%
Golf (7029000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	5,862,984	7,037,456	7,464,003	426,547	6.1%
Services and Supplies	2,673,806	6,405,334	4,809,155	(1,596,179)	(24.9%)
Capital Equipment	130,513	507,000	155,000	(352,000)	(69.4%)
Internal Services and Misc.	635,093	688,871	689,312	441	0.1%

Parks and Recreation

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Golf (7029000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type Total	9,302,397	14,638,661	13,117,470	(1,521,191)	(10.4%)
Expenditures by Activity					
Golf Operation	1,530,591	5,057,268	2,492,653	(2,564,615)	(50.7%)
City Park	389,251	1,799,283	1,671,234	(128,049)	(7.1%)
Evergreen	841,124	920,356	955,138	34,782	3.8%
Harvard Gulch	308,089	311,723	332,992	21,269	6.8%
Kennedy	1,675,193	1,793,824	2,141,246	347,422	19.4%
Overland	1,332,673	1,303,326	1,595,491	292,165	22.4%
Wellshire	1,344,000	1,397,217	1,582,186	184,969	13.2%
Willis Case	1,230,767	1,167,607	1,538,767	371,160	31.8%
Junior Golf	354,058	540,950	480,126	(60,824)	(11.2%)
Aqua Golf	296,650	347,107	327,637	(19,470)	(5.6%)
Expenditures by Activity Total	9,302,397	14,638,661	13,117,470	(1,521,191)	(10.4%)
Other Program Funding Sources					
Capital Projects Funds*					
Golf Enterprise Capital Improv		500,000	727,500	227,500	45.5%
Total Program Expenditures	9,302,397	15,138,661	13,844,970	(1,293,691)	(8.5%)
Personnel Complement (Budgeted)					
Aqua Golf	4.47	4.47	4.47	0.00	0.0%
City Park	12.82	13.32	12.32	(1.00)	(7.5%)
Evergreen	8.80	9.05	8.05	(1.00)	(11.0%)
Golf Operation	10.00	11.00	11.17	0.17	0.0%
Harvard Gulch	5.47	5.47	5.47	0.00	0.0%
Junior Golf	5.44	8.44	8.44	0.00	0.0%
Kennedy	17.88	18.88	18.88	0.00	0.0%
Overland	12.98	13.98	13.98	0.00	0.0%
Wellshire	13.95	13.95	14.95	1.00	7.2%
Willis Case	13.56	12.56	13.56	1.00	8.0%
Personnel Complement (Budgeted) Total	105.38	111.13	111.30	0.17	0.0%
Total Personnel Complement	105.38	111.13	111.30	0.17	0.0%
Revenue					
Interest Income	62,570	65,000	65,000	0	0.0%
Charges for Services	9,752,985	11,590,296	12,449,409	859,113	7.4%
Miscellaneous Other	962,045	1,319,718	32,701	(1,287,017)	(97.5%)
Revenue Total	10,777,600	12,975,014	12,547,110	(427,904)	(3.3%)

*Actuals are not included for capital projects by department as capital project budgets are non-lapsing. Actuals for capital funds can be found in the "Financial Summary for all CIP Funds".

Parks, Trails, and Open Space Fund (2018 Ballot Measure - 2A)

Overview

In 2018, the citizens of Denver approved a 0.25 percent increase of Sales & Use tax to support Parks, Trails and Open Space. The sales 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.

2019 Fund Plan

In 2019, the fund will be used for land acquisition, project management, capital improvement projects, capital maintenance, noxious weed management, mountain park fire mitigation, capital equipment and urban forest enhancement.

Details of the plan can be found at:

https://www.denvergov.org/content/dam/denvergov/Portals/747/documents/planning/investment/2A_5-Year-Plan_DPR.pdf

2020 Fund Plan

In 2020, the fund will be used for land acquisition, project management, capital improvement projects, capital maintenance, noxious weed management, mountain park fire mitigation, capital equipment, master plans and replacing playground fiber. The 2020 Original Budget was presented to City Council in June of 2019 and since that time estimated revenue has adjusted. The 2020 Revised Budget reflects this adjustment to ensure that expenditures do not exceed the adjusted expected revenue. Future budget approvals for this fund will happen during the normal budget process.

Details of the plan can be found at:

https://www.denvergov.org/content/dam/denvergov/Portals/747/documents/planning/investment/2A_5-Year-Plan_DPR.pdf

Budget Detail

Parks, Trails, and Open Space Fund (15828-7040000)	2019 Budget	2020 Original Budget	2020 Revised Budget
Projected Revenue*	37,500,000	39,187,500	37,637,543
Expenditures by Type			
Acquisition	19,500,000	12,100,000	10,550,043
Administration of the Fund	-	195,660	195,660
Capital Improvement Projects	10,015,000	19,800,000	19,800,000
Forestry	2,174,500	1,988,000	1,988,000
Mountain Parks	563,901	593,344	593,344
Outdoor Recreation Park Activation	290,000	175,808	175,808
Outreach/Project Management	556,199	1,815,395	1,815,395
Parks Refresh Crew	2,681,171	2,042,934	2,042,934
Total Fund Expenditures	35,780,771	38,711,141	37,161,184

Fund Balance	1,719,229	476,359	476,359		
FTE	2018 Actuals	2019 Appropriated	2020 Recommended	% Change	% Change
Parks, Trails, and Open Space	0.00	3.00	22.00	19.00	633.3%

*The total amount of 2019 revenue for the Parks, Trails, and Open Space SRF was revised from \$37,500,000 to \$37,014,414 and is expected to increase to \$37,637,543 in 2020. In 2020, there is \$37,194,000 in total planned expenditures, with \$17,394,000 in operating and maintenance and \$19,800,000 will transfer to capital for major projects and the remaining revenues will be held in contingency in accordance with financial policy.

Programmatic Changes

<u>Impact Description</u>	<u>Dollars</u>
Parks, Trails, and Open Space Special Revenue Fund 2020 Budget Revisions	
· A decrease in acquisition by \$1,500,000 due to a change in the projected fund revenue between the 2020 Original Budget presented in July of 2019 and revised 2020 budget.	(1,500,000)
Parks, Trails, and Open Space Special Revenue Fund FTE Increases	
· An increase in personnel services for Mountain Parks work in 2020 due to the annualization of a Maintenance Technician added in 2019 and the addition of a Parks Natural Resource Technician for fire mitigation work.	1.50
· An increase in personnel services of two FTE's for finance and contract administration, to administer funds for the Parks, Trails, and Open Space Special Revenue Fund.	2.00
· An increase in personnel services for an Administrator II to provide outreach and community communication related to fund projects.	1.00
· An increase in personnel services to provide project management and planning services, which include project managers, program administrators, a management analyst, a planning supervisor, and a real estate planner.	8.00
· An increase in personnel services due the annualization of one coordinator and the addition of a new coordinator to provide new outdoor recreation opportunities to activate outdoor spaces in both urban and mountain parks.	2.00
· An increase in personnel services to provide park refresh work, which includes a painter, additional maintenance technicians, and other on-call work as needed.	4.50

2020 Capital Project Investments

<u>Projects</u>	<u>2020 Recommended</u>
Department of Parks and Recreation	
36045-7010000 Parks Citywide Projects	
RJ010 Citywide ADA Upgrades	250,000
RJ010 Citywide Courts Rehabilitation	225,000
RJ010 Citywide Furnishings and Picnic Facilities	850,000
RJ009 Citywide Park Restrooms	850,000
RJ008 Citywide Park Walks	1,650,000

Projects		2020 Recommended
RJ010	Citywide Parks Rehabilitation	250,000
RJ010	Citywide Playgrounds	1,625,000
RJ008	Citywide Trail Improvements	100,000
RJ010	Citywide Water Conservation	1,150,000
RC454	Mountain Parks Facilities	300,000
Total		7,250,000

36050-7010000 Parks Improvement Projects

RU007	Central Control Buildout	250,000
RJ010	Downtown Forestry Enhancements	500,000
RU006	Fred Thomas Park Irrigation Renovation	2,000,000
RU005	La Alma/Lincoln Master Plan	150,000
RU008	Lake, Gulch, and River Restoration	250,000
RU009	Landscape Conversions and Pollinators	250,000
RJ010	Neighborhood Forestry Enhancements	250,000
RU004	Outdoor Recreation Master Plan	250,000
RU015	Park District Headquarters Renovation	2,500,000
RU003	Parks Resiliency Plan	500,000
RU011	Recreation Center Community Gardens	50,000
RU010	Ruby Hill Neighborhood Park Amenities	500,000
RU014	Sand Creek Regional Trail Construction	3,000,000
RU013	Sloans Lake Playground Replacement	2,000,000
RU012	Walking Loop Program	100,000
Total		12,550,000
Grand Total		19,800,000



Mission

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

Department Summary

The Denver Public Library (DPL) provides information, education, and cultural programs while managing a collection of over 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, 25 branch libraries and two 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 Library Commission under the provisions of City Charter sections A14.6 through A14.11. The volunteer Commission consists of eight commissioners appointed by the Mayor. The City Librarian provides executive and strategic leadership while the Chief of Staff provides operational oversight.

The Denver Public Library delivers services through the following functional areas:

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 two bookmobiles, providing weekly service to 31 Denver Public Schools and several senior centers; in late summer, three additional bookmobiles will be introduced, increasing access throughout the City. 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 and Facilities provides fiscal and physical management of DPL's 26 locations. Strategic budgeting, accounting, procurement, and contract negotiation are included in the financial focus of the department. The facilities area supports safety and security, custodial, delivery, and maintenance and improvement services for the Central Library and 25 branch libraries.

Collections, Technology, and Strategy selects, processes and catalogs books, audiovisual materials and online resources for adults and children for the whole library system. It develops and maintains the library's online services, manages the online network in each of the 26 locations, administers servers providing library applications, and provides public access to computers and wireless in all locations, technology assistance and computer classes. This division also supports planning and implementation of strategic initiatives.

Neighborhood Services manages the branch libraries, provides customer service, and conducts and coordinates programs at branch libraries. DPL's 24 neighborhood branch libraries and the Blair-Caldwell African American Research Library provide 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. Neighborhood Services includes the Early Learning Department. This team of library staff and volunteers visits schools and early childhood education centers to promote reading through the Read Aloud and Summer Reading programs. Branch staff provide outreach services and engage with residents and neighborhood groups to strengthen Denver's communities.

Human Resources supports staff and supervisors with all employment-related matters of the library, including employee engagement initiatives. The Human Resources department facilitates the entire employee life cycle, including recruitment and hiring, benefits administration, learning and development, time and attendance, leaves of absence, workers' compensation and employee relations. The department is also responsible for spearheading the library's equity, diversity and inclusion work by integrating an equity and social justice lens into the work that is done in Human Resources and throughout the library.

DPL's **Central Library** provides access to the Denver community's largest reference and research center; including the world-renowned Western History and Genealogy Department, a Community Technology Center, in-depth 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 service on <https://denverlibrary.org>.

Strategies

Strategies are created based on a variety of data such as the Child Well-Being Index, library and local trends, and DPL's community engagement efforts. These community engagement efforts offer the library an understanding of community aspirations and needs which help shape programming and services. DPL's strategies include:



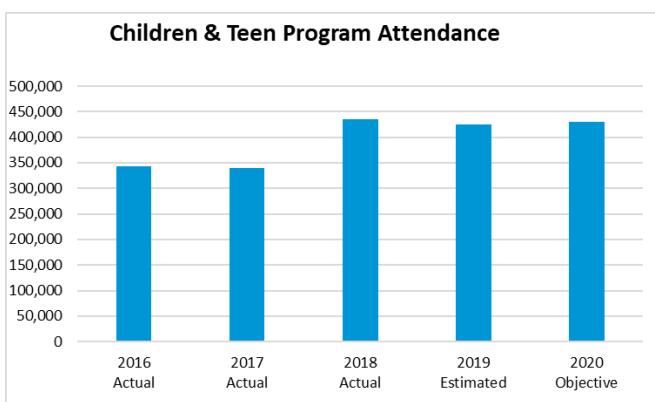
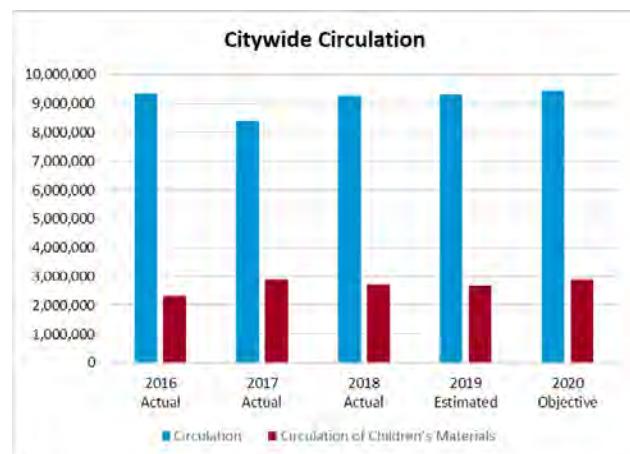
Help children discover the joy of reading and learning so they flourish in school and life by putting more books into their hands, providing early learning and out of school learning opportunities and working with parents and caregivers to help them be their children's best teachers.

Connect people to resources to acquire the skills they need to thrive by assisting individuals through technology access and training, digital content and media creation, resume writing, job searches, and the Career Online High School program. Build our community through fun, inspiring, and creative experiences improving the ways people connect with information, ideas, and experiences through online access, collections, and cultural programs.

Performance and Program Highlights

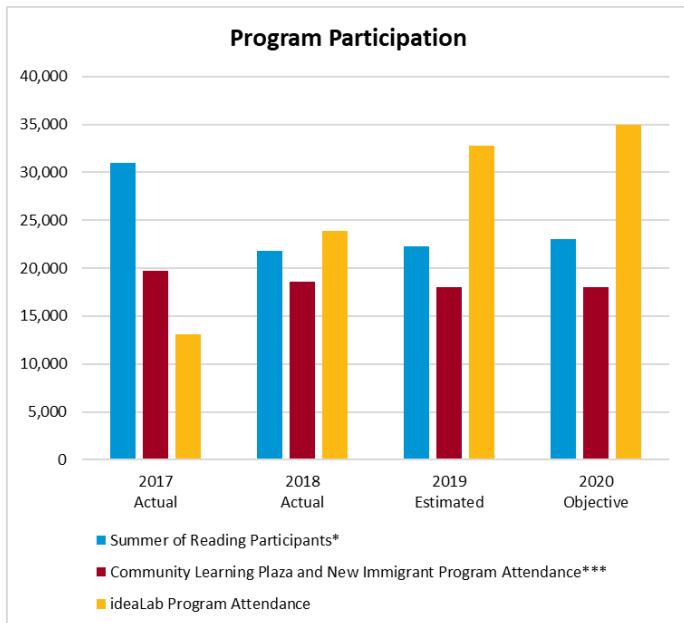
Children enjoy reading and learning and flourish in school and life.

DPL measures this objective through tracking **children and teen program attendance** along with the **circulation of materials**, with the goal of improving kindergarten readiness, third grade reading scores and high school graduation rates. In addition to the mission-level metrics, the library tracks metrics for the strategic initiatives related to this community impact, including early learning and out of school learning. This includes measuring the number of parents, caregivers, and teachers attending early literacy outreach sessions, tracking the number of participants, and administering teacher surveys on program effectiveness for Read Aloud, DPL's program in early learning classrooms to promote kindergarten readiness.



After School is Cool (ASIC), the library's award-winning children and teen out of school learning program, offered in five branches, measures success through staff observation, program attendance and participant feedback, as does its Science, Technology, Engineering and Math (STEM) Camp programming. ASIC is a five-day-per-week program which creates a safe space during the after-school time for library customers ages 8-12 to develop their social-emotional skills, explore new things, and build relationships with trusted adults in their communities.

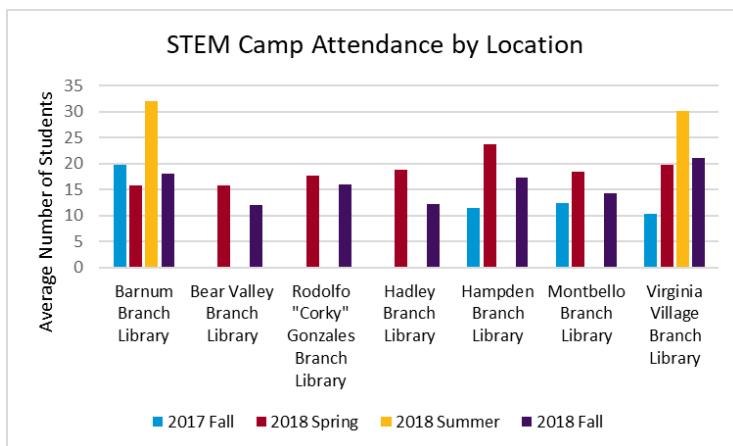
People connect to resources and acquire the skills they need to thrive.



Adult programming, such as the Services to Immigrants and Refugees, Plaza, and Career Online High School programs provide a lifetime of skills for success by matching specific needs with resources in the library and community. Denver Public Library's Services to Immigrants and Refugees (STIR) programs are designed to be inclusive, diverse, and provide opportunities for learning, discovery, and connection. Programs build common ground between communities by providing safe and welcoming spaces. Programs address misconceptions about members of immigrant and refugee communities by providing accurate information that celebrates personal accomplishments and perseverance. Participant's in Plaza Programming receive support with integrating into American life. Plaza participants gain English learning skills and participate in classes and assistance to become American citizens. At its core, Plaza is a community building program, demonstrated by the fact that 51 percent of participants surveyed have been attending for more than 6 months, and 33 percent of those for over a year. The Career Online High School program offers qualified Denver adults scholarships and support to earn an accredited high school diploma.



We build community through fun, inspiring and creative resources. This objective is measured by tracking participation in programs and periodic participant evaluation of individual programs. Programs are offered for participants of all ages. The library offers ideaLABs, which are free community maker spaces where people of all ages learn skills like 3D modeling and printing, sewing, audio and video production, website development and more. Other City agencies collaborate with the library to offer City You programs responding to Denver residents' questions about city government--from zoning to forensics. Memory Cafes are a fun place to socialize, relax and engage in stimulating activities for people experiencing memory loss and their families and caregivers. The library hosts movie-viewing, music performances, book discussions, author visits, Winter of Reading for adults and Summer of Reading for children. In Denver's RiNo neighborhood, DPL is engaging new and existing customers by developing culturally appropriate programming and partnering with local businesses.



STEM Camps are offered at seven library locations, which were identified as areas in Denver where children have fewer opportunities (Denver Office of Children's Affairs annual Status of Denver's Children report). Participants in these multi-session programs have opportunities to develop 21st century and social-emotional skills while they learn about science, technology, engineering, and math.

	2017 Actual	2018 Actual	2019 Estimated	2020 Objective
Circulation	8,415,895	9,279,634	9,300,000	9,450,000
Circulation of Children's Materials	2,899,541	2,727,687	2,700,000	2,900,000
Children's and Teen's Program Attendance*	339,153	435,422	425,000	430,000
Summer of Reading Participants	30,988	21,815	22,250	23,000
Community Learning Plaza and New Immigrant Program Attendance**	19,738	18,597	18,000	18,000
ideaLab Program Attendance	13,077	23,893	32,831	35,000
Total Program Attendance - All Branches	413,407	504,287	500,000	500,000
Public PC Sessions	808,790	771,226	770,000	775,000
New Library Cards Issued	146,558	100,872	110,000	105,000
Percentage of Residents with Library Cards	53%	49%	51%	51%
Visits – in-person	4,379,144	4,139,810	4,000,000	4,000,000
Visits – online***	7,605,958	6,761,834	6,000,000	6,000,000
Community Resource Contacts	3,503	4,016	5,000	5,000

*2019 drop in participants is due to the Hadley Branch being closed for renovation.

**Plaza programming aligned attendance tracking with other programs in 2017 data is updated based on more accurate information; these numbers are realigned to State definitions and are consistent with other reported metrics reported

***E-Book vendor change caused the on-line visits to drop because of tracking methodology change.

Budget Detail

DPL Administration Budget (8110000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	37,943,386	40,945,218	42,817,617	1,872,399	4.6%
Services and Supplies	10,125,957	10,621,579	10,119,425	(502,154)	(4.7%)
Capital Equipment	290,553	1,122,335	0	(1,122,335)	(100.0%)
Expenditures by Type Total	48,359,896	52,689,132	52,937,042	247,910	0.5%

DPL Administration Budget (8110000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Activity					
DPL Administration & Support	4,079,600	4,567,115	5,168,870	601,755	13.2%
DPL Public Services Staffing Support	25,860,120	27,361,930	28,655,761	1,293,831	4.7%
DPL Collections, Technology and Strategy Admin	12,196,295	12,960,901	12,621,451	(339,450)	(2.6%)
DPL Communication and Community Engagement	1,160,490	1,372,852	1,432,610	59,758	4.4%
DPL Facilities Operations & Maintenance	5,063,390	6,426,334	5,058,350	(1,367,984)	(21.3%)
Expenditures by Activity Total	48,359,896	52,689,132	52,937,042	247,910	0.5%
Other Program Funding Sources					
Grants					
Building a Pipeline of Community Connection	0	23,042	69,126	46,084	200.0%
Historical Records Preservation	3,130	0	0	0	0.0%
IMLS Sparks	(165)	0	0	0	0.0%
Read Aloud	0	30,000	30,000	0	0.0%
SIPA-Digital Formats Conversion	3,768	0	0	0	0.0%
State Grants for Libraries	145,753	154,834	170,609	15,775	10.2%
Total	152,486	207,876	269,735	61,859	29.8%
Culture And Recreation SRF					
Library - Special Trust Fund	1,838,896	2,210,928	2,350,500	139,572	6.3%
Capital Projects Funds*					
Facility CIP Projects	0	730,500	0	(730,500)	(100.0%)
Other Program Funding Sources Total	1,991,382	3,149,304	2,620,235	(529,069)	(16.8%)
Total Program Expenditures	50,351,278	55,838,436	55,557,277	(281,159)	(0.5%)
Personnel Complement (Budgeted)					
Administration and Support	27.50	0.00	0.00	0.00	0.0%
Collection and Technology Services	71.25	0.00	0.00	0.00	0.0%
Community Relations	8.00	0.00	0.00	0.00	0.0%
DPL Administration & Support	0.00	44.50	47.25	2.75	6.2%
Facilities Management	100.50	0.00	0.00	0.00	0.0%
Public Services	390.00	0.00	0.00	0.00	0.0%
DPL Public Services Staffing Support	0.00	408.50	410.67	2.17	0.5%
DPL Collections, Technology and Strategy Admin	0.00	58.25	53.25	(5.00)	(8.6%)
DPL Communication and Community Engagement	0.00	13.00	12.75	(0.25)	0.0%
DPL Facilities Operations & Maintenance	0.00	84.50	75.00	(9.50)	(11.2%)
Personnel Complement (Budgeted) Total	597.25	608.75	598.92	(9.83)	(1.6%)

DPL Administration Budget (8110000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Other Program Funds FTE					
Culture and Recreation SRF					
Library - Special Trust Fund	13.00	13.00	13.00	0.00	0.0%
Total Personnel Complement	610.25	621.75	611.92	(9.83)	(1.6%)
Revenue					
Fines and Forfeits	91,667	0	0	0	0.0%
Miscellaneous Other	4,175	0	0	0	0.0%
Revenue Total	95,842	0	0	0	0.0%

*Actuals are not included for capital projects by department as capital project budgets are non-lapsing. Actuals for capital funds can be found in the "Financial Summary for all CIP-Funds".

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agency wide		
· An increase in personnel services, primarily for on-call positions, due to the City's increase in minimum wage.	0.00	186,600
· An increase in personnel services to transfer grant-funded positions to the General Fund when the Youth Services grant and the Innovative Services to Immigrants and Refugees grant expire in August 2020. This includes prorated counts of 1.94 limited and 0.67 on-call FTE.	2.61	174,900
· A net decrease in personnel services due to consolidating positions to create new, higher-classified positions.	(3.19)	(57,000)
· An increase in services and supplies for digital circulation and collection materials, such as eBooks.	0.00	200,000
· A net decrease in services and supplies due to one-time items purchased in 2019 that are not budgeted in 2020, as well as an encumbrance roll-forward from 2018 into 2019.	0.00	(704,100)
· A net decrease in capital equipment due to one-time equipment purchases in 2019 that are not budgeted in 2020.	0.00	(1,122,300)
Facilities Operations and Maintenance		
· A decrease in personnel services due to term-limited positions ending in 2019. These are primarily limited custodian and security positions added temporarily, beginning in 2017.	(9.25)	(480,900)
Special Revenue Funds		
· An increase in personnel services due to the addition of two grant-funded Program Administrator positions allocated to the DPL Special Trust SRF to support early learning and older adult programs.	2.00	174,600
· A decrease in personnel services due to the Youth Services grant and the Innovative Services to Immigrants and Refugees grant expiring in August 2020. These positions will be funded by the General Fund after the grant expires so that these programs can continue.	(2.00)	(149,000)
· A net increase in services and supplies due to new grant awards received in 2019 to support early learning and older adult programs.	0.00	114,000

Other Cultural Facilities Support

Art Museum

15802-1200000

<u>Expenditures</u>	2018 Actuals	2019 Appropriated*	2020 Recommended	\$ Change	% Change
Special Revenue Fund (Estimated)					

Art Museum Operations 1,643,000 1,486,107 1,484,072 (2,035) (0.1%)

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 citizens 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 2020, the Art Museum will receive the same transfer amount as it did in 2019.

For more information visit the Denver Art Museum website at <http://denverartmuseum.org/>.

Botanic Gardens

15803-7027000

<u>Expenditures</u>	2018 Actuals	2019 Appropriated*	2020 Recommended	\$ Change	% Change
Special Revenue Fund (Estimated)					

Denver Botanical Gardens 1,298,136 1,147,288 1,122,625 (24,663) (2.2%)

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 in the heart of the City is now in its 68th year, offering 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 2020, the Botanic Gardens will receive the same transfer amount as it did in 2019.

For more information visit the Botanic Gardens website at <https://www.botanicgardens.org/>.

Museum of Nature and Science

15804-1000000

<u>Expenditures</u>	2018 Actuals	2019 Appropriated*	2020 Recommended	\$ Change	% Change
Special Revenue Fund (Estimated)					

Denver Museum of Nature and Science 1,117,482 1,151,016 1,151,006 (10) 0.0%

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 2020, the Museum of Nature and Science will receive the same transfer amount as it did in 2019.

For more information visit the Denver Museum of Nature and Science website at <http://www.dmns.org/>.

Other Cultural Facilities Support

Denver Zoo

15806-7026000

<u>Expenditures</u>	2018	2019	2020	\$	%
Special Revenue Fund (Estimated)	Actuals	Appropriated*	Recommended	Change	Change
Denver Zoo Operations	1,784,919	2,658,814	1,888,784	(770,030)	(29.0%)

Personnel Complement

Special Revenue Fund (Estimated)

Denver Zoo Operations	22.00	20.00	17.00	(3.00)	(15.0%)
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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. 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 2019, the Zoo eliminated three vacant position, which resulted in a decrease in full-time employees. In 2020, the Zoo SRF will receive the same transfer amount as it did in 2019.

For more information visit the Denver Zoo website at <http://www.denverzoo.org/>.

Denver Municipal Band

15813-7011000

<u>Expenditures</u>	2018	2019	2020	\$	%
Special Revenue Fund (Estimated)	Actuals	Appropriated*	Recommended	Change	Change
Municipal Band Operations	63,000	114,000	69,000	(45,000)	(39.5%)

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 parks 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 and security associated with the performances by the band. In 2020, the Municipal Band SRF will receive the same transfer amount as it did in 2019.

For more information visit the Denver Municipal Band website at <http://denvermunicipalband.org/>.

*The 2019 appropriation includes unspent funds from the previous year. The 2020 recommended amount description is based on the original budgeted amount for 2019.

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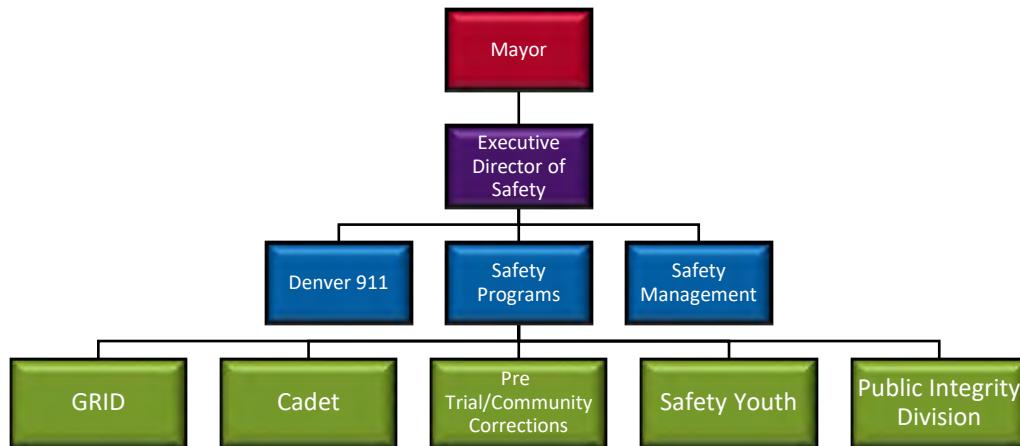


Public Safety

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Safety Management	6,264,540	8,325,257	10,717,990	2,392,733	28.7%
Safety Programs	8,911,145	10,298,078	10,220,036	(78,042)	(0.8%)
Police Administration Division	41,574,331	40,283,326	31,932,700	(8,350,626)	(20.7%)
Police Investigations Division	190,875,484	204,087,923	94,770,197	(109,317,726)	(53.6%)
Police Patrol Districts Division	0	0	127,529,470	127,529,470	0.0%
Fire Department Administration	28,246,846	29,700,697	31,229,750	1,529,053	5.1%
Fire Department Operations	112,063,759	118,575,596	122,066,250	3,490,654	2.9%
Sheriff Admin	12,173,111	0	0	0	0.0%
Sheriff Operations	126,658,040	0	0	0	0.0%
Sheriff Administration	5,702,479	21,305,901	22,324,934	1,019,033	4.8%
Sheriff Jail Operations	0	90,113,217	93,515,030	3,401,813	3.8%
Sheriff Specialized Operations and Analysis	0	37,775,343	32,865,323	(4,910,020)	(13.0%)
Sheriff Support Services	0	2,785,969	2,525,151	(260,818)	(9.4%)
911 Emergency Communications	8,971,440	9,601,023	8,657,825	(943,198)	(9.8%)
Total	541,441,175	572,852,330	588,354,656	15,502,326	2.7%
General Fund Expenditures by Type					
Personnel Services	492,067,592	517,637,016	534,180,554	16,543,538	3.2%
Services and Supplies	47,962,021	53,688,046	53,884,772	196,726	0.4%
Capital Equipment	1,301,719	1,191,731	0	(1,191,731)	(100.0%)
Internal Services and Misc.	109,843	335,537	289,330	(46,207)	(13.8%)
Total	541,441,175	572,852,330	588,354,656	15,502,326	2.7%
Total General Fund	541,441,175	572,852,330	588,354,656	15,502,326	2.7%
General Fund Revenue					
Licenses and Permits	3,120,763	2,717,400	2,737,400	20,000	0.7%
Fines and Forfeits	5,855,210	4,914,000	5,475,317	561,317	11.4%
Charges for Services	60,115,433	60,338,746	63,909,832	3,571,086	5.9%
Miscellaneous Other	1,490,842	1,332,942	1,940,094	607,152	45.5%
Total	70,582,248	69,303,088	74,062,643	4,759,555	6.9%
Special Revenue Funds Expenditures					
Public Safety	82,422,879	83,828,193	85,573,450	1,745,257	2.1%
Total Special Revenue Funds	82,422,879	83,828,193	85,573,450	1,745,257	2.1%
Grants					
Grants	4,853,393	5,232,878	3,426,434	(1,806,444)	(34.5%)
Total Grants	4,853,393	5,232,878	3,426,434	(1,806,444)	(34.5%)

Public Safety

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
Personnel Complement					
General Fund Operations - Civilian	896.49	927.02	915.92	(11.10)	(1.2%)
General Fund Operations - Uniform	3,393.00	3,451.77	3,515.86	64.09	1.9%
Total	4,289.49	4,378.79	4,431.77	52.98	1.2%
Special Revenue Funds					
Public Safety - Civilian	98.88	104.22	121.54	17.32	16.6%
Public Safety - Uniform	13.00	13.00	13.00	0.00	0.0%
Total	111.88	117.22	134.54	17.32	14.8%
Total Personnel Complement	4,401.37	4,496.01	4,566.31	70.31	1.6%



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 comprised of agencies and administrative support functions that are 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 has identified three quality-of-life pillars that contribute to public safety: financial security, physical and mental health, and assisting those who have been left behind by Denver's recent prosperity.

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 Gang Reduction Initiative of Denver, 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.

Safety Programs serves the community through the Gang Reduction Initiative of Denver (GRID), the Public Integrity Division (PID), the Denver Public Safety Cadet Program, Community Corrections, Electronic Monitoring, Pre-trial Services Program, and the Denver Public Safety Youth Program (DPSYP). Under the direction of the Executive Director's Office, these agencies partner with other criminal justice organizations to promote safety in the community.

- The **Gang Reduction Initiative of Denver** (GRID) 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 GRID network and includes more than 400 community-based and government agencies and organizations.
- 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 department is new for 2020 and will enhance investigatory abilities, reduce the time frame of investigations, and to be available to investigate any administrative complaint of mayoral appointees, if necessary.
- 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 Pre-trial 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 pre-trial incarceration.
- The **Denver Public Safety Youth** program 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 Denver Public Safety Youth program 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.

- **911 Call Intake** answers incoming telephone calls, determines whether requests are emergency or non-emergency, and electronically routes information to Law Enforcement Dispatchers, Denver Health Paramedic Dispatchers, or transfers callers to Denver Fire Department Dispatch.
- **Law Enforcement Dispatch** receives calls electronically from 911 Call Intake Operations and dispatches the most appropriate law enforcement emergency personnel to the incident scene.
- **911 Support** provides administration, analysis, and training for the Emergency Communications Center.

Strategies

Use data, evidence-based best practices, and research to identify and address public safety concerns with particular focus on the three-key quality of life pillars: financial security, physical and mental health, and assisting those who have been left behind by Denver's recent prosperity.

Understand how services provided by Safety Departments can improve upon quality of life pillars, while developing strategic alignment and tactics for outreach efforts by partnering with the community.

Continuously improve operational efficiency by realigning staff resources to meet department goals.

Improve 911 call answering performance by optimizing work schedules, refining work expectations, improving training and research, and utilizing available technology.

Identify additional opportunities for alternatives to incarceration by improving collaboration between criminal justice partners.

Performance and Program Highlights

	2016 Actual	2017 Actual	2018 Actual	2019 Estimated	2020 Objective
Perception of Public Safety as 'good' or 'excellent'	62%	64%	64%	64%	64%
Youth Programs					
Recidivism rates after program completion	10%	10%	10%	10%	10%
Successful program completion	83%	86%	90%	85%	85%
Juvenile Services Center community referrals	246	277	298	325	350
Cadet Programs					
Number of cadets placed in public safety academies	13	6	13	4	7
Number of cadets graduated from public safety academies	13	5	12	4	7

	2016 Actual	2017 Actual	2018 Actual	2019 Estimated	2020 Objective
Pre-Trial Services					
Pre-Trial Success Rate - Youth	N/A	85%	94%	90%	90%
Pre-Trial Success Rate - Adult	65%	64%	62%	65%	67%

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 Citizen Survey to obtain feedback about how citizens feel about prevention, response, enforcement, and correction.

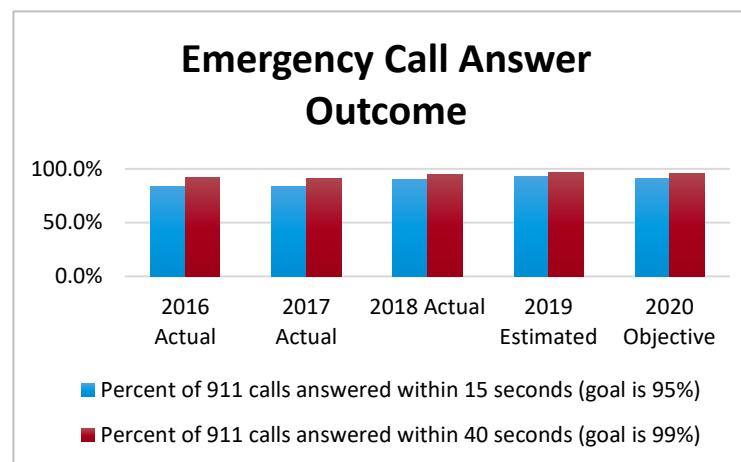
Youth Diversion program outcomes are centered on one-year post completion recidivism rates for participants. **Recidivism rates** are calculated by an independent evaluator, who pulls a statistically significant sample size to calculate the metric after a participant has been out of the program for a period of one full year. Youth who successfully complete diversion has 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 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. In 2016, the program was evaluated and updated to require that each cadet attain a four-year degree to successfully complete the cadet program. This approach will yield more 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. While research supports focusing on this population, this group tends to have lower success rates. However, the success rate is projected to increase for adults due to operational realignments in pre-trial staffing and continuous improvements to the evaluation of the pre-trial population.



The standard for **call-taking performance** established by the National Fire Protection Association and adopted by the City's Emergency Management Response System in 2014 is to answer 95% of 911 calls within 15 seconds and 99% of 911 calls within 40 seconds. Call volume has increased over the last few years.

Department Budget

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Safety Management	6,264,540	8,325,257	10,717,990	2,392,733	28.7%
Safety Programs	8,911,145	10,298,078	10,220,036	(78,042)	(0.8%)
911 Emergency Communications	8,971,440	9,601,023	8,657,825	(943,198)	(9.8%)
Total	24,147,126	28,224,358	29,595,851	1,371,493	4.9%
General Fund Expenditures by Type					
Personnel Services	20,246,053	22,853,091	24,323,539	1,470,448	6.4%
Services and Supplies	3,875,360	5,287,060	5,204,106	(82,954)	(1.6%)
Capital Equipment	6,935	16,001	0	(16,001)	(100.0%)
Internal Services and Misc.	18,778	68,206	68,206	0	0.0%
Total	24,147,126	28,224,358	29,595,851	1,371,493	4.9%
Total General Fund	24,147,126	28,224,358	29,595,851	1,371,493	4.9%
General Fund Revenue					
Licenses and Permits	7,102	12,400	12,400	0	0.0%
Charges for Services	1,121,222	785,354	785,354	0	0.0%
Miscellaneous Other	13,085	985,000	1,095,652	110,652	11.2%
Total	1,141,409	1,782,754	1,893,406	110,652	6.2%
Special Revenue Funds Expenditures					
Public Safety	31,477,316	30,112,943	30,197,009	84,066	0.3%
Total Special Revenue Funds	31,477,316	30,112,943	30,197,009	84,066	0.3%
Grants					
Grants	1,969,150	1,592,032	1,615,138	23,106	1.5%
Total Grants	1,969,150	1,592,032	1,615,138	23,106	1.5%
Personnel Complement					
General Fund Operations - Civilian	247.16	263.63	265.96	2.33	0.9%
Total	247.16	263.63	265.96	2.33	0.9%
Special Revenue Funds					
Public Safety - Civilian	86.33	88.73	103.74	15.01	16.9%
Total	86.33	88.73	103.74	15.01	16.9%
Total Personnel Complement	333.49	352.36	369.70	17.34	4.9%

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agency wide		
· A decrease in personnel services due to the temporary reduction of Cadet budget to align the 2020 budget with actual spending in prior years.	0.00	(50,000)

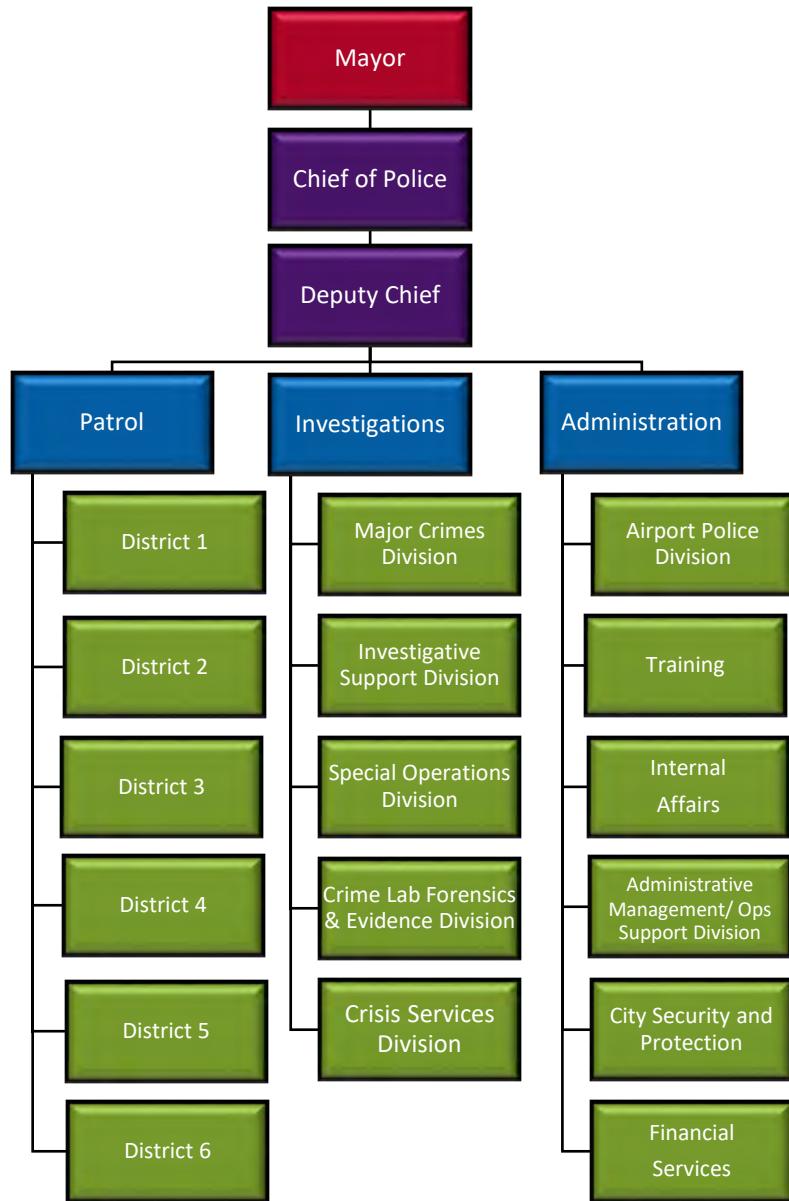
<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
· A decrease in services and supplies due to the temporary reduction of professional services budget in 2020 through department-identified efficiencies.	0.00	(30,000)
· A net decrease in services and supplies due to one-time purchases to support new FTE in 2019.	0.00	(8,700)
· A decrease in capital equipment due to one-time purchases for new FTE in 2019.	0.00	(16,000)
Safety Management		
· An increase in personnel services due to the transfer of 20 civilian FTE from the Sheriff Department to EDOS to staff the new Public Integrity Division.	20.00	1,791,700
· An increase in personnel services due to the annualization of a Senior Human Resources Business Partner and a Human Resources Technician that were budgeted to start in July of 2019.	1.00	60,200
· A decrease in personnel services due to the reduction of on-call budget for background investigations for candidates for the 911 Emergency Communications Technician classes and Deputy Sheriff academies. This budget is re-evaluated annually based on recruit class sizes.	0.00	(47,700)
· An increase in services and supplies to support the basic operations of the Public Integrity Division. This budget was transferred from the Sheriff Department's Internal Affairs Bureau and Conduct Review Office.	0.00	21,500
· A net decrease in services and supplies due to adjustments to the Denver Health Operating Agreement reflecting a reduction in Emergency Services Patrol personnel to align budget with current staffing, offset by an increase for market-based merit.	0.00	(65,800)
Safety Programs		
· A budget decrease in personnel services but the GRID positions have been extended through 2020. The funding for the positions lapsed in the budget system based upon the original ends dates of the positions. The Budget and Management Office and the Executive Office of Safety have worked together to correct the error.	0.00	(257,100)
911 Emergency Communications		
· An increase in personnel services due to the annualization of two Police Dispatchers budgeted to start in March of 2019.	0.33	23,600
· A decrease in personnel services due to moving the expense for the 911 recruit class budgeted in the General Fund in 2019 to the 911 Emergency Communications Trust Fund in 2020.	0.00	(195,000)
· A decrease in personnel services due to temporarily moving 15 Emergency Communications Technicians from the General Fund to the 911 Emergency Communications Trust Fund in 2020. This will not impact service delivery.	(15.00)	(917,600)
Special Revenue Funds		
· An increase in personnel services and FTE due to the transfer of 15 Emergency Communications Technicians from the General Fund.	15.00	917,600
· Note that the 2019 and 2020 expenses in the 911 Emergency Communications Trust Fund each include a \$900,000 transfer to the General Fund for a multi-year repayment plan resulting from a cash transfer in 2018. The 2019 repayment is reflected in the Trust Fund's estimated expenditures of \$12.5M reported in this section of the budget book. The 2020 repayment is not included in the \$11.7M of estimated expenditures in this section, but rather shown separately in a transfer org in the Special Revenue Fund Section of the budget book.		
· The total estimated expenditures in the Trust Fund in 2019 and 2020, including the repayments to the General Fund, remain flat from year to year despite the transfer in of FTE from the General Fund. This is due to one-time capital equipment and contract costs associated with the completion of the new 911 Communications Center in 2019.		

Budget Detail

Safety Management (3501000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	4,863,035	6,138,266	8,597,954	2,459,688	40.1%
Services and Supplies	1,390,702	2,117,236	2,063,282	(53,954)	(2.5%)
Capital Equipment	6,935	13,001	0	(13,001)	(100.0%)
Internal Services and Misc.	3,868	56,754	56,754	0	0.0%
Expenditures by Type Total	6,264,540	8,325,257	10,717,990	2,392,733	28.7%
Expenditures by Activity					
Administration	3,958,360	5,683,071	5,926,012	242,941	4.3%
Public Integrity Division (PID)	0	0	1,970,633	1,970,633	0.0%
Human Resources	2,306,180	2,592,186	2,771,345	179,159	6.9%
Collective Bargaining Administration	0	50,000	50,000	0	0.0%
Expenditures by Activity Total	6,264,540	8,325,257	10,717,990	2,392,733	28.7%
Other Program Funding Sources					
Grants					
Child and Parent Support Program	167,002	75,660	81,766	6,106	8.1%
Gang Reduction Initiative	41,566	0	0	0	0.0%
Youth Detention Continuum	605,708	1,516,372	1,533,372	17,000	1.1%
Total	814,275	1,592,032	1,615,138	23,106	1.5%
Public Safety SRF					
911 Emergency Communications Trust Fund	15,108,083	12,547,641	11,670,011	(877,630)	(7.0%)
Community Correction	16,320,938	17,472,000	18,453,696	981,696	5.6%
Fire Regional Service	22,492	40,302	20,302	(20,000)	(49.6%)
Police Regional Service	24,260	50,000	50,000	0	0.0%
Total	31,475,772	30,109,943	30,194,009	84,066	0.3%
Other Program Funding Sources Total	32,290,048	31,701,975	31,809,147	107,172	0.3%
Total Program Expenditures	38,554,588	40,027,232	42,527,137	2,499,905	6.2%
Personnel Complement (Budgeted)					
Administration	21.00	28.20	28.20	0.00	0.0%
Human Resources	21.00	23.00	24.00	1.00	4.3%
Public Integrity Division (PID)	0.00	0.00	20.00	20.00	0.0%
Personnel Complement (Budgeted) Total	42.00	51.20	72.20	21.00	41.0%
Other Program Funds FTE					
Grants					
Youth Detention Continuum	17.00	17.00	17.00	0.00	0.0%
Public Safety SRF					
911 Emergency Communications Trust Fund	62.33	66.33	81.34	15.01	22.6%

Safety Management (3501000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Community Correction	7.00	5.40	5.40	0.00	0.0%
Total	69.33	71.73	86.74	15.01	20.9%
Other Program Funds FTE Total	86.33	88.73	103.74	15.01	16.9%
Total Personnel Complement	128.33	139.93	175.94	36.01	25.7%
Revenue					
Licenses and Permits	7,102	12,400	12,400	0	0.0%
Charges for Services	2,693	8,000	8,000	0	0.0%
Miscellaneous Other	4,634	950,000	950,000	0	0.0%
Revenue Total	14,429	970,400	970,400	0	0.0%
Safety Programs (3504000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	6,439,096	7,188,502	7,130,460	(58,042)	(0.8%)
Services and Supplies	2,462,323	3,100,124	3,083,124	(17,000)	(0.5%)
Capital Equipment	0	3,000	0	(3,000)	(100.0%)
Internal Services and Misc.	9,726	6,452	6,452	0	0.0%
Expenditures by Type Total	8,911,145	10,298,078	10,220,036	(78,042)	(0.8%)
Expenditures by Activity					
Gang Reduction Initiative of Denver	972,439	1,259,651	993,357	(266,294)	(21.1%)
Cadet Program	1,367,044	1,709,601	1,663,915	(45,686)	(2.7%)
Pre-Trial / Electronic Monitoring	4,914,170	5,211,565	5,419,583	208,018	4.0%
Juvenile Service Center	656,332	658,214	689,478	31,264	4.7%
Safety Youth Programs	1,001,161	1,459,047	1,453,703	(5,344)	(0.4%)
Expenditures by Activity Total	8,911,145	10,298,078	10,220,036	(78,042)	(0.8%)
Other Program Funding Sources					
Grants					
Gang Reduction Initiative	0	0	0	0	0.0%
Youth Detention Continuum	1,154,874	0	0	0	0.0%
Total	1,154,874	0	0	0	0.0%
Public Safety SRF					
Safety Private Donations Fund	1,543	3,000	3,000	0	0.0%
Other Program Funding Sources Total	1,156,417	3,000	3,000	0	0.0%
Total Program Expenditures	10,067,563	10,301,078	10,223,036	(78,042)	(0.8%)
Personnel Complement (Budgeted)					
Cadet Program	34.50	34.50	34.50	0.00	0.0%
Gang Reduction Initiative of Denver	7.00	7.00	3.00	(4.00)	(57.1%)
Juvenile Service Center	7.00	7.00	7.00	0.00	0.0%

Safety Programs (3504000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Pre-Trial / Electronic Monitoring	44.00	44.60	44.60	0.00	0.0%
Safety Youth Programs	12.00	12.00	12.00	0.00	0.0%
Personnel Complement (Budgeted) Total	104.50	105.10	101.10	(4.00)	(3.8%)
Total Personnel Complement	104.50	105.10	101.10	(4.00)	(3.8%)
Revenue					
Charges for Services	1,118,529	777,354	777,354	0	0.0%
Miscellaneous Other	(209)	0	110,652	110,652	0.0%
Revenue Total	1,118,320	777,354	888,006	110,652	14.2%
911 Emergency Communications (3541000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	8,943,921	9,526,323	8,595,125	(931,198)	(9.8%)
Services and Supplies	22,335	69,700	57,700	(12,000)	(17.2%)
Internal Services and Misc.	5,184	5,000	5,000	0	0.0%
Expenditures by Type Total	8,971,440	9,601,023	8,657,825	(943,198)	(9.8%)
Expenditures by Activity					
911 Support	2,391,466	2,334,129	2,832,763	498,634	21.4%
911 Call Intake Operations	2,322,160	2,669,787	1,587,711	(1,082,076)	(40.5%)
Law Enforcement Dispatch Center	4,257,813	4,597,107	4,237,351	(359,756)	(7.8%)
Expenditures by Activity Total	8,971,440	9,601,023	8,657,825	(943,198)	(9.8%)
Other Program Funding Sources					
Public Safety SRF					
911 Emergency Communications Trust Fund	0	0	0	0	0.0%
Total Program Expenditures	8,971,440	9,601,023	8,657,825	(943,198)	(9.8%)
Personnel Complement (Budgeted)					
911 Call Intake Operations	34.00	33.00	22.00	(11.00)	(33.3%)
911 Support	21.66	21.66	25.66	4.00	18.5%
Law Enforcement Dispatch Center	45.00	52.67	45.00	(7.67)	(14.6%)
Personnel Complement (Budgeted) Total	100.66	107.33	92.66	(14.67)	(13.7%)
Total Personnel Complement	100.66	107.33	92.66	(14.67)	(13.7%)
Revenue					
Miscellaneous Other	8,660	35,000	35,000	0	0.0%



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; and utilizes 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, volunteers in policing, administrative management, public affairs, the fusion center, airport security, and internal affairs; Investigations, which oversees major crimes, investigative support, special operations, 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 areas:

The [Office of the Chief of Police](#) provides oversight of the Conduct Review Division; provides media information through the Public Information Office; supplies the department's lobbyist for legislative and city ordinance issues and provides analytical and research support through the Planning, Research, and Support Section.

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 Division](#) 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 division includes the following sections: Robbery/Homicide, Sex Crimes/Missing and Exploited Persons, and Domestic Violence/Fraud.

The [Investigative Support Division](#) assists in the prevention and suppression of crime through the following investigative sections: Vice/Narcotics Task Force, Vice/Narcotics, Intelligence, Human Trafficking, Bias-Motivated, Special Investigations, the Gang Section, and Investigative Technology Section, which includes the High Activity Location Observation (HALO) unit and technical electronics support.

The [Special Operations Division](#) 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.



The [Crime Lab Forensics and Evidence Division](#) 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 Division](#) provides support services to victims of crimes and persons experiencing mental health crisis. This division includes the Victim Assistance Unit, Pre-Trial Victim Services Unit and the Crisis Intervention Response Unit. The [Airport Police Division](#) provides sworn staffing at Denver International Airport in support of airport operations.

The [Training Section](#) oversees the Police Academy, Firearms Unit, Resiliency & Wellness, Peer Support Unit, and Recruitment.

The [Internal Affairs Section](#) investigates citizen and internal complaints of police officer misconduct and coordinates with the Office of the Independent Monitor.

The [Administrative Management and Operations Support Division](#) 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 Division](#) provides financial management services, including accounting, budgeting, purchasing, contract management, and grant administration and management.

The [City Security and Protection Section](#) increases communication and cooperation between the Denver Police Department, City agencies, and the State's Colorado Information Analysis Center (CIAC). The position works collaboratively across the police department and with stakeholders to proactively identify and prevent acts of terrorism, organized crime, and school violence.

Strategies

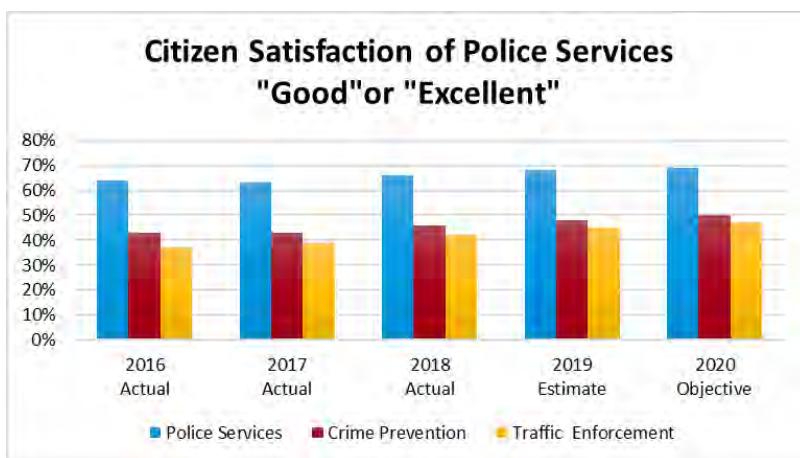
Developing and improving the use of precision policing strategies to systematically and proactively address social harms in the community. This includes collaborative efforts to provide resources through partnerships to prevent crimes such as domestic violence.

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 hiring 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 civilian resources to meet the demands of an increasing number of citizens initiated calls for service, anticipated attrition, and budgeted authorized strength.



Performance and Program Highlights



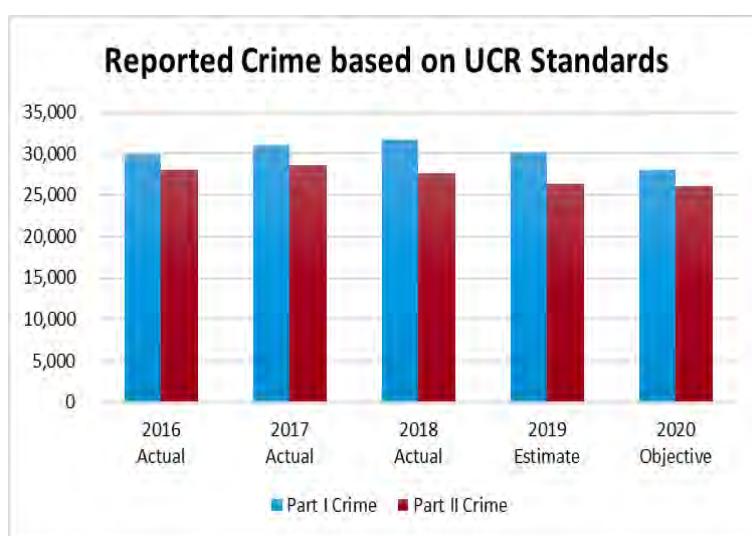
The Department of Safety utilizes the National Citizen Survey to obtain feedback about how citizens **perceive public safety**. **Citizen satisfaction with police services** has increased since 2016 and **crime prevention** has increased 3% since 2016 due, in part, to the increase in availability of the officers after evaluating and redeploying officers in a data driven manner.

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. The data provides useful information for analyzing the rates of different types of crime in

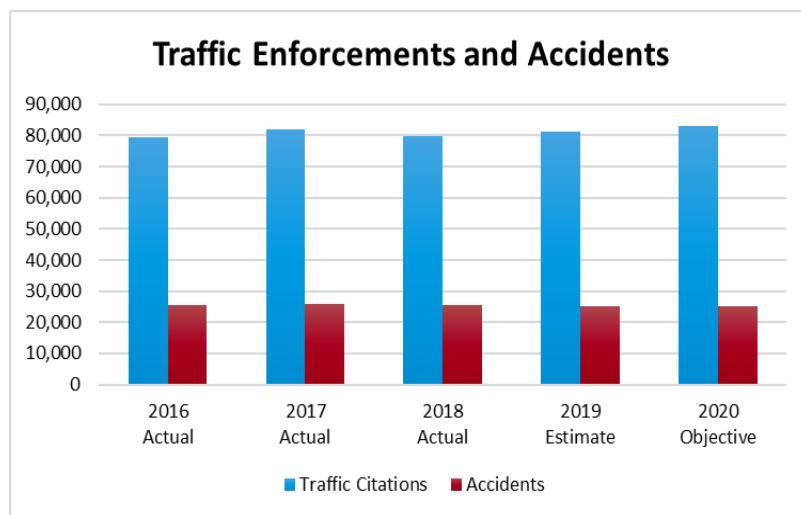
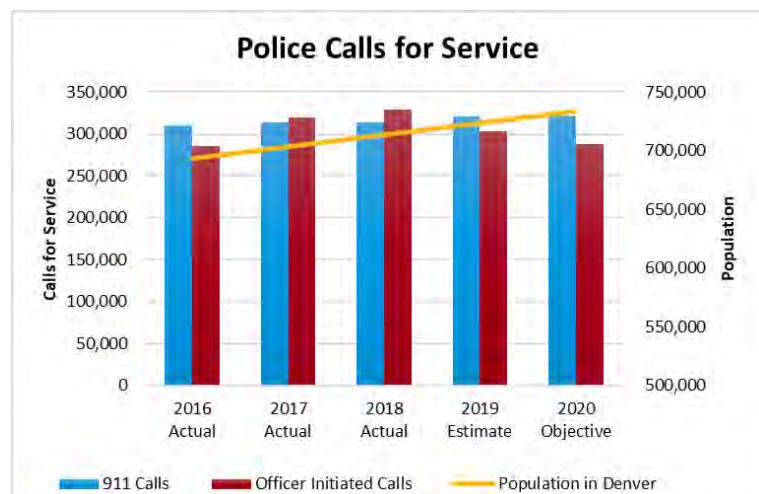
different communities. Part I crimes include homicide, sexual assault, robbery, aggravated assault, arson, larceny, burglary and auto theft. The department is identifying root causes for violent crime such as mental health and substance abuse and focusing on high-level offenses which has a downstream impact on all crime to effectively reduce our part I crimes. 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 person crimes. UCR data includes only the highest crime within an incident.

Part II crimes have a significant impact on communities. There are many categories of Part II crimes. The police department has categorized these offenses into groups and reports 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 indicative of proactive activity of the patrol officer. The department works collaboratively with our 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.

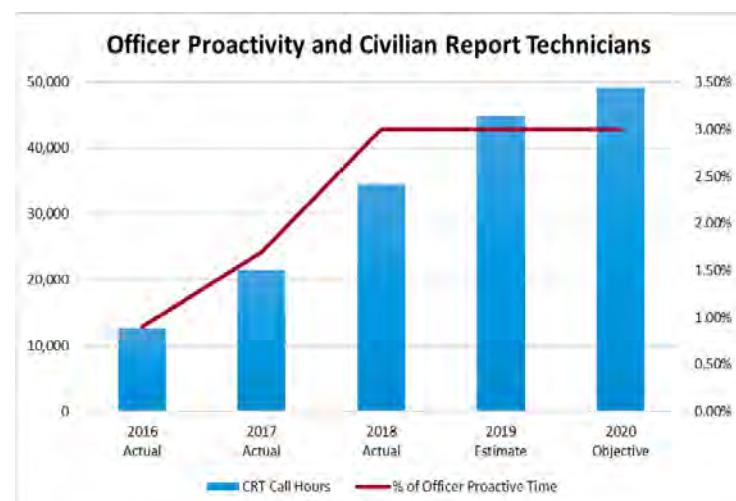


Citizen Initiated and Officer Initiated Calls for service are a measure used to determine officer productivity. **Citizen Initiated Calls (911 calls)** determine the workload required of the patrol officer. **Officer Initiated Calls** are actions initiated by the officer to a situation they observe as opposed to responding to a citizen 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 Accidents are directly correlated. When more citations are issued, there are fewer accidents. Officers assigned to Traffic Operations issue the greatest number of citations. This section is also responsible for providing police support during protests which reduces the time spent on traffic 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. These additional officers will help support traffic enforcement across the city. Increasing uniformed officers will allow the department to continue to build up resources in this critical area to reduce accidents.

Civilian Report Technicians 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 higher priority calls. The addition of CRTs included in the budget increased the call hours handled by the CRTs in subsequent years, which increased the availability of patrol officers.



	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Objective
Number of budgeted recruits in given year	85	96	101	133	134

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 we strive to meet authorized strength. Authorized strength is the total number of uniformed positions approved in the annual budget.



Department Budget

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Police Administration Division	41,574,331	40,283,326	31,932,700	(8,350,626)	(20.7%)
Police Investigations Division	190,875,484	204,087,923	94,770,197	(109,317,726)	(53.6%)
Police Patrol Districts Division	0	0	127,529,470	127,529,470	0.0%
Total	232,449,814	244,371,249	254,232,367	9,861,118	4.0%
General Fund Expenditures by Type					
Personnel Services	220,754,085	230,519,129	240,943,188	10,424,059	4.5%
Services and Supplies	10,841,773	13,117,793	13,257,579	139,786	1.1%
Capital Equipment	850,231	702,727	0	(702,727)	(100.0%)
Internal Services and Misc.	3,726	31,600	31,600	0	0.0%
Total	232,449,814	244,371,249	254,232,367	9,861,118	4.0%
Total General Fund	232,449,814	244,371,249	254,232,367	9,861,118	4.0%
General Fund Revenue					
Licenses and Permits	282,918	0	0	0	0.0%
Fines and Forfeits	5,855,210	4,914,000	5,475,317	561,317	11.4%
Charges for Services	21,658,474	23,303,445	24,516,195	1,212,750	5.2%
Miscellaneous Other	1,301,279	292,000	788,500	496,500	170.0%
Total	29,097,882	28,509,445	30,780,012	2,270,567	8.0%
Special Revenue Funds Expenditures					
Public Safety	18,646,042	20,980,714	21,892,544	911,830	4.3%
Total Special Revenue Funds	18,646,042	20,980,714	21,892,544	911,830	4.3%

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
Grants					
Grants	2,847,418	3,194,763	1,811,296	(1,383,467)	(43.3%)
Total Grants	2,847,418	3,194,763	1,811,296	(1,383,467)	(43.3%)
Personnel Complement					
General Fund Operations - Civilian	357.38	357.06	357.38	0.31	0.1%
General Fund Operations - Uniform	1,525.00	1,556.00	1,596.00	40.00	2.6%
Total	1,882.38	1,913.06	1,953.38	40.31	2.1%
Special Revenue Funds					
Public Safety - Civilian	3.00	5.69	9.00	3.31	58.2%
Total	3.00	5.69	9.00	3.31	58.2%
Total Personnel Complement	1,885.38	1,918.75	1,962.38	43.63	2.3%

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agency wide		
· A net increase in personnel services due to the increase in overall number of recruits. The 2020 academies are comprised of classes with 100 basic recruits and 34 lateral recruits. This is one-time budget to assist the department in reaching authorized strength.	0.00	602,900
· A net increase in services and supplies for equipment associated with the increased number of recruits in 2020.	0.00	225,300
· A decrease in services and supplies due to one-time equipment purchases in 2019.	0.00	(11,200)
· A decrease in capital equipment due to one-time equipment purchases in 2019.	0.00	(702,700)
Administration Division		
· An increase in personnel services due to an Outreach Case Coordinator increasing from part-time to full-time.	0.32	26,700
· A decrease in personnel services due to delaying the hire of an Accountant for one year. The responsibilities and duties of this position will be dispersed among existing staff.	0.00	(89,300)
· A decrease in personnel services due to a reduction of one Captain and an increase of one Lieutenant to meet the Chief's operational priorities. This will not have an impact on the number of officers but will change the rank structure.	0.00	(46,300)
· A decrease in services and supplies primarily due to the temporary reduction of professional contractor services to upfit vehicles and the non-investigative travel budget.	0.00	(270,400)
Investigations Division		
· A decrease in personnel services due to delaying the hire of a Management Analyst III for one year. The responsibilities and duties of this position will be dispersed among existing staff.	0.00	(109,200)
· An increase in services and supplies to support the expansion of shot spotter in the downtown corridor.	0.00	95,000
· A decrease in services and supplies to align the 2020 budget with actual spending in prior years.	0.00	(31,100)

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Patrol Districts Division		
· An increase in personnel services due to the annualization of the 28 police positions added in 2019.	0.00	1,755,400
· An increase in personnel services due to the increase in authorized strength by 40 officers in October 2020. The compliment adds 28 Police Officer I; 4 Corporals; 4 Sergeants and 4 Detectives. The vehicles and communication equipment associated with additional police officers is reflected in the Public Works and Technology Services budgets respectively.	40.00	1,251,300
Revenue		
· A net increase in revenue due to an increase in billings for services to provide enforcement at Denver Health and Hospital Authority; Denver Human Services; Denver Public Schools; Walmart; Denver Broncos and the Colorado Rockies.	0.00	1,100,700
· A net increase in revenue due to adjustments to align to meet actuals in various revenue accounts.	0.00	1,030,000
· An increase in revenue to support an additional school resource officer with the Tennyson Center.	0.00	80,800
· An increase in revenue to charges for services for reimbursement of the downtown expansion of ShotSpotter.	0.00	59,100
Grants		
· An increase in grants due to the addition of three Forensic Scientist I to support the Forensic DNA Laboratory Efficiency Improvement and Capacity Enhancement Program Grant.	3.00	250,000
· An increase in grants due to the addition of one Program Manager to support the Community Based Crime Reduction Program Grant.	1.00	104,400
· An increase in grants due to the addition of a part-time Diversion Officer and Administrative Support Assistant III in the District Attorney's Office to support the Justice Assistance Grant.	1.50	92,700
· An increase in grants due to the addition of a part-time Administrative Support Assistant II to support the DNA Backlog Reduction Grant.	0.50	31,700
· A net decrease in grant expenditures due to grants expiring in 2019 and not yet receiving award letters at the time the 2020 budget book was published.	0.00	(1,678,000)
· A decrease in grant positions due to the expiration of the Countering Violent Extremism Grant and the alignment of positions in the H.I.D.T.A and other police grant programs.	(2.69)	(201,000)
SRF		
· An increase in special revenue funds due to the increase in the Police and Fire Pension Special Revenue Fund as a result of an increase in authorized strength.	0.00	851,700
· An increase in special revenue funds due to the extension of a Benefits Analyst through December 2020.	0.00	60,200

Budget Detail

Police Administration (3511000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	36,264,658	35,469,607	28,704,976	(6,764,631)	(19.1%)
Services and Supplies	4,930,245	4,084,292	3,199,724	(884,568)	(21.7%)
Capital Equipment	378,390	701,427	0	(701,427)	(100.0%)

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Police Administration (3511000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Internal Services and Misc.	1,038	28,000	28,000	0	0.0%
Expenditures by Type Total	41,574,331	40,283,326	31,932,700	(8,350,626)	(20.7%)
Expenditures by Activity					
Chief of Police	4,073,612	3,702,409	4,395,737	693,328	18.7%
Financial Services	3,115,783	1,930,539	1,796,109	(134,430)	(7.0%)
Administrative Management	8,449,137	8,871,697	12,059,965	3,188,268	35.9%
Fleet Services	3,267,807	3,367,050	3,350,936	(16,114)	(0.5%)
Property Management	5,296,160	6,832,145	1,863,690	(4,968,455)	(72.7%)
Planning, Research and Support	682,170	575,924	519,822	(56,102)	(9.7%)
Community Relations and Public Affairs	8,239,602	8,740,036	1,487,592	(7,252,444)	(83.0%)
Internal Affairs	2,325,534	2,374,886	2,261,861	(113,025)	(4.8%)
Training	6,124,526	3,888,640	4,196,988	308,348	7.9%
Expenditures by Activity Total	41,574,331	40,283,326	31,932,700	(8,350,626)	(20.7%)
Other Program Funding Sources					
Grants					
3-Dimensional Imaging Validation Grant	31,678	0	0	0	0.0%
Body-Worn Camera Policy and Implementation Program	79,321	3,000	0	(3,000)	(100.0%)
CDOT: Distracted Driving Enforcement	38,411	34,526	0	(34,526)	(100.0%)
CDOT: DUI Enforcement	250,530	217,300	0	(217,300)	(100.0%)
CDOT: Focused Speed Enforcement	59,525	54,601	0	(54,601)	(100.0%)
CDOT: Pedestrian Safety	102,234	50,545	0	(50,545)	(100.0%)
Click it or Ticket	3,431	5,000	0	(5,000)	(100.0%)
Community Based Crime Reduction Program	0	333,330	334,683	1,353	0.4%
COPS Community Policing and Development	9,094	16,759	5,586	(11,173)	(66.7%)
Countering Violent Extremism Grant Program	223,775	257,538	0	(257,538)	(100.0%)
Coverdell Forensic - Federal	143,409	0	0	0	0.0%
Coverdell Forensic - State	38,396	80,386	0	(80,386)	(100.0%)
Crime Victim Services	157,336	0	0	0	0.0%
Demand Reduction Grant	574	0	0	0	0.0%
Denver Juvenile Drug Court	13,340	0	0	0	0.0%
Denver OCDETF Strike Force	6,173	0	0	0	0.0%
DNA Backlog Reduction	178,620	239,854	103,217	(136,637)	(57.0%)
Forensic DNA Laboratory Efficiency Improvement and Capacity Enhancement Program	0	313,525	315,998	2,473	0.8%
H.I.D.T.A.	738,170	1,076,530	838,782	(237,748)	(22.1%)
Internet Crimes Against Children	4,275	9,998	0	(9,998)	(100.0%)
Justice Assistance Grant	171,590	248,856	213,030	(35,826)	(14.4%)
Juvenile LEA Program	2,877	27,123	0	(27,123)	(100.0%)

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Police Administration (3511000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Latent Print Identification	64,257	47,571	0	(47,571)	(100.0%)
Optimal Extraction Methods of THC From Infused Products	22,616	29,250	0	(29,250)	(100.0%)
Optimized, Semi-Automated Differential DNA Extraction	11,121	0	0	0	0.0%
Project Safe Neighborhoods	144,925	149,071	0	(149,071)	(100.0%)
Sun Valley Policing Project	351,740	0	0	0	0.0%
Total	2,847,418	3,194,763	1,811,296	(1,383,467)	(43.3%)
Public Safety SRF					
Police/Fire Pension	18,627,776	20,971,600	21,883,430	911,830	4.3%
Other Program Funding Sources Total	21,475,193	24,166,363	23,694,726	(471,637)	(2.0%)
Total Program Expenditures	63,049,524	64,449,689	55,627,426	(8,822,263)	(13.7%)
Personnel Complement (Budgeted)					
Administrative Management	110.75	105.44	109.00	3.56	3.4%
Chief of Police	41.13	27.25	27.50	0.25	0.0%
Community Relations and Public Affairs	66.50	66.50	10.75	(55.75)	(83.8%)
Financial Services	10.00	10.00	9.00	(1.00)	(10.0%)
Fleet Services	37.00	37.00	37.00	0.00	0.0%
Internal Affairs	18.00	18.00	17.00	(1.00)	(5.6%)
Planning, Research and Support	9.00	4.00	4.00	0.00	0.0%
Property Management	38.75	41.75	21.00	(20.75)	(49.7%)
Training	29.00	25.00	27.00	2.00	8.0%
Personnel Complement (Budgeted) Total	360.13	334.94	262.25	(72.69)	(21.7%)
Other Program Funds FTE					
Grants					
Community Based Crime Reduction Program	0.00	0.00	1.00	1.00	0.0%
Countering Violent Extremism Grant Program	0.00	0.69	0.00	(0.69)	(100.0%)
DNA Backlog Reduction	0.00	1.00	1.50	0.50	0.0%
Forensic DNA Laboratory Efficiency Improvement and Capacity Enhancement Program	0.00	0.00	3.00	3.00	0.0%
H.I.D.T.A.	0.00	3.00	1.00	(2.00)	(66.7%)
Justice Assistance Grant	2.00	0.00	1.50	1.50	0.0%
Total	2.00	4.69	8.00	3.31	70.7%
Public Safety SRF					
Police/Fire Pension	1.00	1.00	1.00	0.00	0.0%
Other Program Funds FTE Total	3.00	5.69	9.00	3.31	58.2%
Total Personnel Complement	363.13	340.63	271.25	(69.38)	(20.4%)

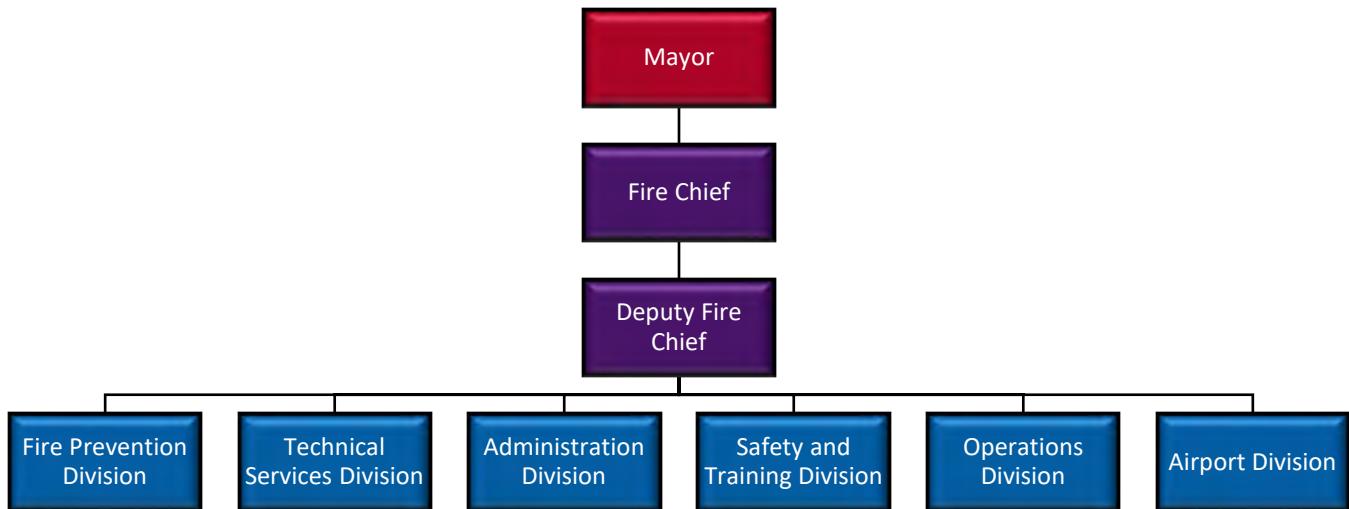
Police Department 3510000

Police Administration (3511000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Revenue					
Licenses and Permits	282,918	0	0	0	0.0%
Fines and Forfeits	1,292	2,000	2,000	0	0.0%
Charges for Services	1,159,020	777,300	780,800	3,500	0.5%
Miscellaneous Other	205,596	292,000	268,500	(23,500)	(8.0%)
Revenue Total	1,648,826	1,071,300	1,051,300	(20,000)	(1.9%)
 Police Investigations (3512000)					
Expenditures by Type	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Personnel Services	184,489,427	195,049,522	86,124,542	(108,924,980)	(55.8%)
Services and Supplies	5,911,528	9,033,501	8,642,055	(391,446)	(4.3%)
Capital Equipment	471,841	1,300	0	(1,300)	(100.0%)
Internal Services and Misc.	2,688	3,600	3,600	0	0.0%
Expenditures by Type Total	190,875,484	204,087,923	94,770,197	(109,317,726)	(53.6%)
Expenditures by Activity					
Deputy Chief Operations	524,958	589,348	0	(589,348)	(100.0%)
Patrol Districts	114,251,409	119,750,883	0	(119,750,883)	(100.0%)
Special Operations	19,795,673	21,544,652	20,651,341	(893,311)	(4.1%)
Major Crimes	14,747,746	15,446,116	15,300,816	(145,300)	(0.9%)
Airport	18,540,037	18,042,366	0	(18,042,366)	(100.0%)
Photo Traffic Enforcement	2,641,671	3,243,802	3,303,204	59,402	1.8%
Investigative Services	17,170,222	18,528,149	20,177,553	1,649,404	8.9%
Crisis Services	1,037,763	1,422,767	1,489,493	66,726	4.7%
Forensics and Evidence	0	0	8,929,415	8,929,415	0.0%
Police Recruits	2,166,004	5,519,840	6,348,039	828,199	15.0%
Police Airport Operations	0	0	18,570,336	18,570,336	0.0%
Expenditures by Activity Total	190,875,484	204,087,923	94,770,197	(109,317,726)	(53.6%)
Total Program Expenditures	190,875,484	204,087,923	94,770,197	(109,317,726)	(53.6%)
Personnel Complement (Budgeted)					
Airport	132.00	132.00	0.00	(132.00)	(100.0%)
Crisis Services	13.00	16.00	16.00	0.00	0.0%
Deputy Chief Operations	4.00	3.00	0.00	(3.00)	(100.0%)
Forensics and Evidence	0.00	0.00	65.50	65.50	0.0%
Investigative Services	126.50	128.50	139.00	10.50	8.2%
Major Crimes	112.00	113.00	107.00	(6.00)	(5.3%)
Patrol Districts	973.00	1,012.25	0.00	(1,012.25)	(100.0%)
Photo Traffic Enforcement	20.50	20.50	20.50	0.00	0.0%
Special Operations	141.25	152.88	143.88	(9.00)	(5.9%)

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Police Investigations (3512000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Police Airport Operations	0.00	0.00	132.00	132.00	0.0%
Personnel Complement (Budgeted) Total	1,522.25	1,578.13	623.88	(954.25)	(60.5%)
Total Personnel Complement	1,522.25	1,578.13	623.88	(954.25)	(60.5%)
Revenue					
Fines and Forfeits	5,853,919	4,912,000	5,473,317	561,317	11.4%
Charges for Services	20,499,455	22,526,145	21,619,905	(906,240)	(4.0%)
Miscellaneous Other	1,095,683	0	520,000	520,000	0.0%
Revenue Total	27,449,057	27,438,145	27,613,222	175,077	0.6%
Police Patrol Districts (3513000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	0	0	126,113,670	126,113,670	0.0%
Services and Supplies	0	0	1,415,800	1,415,800	0.0%
Expenditures by Type Total			0	127,529,470	127,529,470
Expenditures by Activity					
Police Patrol Districts	0	0	127,529,470	127,529,470	0.0%
Other Program Funding Sources					
Public Safety SRF					
Police Donations	2,479	4,583	4,583	0	0.0%
Police Equestrian Patrol	10,895	2,488	2,488	0	0.0%
Police K-9 Unit	4,892	2,043	2,043	0	0.0%
Total	18,267	9,114	9,114	0	0.0%
Total Program Expenditures	18,267	9,114	127,538,584	127,529,470	1,399,270.0%
Personnel Complement (Budgeted)					
Police Patrol Districts	0.00	0.00	1,067.25	1,067.25	0.0%
Total Personnel Complement	0.00	0.00	1,067.25	1,067.25	0.0%
Revenue					
Charges for Services	0	0	2,115,490	2,115,490	0.0%

*Due to a re-organization in 2020, there is no budget reflected in the Patrol Division in 2019 or 2018. This budget was distributed across the Administration and Investigation (formally Operations) Divisions previously.



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 Denver Fire Department is comprised of the following areas:

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 firefighting 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, that 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 accidents, 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 a 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.

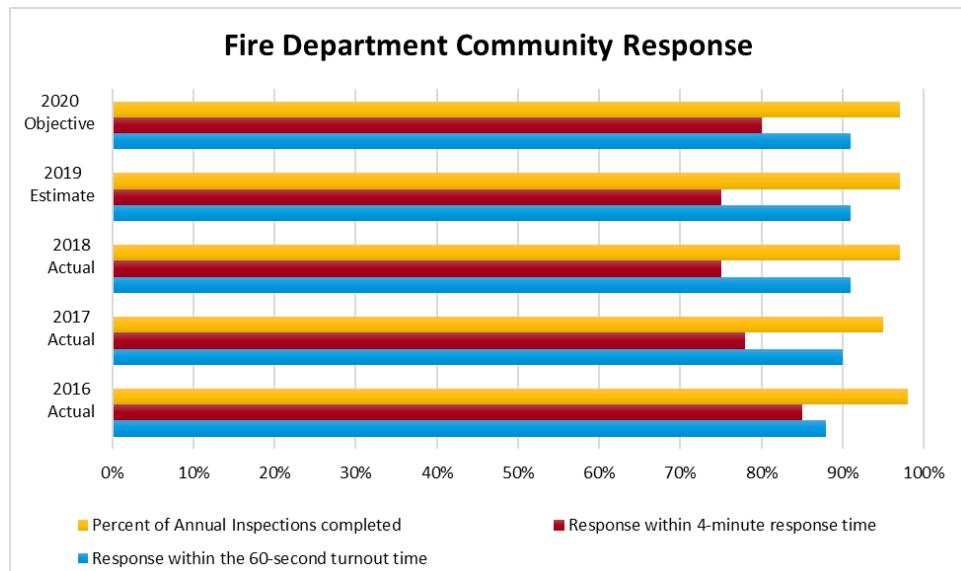
Provide efficient and timely annual inspections through dedicated fire personnel to ensure that buildings are in compliance with standards that affect life safety and protection of buildings from fire.

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 the fire stations, properly backfill anticipated attrition and reduce overtime expenditures.

Performance and Program Highlights

Turnout and Response Times – include 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, annual inspections have remained flat and one hundred percent of annual inspections cannot be completed due to fluctuating staffing levels, unoccupied structures, and unreported occupancies.

	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Objective
Fire Prevention					
Number of plan reviews	9,415	9,751	10,641	11,856	11,856
Percent of plan reviews completed within target timeframe	60%	57%	58%	65%	75%
Insurance Services Office (ISO) rating	2	2	1	1	1
Fire Operations Support					
Total number of responses	113,195	116,061	119,287	121,000	123,420
Total number of fires extinguished	2,011	2,250	2,597	2,650	2,700
Total number of medical responses	78,677	81,952	81,263	82,000	83,640
Number of budgeted recruits in a given year	40	48	48	81	63

Plan reviews are performed by Fire Prevention personnel to ensure that buildings are in compliance 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 Service 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 to 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 2020, DFD anticipates a two percent increase in total **number of responses** due to the rapid growth of residential and commercial properties within the metro area.

The **emergency medical** services program of the Denver Fire Department provides pre-hospital critical patient care services to the citizens of the City and County of Denver and other communities served. This program, in partnership with Denver Health and Hospital Authority (DHHA), provides 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 as Basic Life Support (BLS) response. A steady increase in the number of medical responses prompted a redesign of DFD's training curriculum in 2017. The new curriculum, provided by DHHA, will ensure 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 a medical unit 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 the near downtown Denver. This unit responded to approximately 1,700 medical calls in 2018 and is anticipated to respond to over 2,500 medical calls in 2019.

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. The total number of recruits and authorized strength increased in 2019 to accommodate the opening of fire station 39 and in 2020, recruit classes and authorized strength have been adjusted to accommodate staffing a truck at Station 35 which is at the Denver International Airport. Authorized strength is the total number of uniformed positions approved in the annual budget.

Department Budget

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Fire Department Administration	28,246,846	29,700,697	31,229,750	1,529,053	5.1%
Fire Department Operations	112,063,759	118,575,596	122,066,250	3,490,654	2.9%
Total	140,310,605	148,276,293	153,296,000	5,019,707	3.4%
General Fund Expenditures by Type					
Personnel Services	134,866,409	141,324,048	147,200,350	5,876,302	4.2%
Services and Supplies	5,288,075	6,547,824	6,090,150	(457,674)	(7.0%)
Capital Equipment	155,905	352,714	0	(352,714)	(100.0%)
Internal Services and Misc.	216	51,707	5,500	(46,207)	(89.4%)
Total	140,310,605	148,276,293	153,296,000	5,019,707	3.4%
Total General Fund	140,310,605	148,276,293	153,296,000	5,019,707	3.4%
General Fund Revenue					
Licenses and Permits	2,830,743	2,705,000	2,725,000	20,000	0.7%
Charges for Services	34,330,964	32,898,947	35,257,283	2,358,336	7.2%
Miscellaneous Other	38,389	55,942	55,942	0	0.0%
Total	37,200,096	35,659,889	38,038,225	2,378,336	6.7%
Special Revenue Funds Expenditures					
Public Safety	27,840,317	28,096,147	28,777,311	681,164	2.4%
Total Special Revenue Funds	27,840,317	28,096,147	28,777,311	681,164	2.4%
Grants					
Grants	0	381,158	0	(381,158)	(100.0%)
Total Grants	0	381,158	0	(381,158)	(100.0%)
Personnel Complement					
General Fund Operations - Civilian	40.00	45.58	47.00	1.42	3.1%
General Fund Operations - Uniform	1,010.00	1,047.00	1,062.00	15.00	1.4%
Total	1,050.00	1,092.58	1,109.00	16.42	1.5%
Special Revenue Funds					
Public Safety - Civilian	2.00	2.00	2.00	0.00	0.0%
Total	2.00	2.00	2.00	0.00	0.0%
Total Personnel Complement	1,052.00	1,094.58	1,111.00	16.42	1.5%

Programmatic Changes

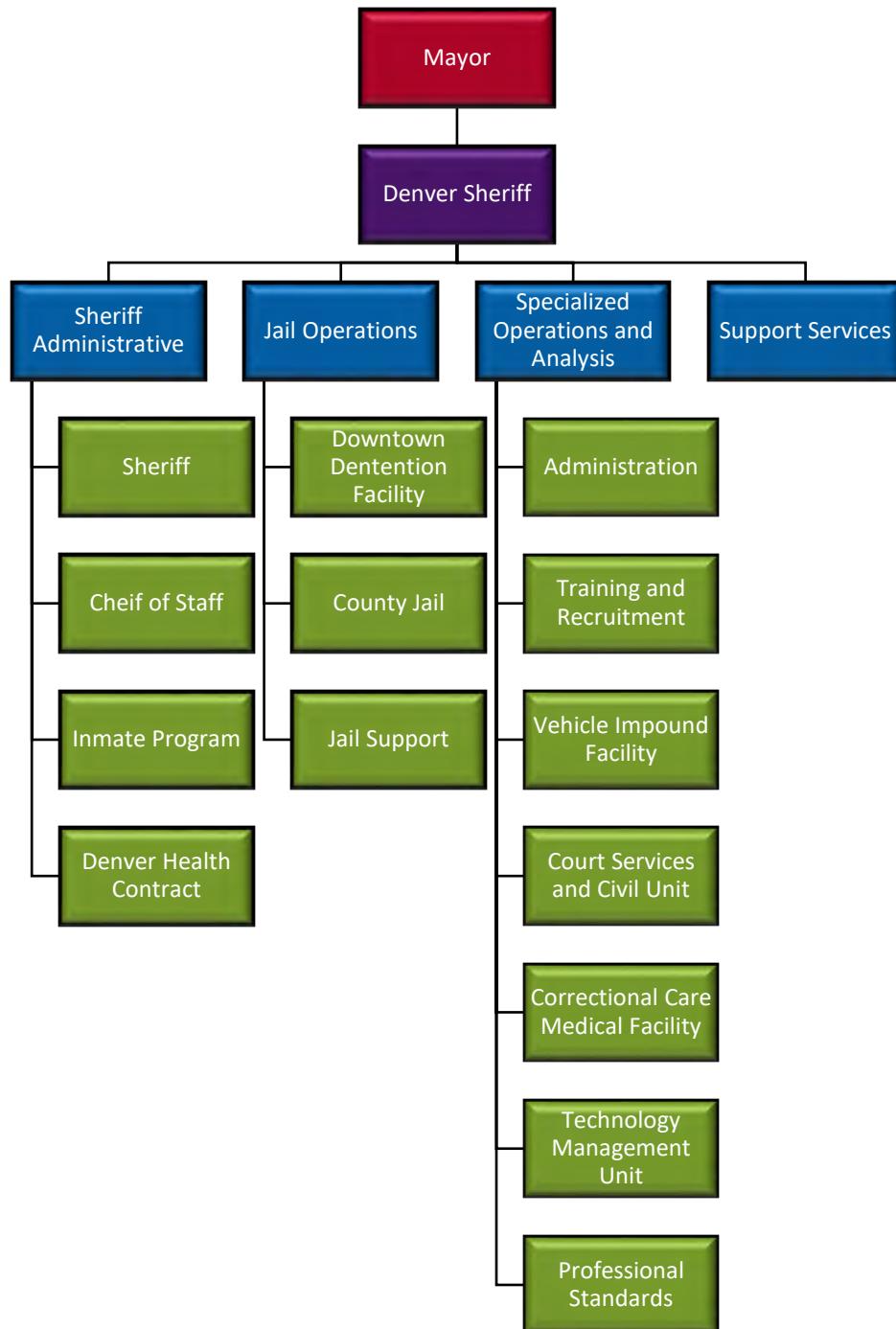
<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agency wide		
· An increase in personnel services due to the annualization of five civilianized positions in 2019. These positions include two Senior City Inspectors, one Plans Review Specialist, one Operations Coordinator and one Facility Maintenance Technician.	1.42	115,200
· A net decrease in personnel services due to the reduction of 12 additional recruits and a lateral class in 2019. The 2020 recruit classes will consist of two classes of 24 recruits.	0.00	(688,100)
· An increase in services and supplies due to the Denver Health and Hospital Authority contract to provide additional EMS services to the Denver Fire Department.	0.00	23,800
· A decrease in services and supplies due to the one-time purchase of equipment in 2019.	0.00	(564,500)
· A net decrease in services and supplies for supplies and equipment associated with the increased number of recruits in 2019. In 2019, DFD received an additional 12 recruits and a lateral class to assist with meeting authorized strength.	0.00	(156,400)
· A decrease in capital equipment due to the one-time purchase of replacement capital equipment in 2019.	0.00	(352,700)
Technical Services		
· A decrease in personnel services due to delaying the hire of a Fire Systems Technical Specialist for one year.	0.00	(132,700)
Suppression		
· A net increase in personnel services due to the one-time increase in overtime budget to support the medical unit for five nights per week.	0.00	123,500
· A decrease in personnel services due to billing the Special Operations Chief to the Wildland Special Revenue Fund to provide additional assistance with the program.	0.00	(178,300)
· An increase in services and supplies due to cover increased contract costs for firefighter bunker gear.	0.00	52,500
Airport		
· An increase in personnel services due to addition of 15 Firefighters to staff a truck at Station 35 at the Denver International Airport. This includes one Specialty Captain; two Specialty Lieutenants; three Specialty Engineers; and nine Technicians. The positions will start in July of 2020, and associated costs will be reimbursed by the Denver International Airport.	15.00	1,053,000
· An increase in personnel services due to the addition of a lateral academy class of 15 to backfill the airport assignment in June of 2020. All associated costs will be reimbursed by the Denver International Airport.	0.00	311,500
· An increase in services and supplies to support the added lateral academy which will be reimbursed by the Denver International Airport.	0.00	140,700
Revenue		
· A net increase in revenue due to additional fire suppression services at the Denver International Airport and increases as a result of 2020 Collective Bargaining changes.	0.00	2,378,300
Special Revenue Funds		
· A net increase in special revenue funds due to the increase in the Police and Fire Pension Special Revenue Fund as a result of an increase in authorized strength and due to billing the Special Operations Chief to the Wildland Special Revenue Fund.	0.00	661,200
Grant Funds		
· A net decrease in grant funds due to the expiration of one-time grants.	0.00	(381,200)

Budget Detail

Fire Department Administration (3521000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	25,605,784	25,747,887	27,773,556	2,025,669	7.9%
Services and Supplies	2,549,188	3,714,001	3,450,694	(263,307)	(7.1%)
Capital Equipment	91,874	187,102	0	(187,102)	(100.0%)
Internal Services and Misc.	0	51,707	5,500	(46,207)	(89.4%)
Expenditures by Type Total	28,246,846	29,700,697	31,229,750	1,529,053	5.1%
Expenditures by Activity					
Fire Prevention	8,696,423	11,163,044	10,867,295	(295,749)	(2.6%)
Technical Services	6,590,055	6,310,070	6,210,355	(99,715)	(1.6%)
Administration Services	4,037,995	5,233,284	4,916,893	(316,391)	(6.0%)
Safety and Training	5,073,428	2,439,852	4,549,042	2,109,190	86.4%
Arson	1,561,390	2,120,888	2,197,477	76,589	3.6%
Fleet Management	2,287,555	2,433,559	2,488,688	55,129	2.3%
Expenditures by Activity Total	28,246,846	29,700,697	31,229,750	1,529,053	5.1%
Other Program Funding Sources					
Grants					
FEMA Assistance to Firefighters	0	161,230	0	(161,230)	(100.0%)
Generator Grant at DFD Headquarters	0	219,928	0	(219,928)	(100.0%)
Total	0	381,158	0	(381,158)	(100.0%)
Public Safety SRF					
Fire Prevention/Investigation Donations	14,112	18,915	18,915	0	0.0%
Police/Fire Pension	23,146,948	25,297,559	25,787,115	489,556	1.9%
Rocky Mountain Fire Academy	82,699	75,000	75,000	0	0.0%
Total	23,243,760	25,391,474	25,881,030	489,556	1.9%
Other Program Funding Sources Total	23,243,760	25,772,632	25,881,030	108,398	0.4%
Total Program Expenditures	51,490,606	55,473,329	57,110,780	1,637,451	3.0%
Personnel Complement (Budgeted)					
Administration Services	22.00	22.75	22.00	(0.75)	(3.3%)
Arson	17.00	17.00	17.00	0.00	0.0%
Fire Prevention	66.00	75.25	73.00	(2.25)	(3.0%)
Fleet Management	18.00	18.00	18.00	0.00	0.0%
Safety and Training	14.00	13.00	13.00	0.00	0.0%
Technical Services	39.00	40.58	40.00	(0.58)	(1.4%)
Personnel Complement (Budgeted) Total	176.00	186.58	183.00	(3.58)	(1.9%)
Total Personnel Complement	176.00	186.58	183.00	(3.58)	(1.9%)

Fire Department 3520000

Fire Department Administration (3521000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Revenue					
Licenses and Permits	2,830,743	2,705,000	2,725,000	20,000	0.7%
Charges for Services	16,458,684	16,450,393	16,705,278	254,885	1.5%
Miscellaneous Other	37,988	20,000	20,000	0	0.0%
Revenue Total	19,327,415	19,175,393	19,450,278	274,885	1.4%
 Fire Department Operations (3522000)					
Expenditures by Type	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Personnel Services	109,260,625	115,576,161	119,426,794	3,850,633	3.3%
Services and Supplies	2,738,887	2,833,823	2,639,456	(194,367)	(6.9%)
Capital Equipment	64,031	165,612	0	(165,612)	(100.0%)
Internal Services and Misc.	216	0	0	0	0.0%
Expenditures by Type Total	112,063,759	118,575,596	122,066,250	3,490,654	2.9%
Expenditures by Activity					
Suppression	93,986,686	99,118,572	102,643,385	3,524,813	3.6%
Recruits	863,764	2,665,309	434,224	(2,231,085)	(83.7%)
Airport	17,213,309	16,791,715	18,988,641	2,196,926	13.1%
Expenditures by Activity Total	112,063,759	118,575,596	122,066,250	3,490,654	2.9%
Other Program Funding Sources					
Public Safety SRF					
Wildland Fire Reimb Fee Program	4,596,558	2,704,673	2,896,281	191,608	7.1%
Total Program Expenditures	116,660,317	121,280,269	124,962,531	3,682,262	3.0%
Personnel Complement (Budgeted)					
Airport	119.00	119.00	134.00	15.00	12.6%
Suppression	755.00	787.00	792.00	5.00	0.6%
Personnel Complement (Budgeted) Total	874.00	906.00	926.00	20.00	2.2%
Other Program Funds FTE					
Public Safety SRF					
Wildland Fire Reimb Fee Program	2.00	2.00	2.00	0.00	0.0%
Total Personnel Complement	876.00	908.00	928.00	20.00	2.2%
Revenue					
Charges for Services	17,872,280	16,448,554	18,552,005	2,103,451	12.8%
Miscellaneous Other	401	35,942	35,942	0	0.0%
Revenue Total	17,872,681	16,484,496	18,587,947	2,103,451	12.8%



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 the care, custody, and transport of inmates for the City and County of Denver. The Denver Sheriff Department (DSD) manages two large jails, processes court-ordered civil actions, and provides security for Denver's district and county court system, along with other specialty units. With an aim toward increasing accountability and operational efficiencies, the department was reorganized in 2019 and is now comprised of four divisions: Sheriff Administration, which provides overall policy direction and management of the department, including inmate programs and services; Jail Operations, which operates and maintains the detention facilities; Specialized Operations and Analysis, which provides specialized support for the wide array of employee programs and services; and Support Services, which provides support for the facility grievance and incident review.

For more information, please visit the Denver Sheriff Department at
<https://www.denvergov.org/content/denvergov/en/sheriff-department.html>.

Services

The Denver Sheriff Department is comprised of the following areas:

Sheriff Administration provides executive leadership for the Denver Sheriff Department (DSD) and manages community engagement, communications, and inmate programs. In 2020, the Conduct Review Office functions will be moved to the Executive Director of Safety's Office under the newly formed Public Integrity Division to allow for third party oversight of DSD investigations.

- The **Sheriff** is the Chief Executive Officer of the DSD and oversees the administration of department-wide initiatives, including community engagement.
- **Inmate Programs** strives to improve the success of community reentry by providing direct service programs and resources to inmates that address a wide spectrum of needs through a case management approach, including mental health services, life skills training programs, as well as working in partnership with contractors and volunteers that support inmates with programs and resources that aid in rehabilitation and building a successful transition back into the community.
- **Denver Health Contract** 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.

Jail Operations operates 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 DHMC.

- 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 inmates awaiting trial on felony, misdemeanor, and city ordinance violations and is often used to temporarily house inmates for other law enforcement jurisdictions.

- The **Denver County Jail** (COJL) primarily holds all sentenced males and all pre-sentenced and sentenced female inmates for misdemeanor and city ordinance violations. Sentenced felons are transported to the State Department of Corrections.
- **Jail Support** manages the intake and release processes, inmate records, and oversees housing classification of inmates to ensure appropriate and safe housing is maintained.

Specialized Operations and Analysis manages specialized services and programs including training and recruitment, formal security review the vehicle impound facility, court services, the Correctional Care Medical Facility (CCMF), data and technology management, as well as professional standards. In 2020, the Internal Affairs functions will be moved to the Executive Director of Safety's Office under the newly formed Public Integrity Division to allow for third party oversight of DSD investigations.

- **Administration** provides oversight and administrative support to the division.
- **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.
- **Court Services** provides a safe and secure environment within courtroom settings for the public, inmates, in addition to the court and jail 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 assignments 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.
- The **Correctional Care Medical Facility** provides quality healthcare services to detainees in a secure environment at Denver Health Medical Center.
- 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.

Support Services includes the Grievance and Incident Review Team which administers the grievance handling process and evaluates incidents to identify learning opportunities for staff. Support Services also includes Security, which is assessed through a formal role and review process the department has established to work in tandem with the Operations Division, as well as K-9 functions, which are performed by a specialized unit of trained and certified canines and their handlers that promotes the security of DSD facilities.

Strategies

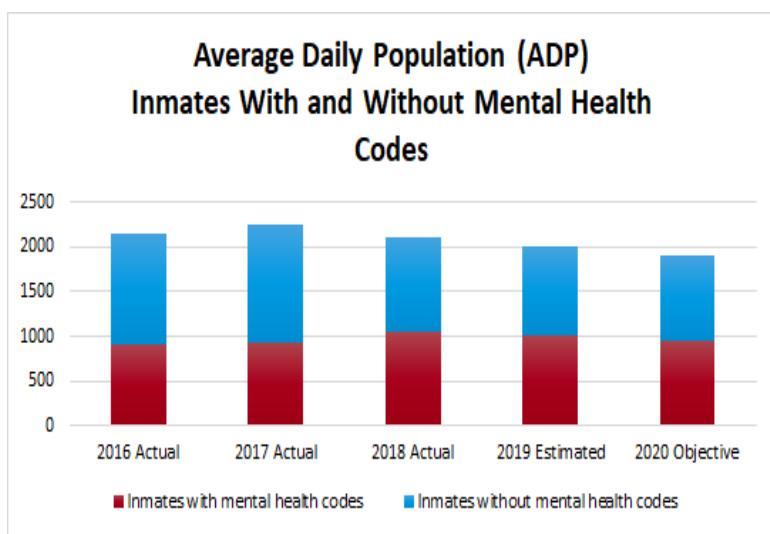
Provide safety and security for staff and inmates placed in our care by employing best practices in inmate management and rehabilitation that support trust, transparency, and accountability.

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.

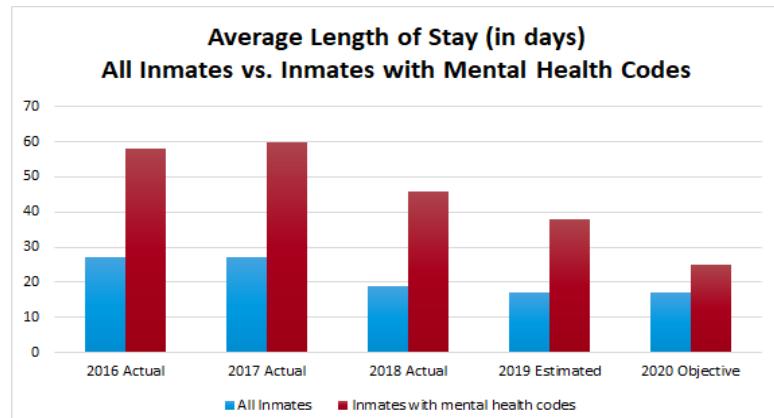
Build strong partnerships with the community by developing techniques to effectively engage them and incorporate their input.

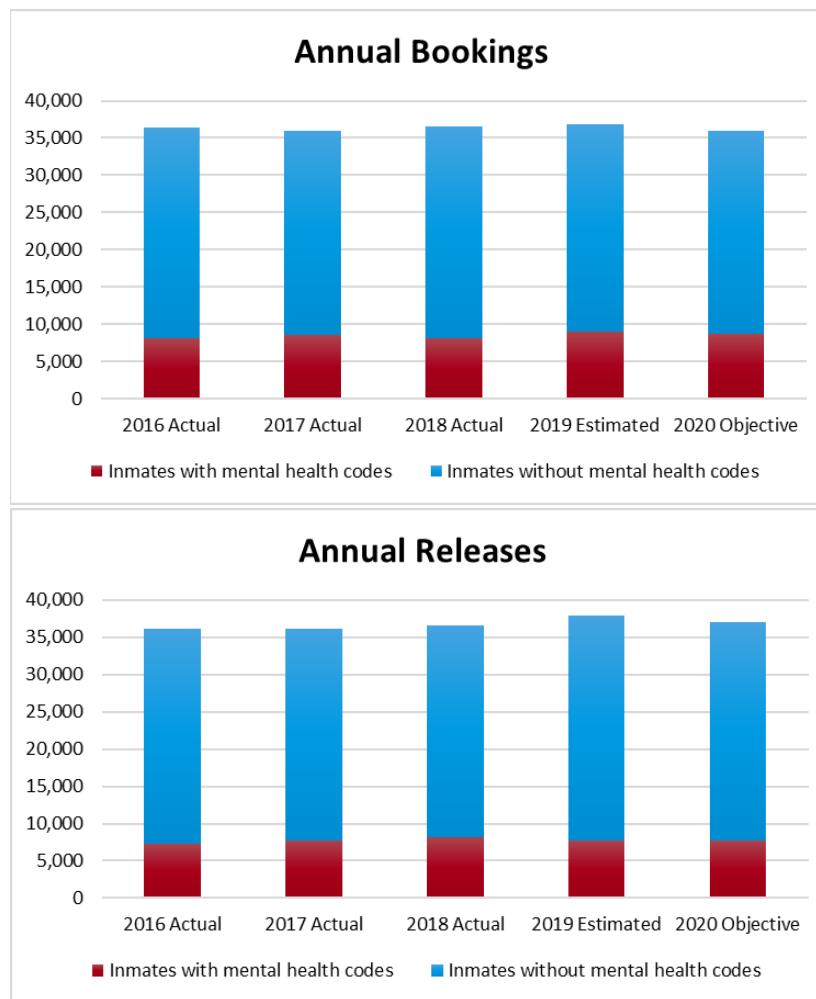
Performance and Program Highlights



The **average daily inmate population** includes the Denver County Jail, the Downtown Detention Center and inmates receiving medical care at the Correctional Care Medical Facility. The population declined in 2018 and this trend continues in 2019 due to a variety of factors, including alternative sentencing programs and initiatives and increased efficiencies in the Denver Court System. To respond to the growing inmate population with mental health needs, DSD continues to track mental health data to better inform policies and practices in service of this population segment. As a result of these efforts, the department projects a decrease in this population in 2020. **Inmates with mental health codes** typically comprise about 48 percent of the average daily population.

The **average length of stay (ALOS)** in days is a combined number from both facilities with a weighted average based on inmate counts in each facility. Inmates who temporarily receive medical care in the Correctional Care Medical Facility are also included in this calculation. The average length of stay is longer for inmates with mental health codes because some inmates with serious mental illness must wait for competency evaluations before they can stand trial. The length of stay includes the time it takes for inmates who are deemed incompetent to stand trial to complete treatment and be restored to competency. The department expects the ALOS for inmates with mental health codes to continue to decline in 2019 and 2020 as a result of the data collection and policy efforts described above.





Annual bookings and releases refer to the total number of inmates processed in and out of the DSD jail system within a calendar year.

	2016 Actual	2017 Actual	2018 Actual	2019 Estimated	2020 Objective
Recidivism	41%	38%	40%	38%	39%
Percent of staff completing in-service training	100%	100%	100%	100%	100%
Number of officers completing crisis intervention training	247	147	91	120	80
Recruit graduation rate	90%	90%	90%	92%	90%
Percent of enrolled inmates graduating from GED	6%	6%	7%	9%	15%
Number of participants in GED classes	420	451	580	580	580
Number of inmates involved in Job Readiness Program	475	200	327	327	327
Percent of enrolled inmates graduating from RISE program	73%	65%	73%	70%	70%
Number of vehicles impounded	14,489	15,402	14,673	14,247	15,000
Percent of vehicles released to owners	78%	96%	98%	97%	95%

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. One hundred percent of staff have met all required in-service training in 2018 and are expected to in 2019 and 2020.

Crisis Intervention Training (CIT) is 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. Subsequent to all uniform staff receiving an intensive one-week crisis intervention training, which mostly occurred in 2016, the Sheriff Department will continue to provide annual crisis intervention training to staff with a one-day refresher course. Employees completing the refresher course comprise a small portion of the numbers reported for this metric in the above table. The number completing the full training in a given year is highly influenced by the number of expected recruits in the previous year, since employees complete CIT training after completing their first year with the department. The reduction in 2020 results from a decrease in recruits enrolled in the academy in 2019.

The Sheriff academy's **recruit graduation rate** is expected to remain steady, assuming an estimated 10 percent of recruits will leave the academy for personal or professional reasons. This rate reflects the share of recruits who start the academy that graduate.

The DSD has one of the few GED State Certified testing programs within a jail facility. There is an effort underway to increase the **percent of enrolled inmates graduating from GED classes**. It is projected that the **number of participants enrolled** will remain flat. In 2018, total participants enrolled in GED instruction increased 29 percent from 451 to 580, and 43 participants graduated. The increased participation was driven by the department's concerted effort to stabilize the GED class availability for all inmates.

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. The implementation of a new Jail Management System in

2019 will improve the department's data collection capabilities, and in doing so, its ability to identify, attract, and retain eligible participants to the program. The department believes this will improve program outcomes in 2019 and 2020.

The **Recovery in a Secure Environment (RISE)** programs are alcohol and addictions housing units offering counseling and classes to program male and female participants. In 2018, the Department had 509 participants between both the male and female units. DSD is working with contract partners to improve data collection and program success measures, which is expected to provide actionable information to better deploy resources.

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 Department projects the number of vehicles impounded to increase due to new technology that will more quickly connect the VIF to vehicles in need of towing. The technology is on track for implementation in the second half of 2019, and the impact on this metric will be fully realized in 2020. The **percent of vehicles released to owners** indicates the proportion of the number of vehicles impounded that are ultimately reclaimed by their owner and has increased commensurate with the increase in total vehicles impounded.

Department Budget

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Sheriff Admin	12,173,111	0	0	0	0.0%
Sheriff Operations	126,658,040	0	0	0	0.0%
Sheriff Administration	5,702,479	21,305,901	22,324,934	1,019,033	4.8%
Sheriff Jail Operations	0	90,113,217	93,515,030	3,401,813	3.8%
Sheriff Specialized Operations and Analysis	0	37,775,343	32,865,323	(4,910,020)	(13.0%)
Sheriff Support Services	0	2,785,969	2,525,151	(260,818)	(9.4%)
Total	144,533,630	151,980,430	151,230,438	(749,992)	(0.5%)
General Fund Expenditures by Type					
Personnel Services	116,201,045	122,940,748	121,713,477	(1,227,271)	(1.0%)
Services and Supplies	27,956,813	28,735,369	29,332,937	597,568	2.1%
Capital Equipment	288,648	120,289	0	(120,289)	(100.0%)
Internal Services and Misc.	87,123	184,024	184,024	0	0.0%
Total	144,533,630	151,980,430	151,230,438	(749,992)	(0.5%)
Total General Fund	144,533,630	151,980,430	151,230,438	(749,992)	(0.5%)
General Fund Revenue					
Charges for Services	3,004,772	3,351,000	3,351,000	0	0.0%
Miscellaneous Other	138,088	0	0	0	0.0%
Total	3,142,860	3,351,000	3,351,000	0	0.0%
Special Revenue Funds Expenditures					
Public Safety	4,459,204	4,638,389	4,706,586	68,197	1.5%
Total Special Revenue Funds	4,459,204	4,638,389	4,706,586	68,197	1.5%

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
Grants					
Grants	36,826	64,925	0	(64,925)	(100.0%)
Total Grants	36,826	64,925	0	(64,925)	(100.0%)
Personnel Complement					
General Fund Operations - Civilian	251.95	260.75	245.58	(15.17)	(5.8%)
General Fund Operations - Uniform	858.00	848.77	857.86	9.09	1.1%
Total	1,109.95	1,109.52	1,103.44	(6.08)	(0.5%)
Special Revenue Funds					
Public Safety - Civilian	7.55	7.80	6.80	(1.00)	(12.8%)
Public Safety - Uniform	13.00	13.00	13.00	0.00	0.0%
Total	20.55	20.80	19.80	(1.00)	(4.8%)
Total Personnel Complement	1,130.50	1,130.32	1,123.24	(7.08)	(0.6%)

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agency wide		
· A decrease in personnel services due to temporarily unbudgeting uniform posts to align budget with actual staffing. This reduction will be re-evaluated when the department achieves its recruit class goals and staffing increases.	0.00	(1,826,700)
· A decrease in personnel services due to the transfer of 20 civilian FTE from the Conduct Review Office and the Internal Affairs Bureau in DSD to the Executive Director of Safety (EDOS) to staff the new Public Integrity Division (PID). The PID will assume the functions of those two units moving forward.	(20.00)	(1,791,700)
· A decrease in personnel services due to temporarily unbudgeting two Training Deputies.	0.00	(166,600)
· A decrease in personnel services due to temporarily unbudgeting two Administrative Support Assistants in the Scheduling Unit to align budget with actual staffing.	0.00	(114,700)
· A net decrease in personnel services due to the civilianization of one Deputy Chief to create an Administrator II position to oversee performance management in DSD.	0.00	(100,200)
· A decrease in personnel services due to converting a Deputy Sheriff Major to a Deputy Sheriff Captain for the inmate mental health program.	0.00	(86,400)
· A decrease in personnel services due to the civilianization of a Civil Liabilities Sergeant to create a Paralegal I.	0.00	(71,300)
· A decrease in personnel services due to the civilianization of a Mental Health Sergeant. An Administrator II budgeted to start in March will fulfill this role.	(0.17)	(22,300)
· A decrease in services and supplies due to align budget to actuals.	0.00	(100,000)
· A decrease in services and supplies due to moving base budget from the Conduct Review Office and the Internal Affairs Bureau in DSD to the PID in EDOS.	0.00	(21,500)
· A decrease in capital equipment due to one-time purchases in 2019.	0.00	(120,300)

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Sheriff Administration		
· An increase in services and supplies to support merit and market-based salary adjustments for the Denver Health and Hospital Authority staff providing services within Denver's jail facilities.	0.00	390,700
· An increase in services and supplies to increase the budget for shift differential pay for staff supporting the operating agreement with the Denver Health and Hospital Authority. Increases in staffing levels require additional budget for shift differential pay. This change will more closely align budget with actual expenditures.	0.00	200,000
· An increase in services and supplies for inmate medical services at the Denver Health Correctional Care Medical facility to more closely align budget with actuals.	0.00	100,000
· An increase in services and supplies to continue funding for two Health Information Management Clerk positions under the operating agreement with the Denver Health and Hospital Authority. These positions are responsible for chart preparation, chart transfers, chart ordering, and maintaining the release of information requests. Both positions are limited to two-year funding.	0.00	92,000
· An increase in services and supplies for a pharmacy packager and to replace 15 vital signs machines.	0.00	54,400
· A decrease in services and supplies due to one-time purchases in 2019.	0.00	(40,900)
Sheriff Jail Operations		
· An increase in personnel services due to the addition of six Deputy Sheriffs and two Law Enforcement Record Technicians to ensure DSD's inmate release process complies with new state mandates.	8.00	651,100
· An increase in personnel services due to the addition of two eight hours per day, seven days per week posts to enhance supervision of the inmate population in Building 22 in the County Jail.	3.42	283,300
· A decrease in personnel services due to the elimination of one Deputy Sheriff Sergeant post, which was a temporary position that oversaw the implementation of the new Jail Management System.	(1.00)	(145,000)
· An increase in services and supplies to provide on-going maintenance for new body cameras in Intake in the Downtown Detention Center.	0.00	85,300
· An increase in services and supplies due to budget being restored in 2020 after being moved to capital equipment account codes in 2019 for one-time purchases.	0.00	65,700
· A decrease in services and supplies due to one-time budgeted items in 2019 including jail cell cameras, radios, and housing unit chairs.	0.00	(95,700)
Sheriff Specialized Operations and Analysis		
· An increase in personnel services due to the addition of two Court Deputies to staff a new courtroom in March due to the implementation of State Bill 1263, and two Court Deputies starting in July to staff a new District courtroom expected to open in the Lindsay-Flanigan Courthouse. These positions will be annualized to four FTE in 2021.	2.67	220,900
· An increase in personnel services due to the annualization of two Court Deputies budgeted to start in July of 2019.	1.00	90,000
· A decrease in personnel services to align the recruit class budget with the number of actual recruits in recent academies. If in 2020 DSD receives enough eligible recruits to meet the goal of 120 recruits and requires additional budget, funding adjustments will be made to ensure all eligible recruits can go through the academy classes.	0.00	(1,016,900)
· A decrease in services and supplies to align recruit class equipment costs with actual spending in prior years.	0.00	(80,400)

Impact Description	FTEs	Dollars
· A decrease in services and supplies due to one-time purchases budgeted in 2019 to replace furniture and support a new position.	0.00	(52,000)
Grants		
· A decrease in personnel services due to the expiration of a grant in 2019.	(1.00)	(64,900)

Budget Detail

Sheriff Administration (3533000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	4,829,441	2,097,786	2,125,829	28,043	1.3%
Services and Supplies	841,407	19,106,876	20,099,081	992,205	5.2%
Capital Equipment	31,231	1,215	0	(1,215)	(100.0%)
Internal Services and Misc.	400	100,024	100,024	0	0.0%
Expenditures by Type Total	5,702,479	21,305,901	22,324,934	1,019,033	4.8%
Expenditures by Activity					
DSD Administration	5,702,479	0	0	0	0.0%
Sheriff	0	896,041	1,853,708	957,667	106.9%
Conduct Review Office	0	968,600	0	(968,600)	(100.0%)
Inmate Programs	0	498,949	531,575	32,626	6.5%
Denver Health Contracts	0	18,942,311	19,939,651	997,340	5.3%
Expenditures by Activity Total	5,702,479	21,305,901	22,324,934	1,019,033	4.8%
Other Program Funding Sources					
Grants					
Edward Byrne Memorial Justice Assistance Grant Program	36,826	64,925	0	(64,925)	(100.0%)
Public Safety SRF					
Inmate Processing Fees	583,968	627,968	627,968	0	0.0%
Sheriff Inmate Welfare and Recreation Fund	1,965,383	1,572,139	1,602,087	29,948	1.9%
Sheriff Regional Service	1,909,853	2,438,282	2,476,531	38,249	1.6%
Total	4,459,204	4,638,389	4,706,586	68,197	1.5%
Other Program Funding Sources Total	4,496,030	4,703,314	4,706,586	3,272	0.1%
Total Program Expenditures	10,198,509	26,009,215	27,031,520	1,022,305	3.9%
Personnel Complement (Budgeted)					
Conduct Review Office	0.00	9.00	0.00	(9.00)	(100.0%)
DSD Administration	58.20	0.00	0.00	0.00	0.0%
Inmate Programs	0.00	4.75	4.75	0.00	0.0%
Sheriff	0.00	5.00	12.00	7.00	140.0%
Personnel Complement (Budgeted) Total	58.20	18.75	16.75	(2.00)	(10.7%)

Sheriff Department

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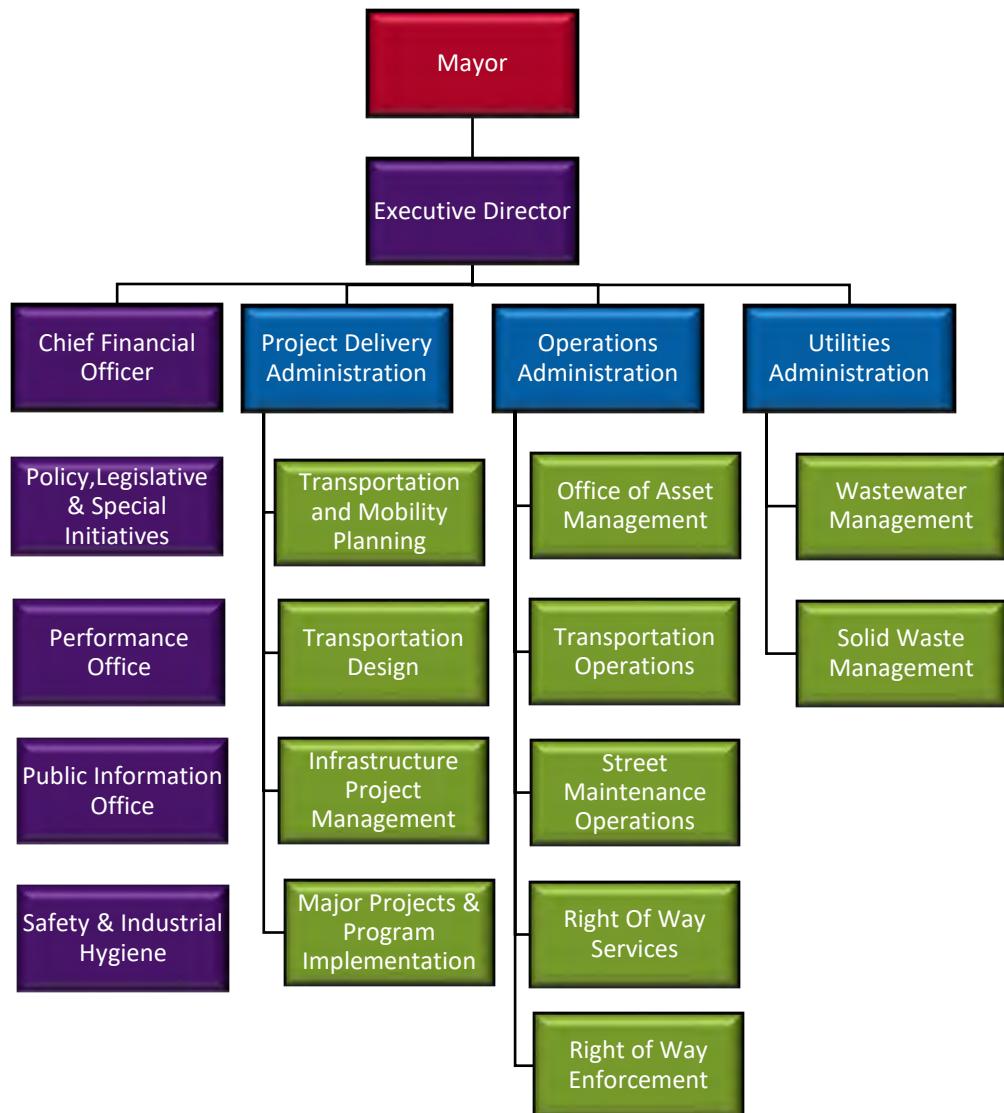
Sheriff Administration (3533000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Other Program Funds FTE					
Grants					
Edward Byrne Memorial Justice Assistance Grant Program	0.75	1.00	0.00	(1.00)	(100.0%)
Public Safety SRF					
Sheriff Inmate Welfare and Recreation Fund	1.80	1.80	1.80	0.00	0.0%
Sheriff Regional Service	18.00	18.00	18.00	0.00	0.0%
Total	19.80	19.80	19.80	0.00	0.0%
Other Program Funds FTE Total	20.55	20.80	19.80	(1.00)	(4.8%)
Total Personnel Complement	78.75	39.55	36.55	(3.00)	(7.6%)
Revenue					
Charges for Services	31,268	0	0	0	0.0%
Sheriff Jail Operations (3534000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	0	83,524,824	87,187,772	3,662,948	4.4%
Services and Supplies	0	6,402,965	6,258,258	(144,707)	(2.3%)
Capital Equipment	0	116,428	0	(116,428)	(100.0%)
Internal Services and Misc.	0	69,000	69,000	0	0.0%
Expenditures by Type Total	90,113,217	93,515,030	3,401,813	3.8%	
Expenditures by Activity					
Jail Operations	0	4,809,639	4,991,911	182,272	3.8%
County Jail	0	28,693,964	32,011,059	3,317,095	11.6%
Jail Support	0	19,420,993	17,902,870	(1,518,123)	(7.8%)
Downtown Detention Center	0	37,188,621	38,609,190	1,420,569	3.8%
Expenditures by Activity Total	90,113,217	93,515,030	3,401,813	3.8%	
Total Program Expenditures	0	90,113,217	93,515,030	3,401,813	3.8%
Personnel Complement (Budgeted)					
County Jail	0.00	248.85	279.92	31.07	12.5%
Downtown Detention Center	0.00	343.00	344.35	1.35	0.4%
Jail Operations	0.00	2.00	3.00	1.00	50.0%
Jail Support	0.00	193.92	196.75	2.83	1.5%
Personnel Complement (Budgeted) Total	787.77	824.02	36.25	4.6%	
Total Personnel Complement	0.00	787.77	824.02	36.25	4.6%
Revenue					
Charges for Services	0	667,000	667,000	0	0.0%

Sheriff Specialized Operations and Analysis (3535000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	0	35,395,370	30,737,926	(4,657,444)	(13.2%)
Services and Supplies	0	2,362,327	2,112,397	(249,930)	(10.6%)
Capital Equipment	0	2,646	0	(2,646)	(100.0%)
Internal Services and Misc.	0	15,000	15,000	0	0.0%
Expenditures by Type Total		37,775,343	32,865,323	(4,910,020)	(13.0%)
Expenditures by Activity					
Administration	0	1,470,266	752,553	(717,713)	(48.8%)
Training and Recruitment	0	10,405,303	7,660,342	(2,744,961)	(26.4%)
Internal Affairs	0	2,437,725	0	(2,437,725)	(100.0%)
Vehicle Impound Facility	0	4,166,972	3,921,012	(245,960)	(5.9%)
Court Services and Civil	0	10,391,958	11,498,996	1,107,038	10.7%
Correctional Care Medical Facility (CCMF)	0	5,688,176	5,848,995	160,819	2.8%
Technology Management Unit	0	1,744,386	1,684,497	(59,889)	(3.4%)
Professional Standards	0	1,470,557	1,498,928	28,371	1.9%
Expenditures by Activity Total		37,775,343	32,865,323	(4,910,020)	(13.0%)
Total Program Expenditures	0	37,775,343	32,865,323	(4,910,020)	(13.0%)
Personnel Complement (Budgeted)					
Administration	0.00	8.00	4.00	(4.00)	(50.0%)
Correctional Care Medical Facility (CCMF)	0.00	56.00	55.00	(1.00)	(1.8%)
Court Services and Civil	0.00	89.00	97.67	8.67	9.7%
Internal Affairs	0.00	20.00	0.00	(20.00)	(100.0%)
Professional Standards	0.00	15.00	14.00	(1.00)	(6.7%)
Technology Management Unit	0.00	13.00	13.00	0.00	0.0%
Training and Recruitment	0.00	40.00	22.00	(18.00)	(45.0%)
Vehicle Impound Facility	0.00	46.00	44.00	(2.00)	(4.3%)
Personnel Complement (Budgeted) Total		287.00	249.67	(37.33)	(13.0%)
Total Personnel Complement	0.00	287.00	249.67	(37.33)	(13.0%)
Revenue					
Charges for Services	0	2,684,000	2,684,000	0	0.0%
Sheriff Support Services (3536000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	0	1,922,768	1,661,950	(260,818)	(13.6%)
Services and Supplies	0	863,201	863,201	0	0.0%
Expenditures by Type Total		2,785,969	2,525,151	(260,818)	(9.4%)

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Sheriff Support Services (3536000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Activity					
Support Services	0	2,785,969	2,525,151	(260,818)	(9.4%)
Total Program Expenditures	0	2,785,969	2,525,151	(260,818)	(9.4%)
Personnel Complement (Budgeted)					
Support Services	0.00	16.00	13.00	(3.00)	(18.8%)
Total Personnel Complement	0.00	16.00	13.00	(3.00)	(18.8%)

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Mission

Denver Department of Public Works, through its employees, enhances the quality of life in Denver by efficiently delivering effective, high quality, safe, and equitable public infrastructure and services.

Department Summary

Denver Department Public Works (DPW) delivers services that help to define and improve the quality of life in Denver. The Department's vision is to be the ideal Public Works department in the country. DPW is responsible for road maintenance and repair; residential trash, recycling and compost collection; design and construction of streets, bridges, public buildings, and storm and sanitary sewers; mobility and parking services; oversight and regulation of use of the public right-of-way; and implementation of the DPW Environmental Management System (EMS). For more information, please visit the DPW website at <https://www.denvergov.org/content/denvergov/en/denver-department-of-public-works.html>.

Denver is embarking on a new era of mobility choice aimed at addressing growth while maintaining an unmatched quality of life. To keep up with the pace of expansion, DPW is organized to bolster the following seven core functions:

- Planning
- Design
- Construction
- Operations
- Maintenance
- Regulatory Oversight
- Enforcement

The Department structure ensures the timely execution of capital project delivery in public spaces and accelerates the delivery of mobility infrastructures and services. Specific elements of DPW's new internal reorganization are stated below.

The services and projects that DPW administers are organized into three distinct administrative divisions - Project Delivery, Operations, and Utilities. These divisions are overseen by the Executive Office and have the primary responsibility for ensuring that the Department's core functions are executed.

Services

Executive Office

The [Office of the Executive Director \(ED\)](#) provides department-wide oversight, coordination, policy development, and financial management. Other responsibilities include construction procurement, oversight of all city-owned facilities, and on-and off-street parking collections.

There are five offices housed within the Office of the Executive Director that report directly to the Executive Director:

The [Office of the Chief Financial Officer \(OCFO\)](#) is responsible for budgeting, accounting and procurement activities. The Office is responsible for establishing an analytical framework for the Department and ensuring an environment with strong internal controls. The OCFO also oversees Fleet Management, which maintains more than 2,200 vehicles and pieces of capital equipment.

The [Office of Policy, Legislative Affairs and Special Initiatives](#) develops departmental and city policies and regulations in coordination with the Mayor's Office, community stakeholders and partners, small business leaders, investors, and others. This Office also is tasked with collaborating with City Council regarding any city ordinances and/or resolutions concerning DPW projects and community outreach, and it provides support and guidance for special DPW initiatives. The Office leads the Department's efforts to expand equity and inclusion in the delivery of city programs, services, and opportunities. Notably, through its Equity and Inclusion Program, DPW identifies and encourages opportunities for small and minority and women owned businesses in contracting and workforce development. Additionally, the program informs the prioritization of investments through an equity lens to support the City and County of Denver's values of diversity and inclusion.

The [Performance Office](#) integrates process improvements to optimize the delivery of services and projects. Using data and analytical methodologies in alignment with the Mayor's Peak Performance Vision, this Office enables DPW leadership to understand performance and promote innovation within DPW.

The [Public Information Office](#) provides media relations, marketing, print and digital social media, website maintenance, and strategic public communications to inform the public of the Department's programs and initiatives.

The [Safety and Industrial Hygiene Office](#) oversees the safety environment of the Department and its employees including developing safety priorities, completing safety investigations, and managing modified duty and reasonable accommodations.

Project Delivery Division

The [Project Delivery Division](#) is responsible for the full spectrum of planning, design, and construction activities for DPW capital and city infrastructure projects.

The Project Delivery Division includes four main agencies: Transportation and Mobility Planning, Transportation Design, Infrastructure Project Management and Major Projects & Program Implementation.



[Transportation and Mobility Planning](#) develops plans for the local and regional movement of people and goods. It leverages local and regional stakeholders to develop long-range transportation and infrastructure plans, and plans for the implementation of projects, programs, and services. Current planning initiatives under this agency include: pedestrian, bicycle, transit, freight, shared mobility, Smart Cities and Vision Zero Programs. For more information on Vision Zero please visit the website: www.denvergov.org/visionzero.

[Transportation Design](#) is responsible for advancing projects from the planning level recommendations through the design development phase to further understand project scope and costs. This agency will provide direct neighborhood coordination with local communities via community outreach planners and works closely with the Neighborhood Equity and Stabilization Team that was announced in the Mayor's 2018 State of the City address. Together, this collaboration strengthens the City's efforts to be responsive to all neighborhoods, regardless of zip code or geographical area.

[Infrastructure Project Management \(IPM\)](#) provides engineering and project management services for roadways, street reconstruction, new and replacement bridges, culverts, retaining walls, new facility construction, facility renovation, and facility repairs. IPM is responsible

for any expansions and upgrades to the City's storm and sanitary sewer infrastructure and waterways throughout Denver.

[Major Projects & Program Implementation](#) is also housed in the Project Delivery Division to support the plan, design and build functions of the three agencies, as well as provide additional support on large scale projects such as the 16th Street Mall, Elevate Denver, and the Denver Convention Center Expansion.

Operations Division

The [Operations Division](#) oversees the day-to-day maintenance activities and operations in the City's Right of Way insuring that all assets are in a state of good repair for Denver residents.

The Operations Division includes several agencies: Transportation Operations, Street Maintenance Operations, Right-of-Way Services and Right-of-Way Enforcement.

[Transportation Operations](#) is responsible for the operation, maintenance, installation and emergency repair of traffic control devices. The agency maintains a fiber optic communication network providing services to DPW, the City's Information Technology Department, and the Denver Police Department. The agency also operates the Transportation Management Center and is responsible for signals, electronics repair, utility locates, sign installation, sign manufacturing, and pavement markings. Additionally, the agency manages the City's contract for electricity services.

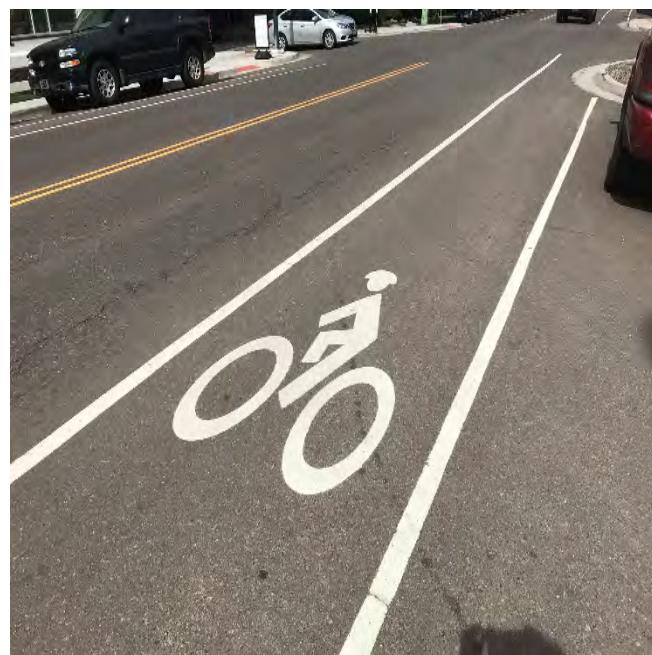


[Right-of-Way Enforcement \(ROWE\)](#) governs the installation and maintenance of parking meters and pay stations throughout the City and manages the collection of revenues generated. ROWE addresses on- and off-street parking violations, private parking and other parking violations.

ROWE officers also enforce vehicle immobilization, towing, and support parking enforcement for special events, holidays, concerts, and after hour activities on the Auraria Higher Education Center campus. ROWE assists with the enforcement of proper usage of signage, tables, rails and chairs, and other items placed by businesses on city sidewalks.

[Street Maintenance Operations](#) manages the City's 2,005 centerline miles of roadway and 5,507 alleys to ensure mobility, safety, and ADA compliance for residents and visitors. Street Maintenance is responsible for filling potholes, repaving streets, sweeping streets, and removing snow from public streets, sidewalks, and alleys. The agency also manages the City's asphalt plant, which provides asphalt for resurfacing and maintaining all Denver city streets and alleys.

[Right-of-Way Services \(ROWS\)](#) regulates activities associated with private development and use of the City's Right-of-Way. It develops plans for regulatory compliance for mobility and construction permitting, project inspections, and land surveys that facilitate safe access for both vehicular traffic and pedestrians.



Utilities Division

The [Utilities Division](#) manages sewer and sanitary system and solid waste operations. The Utilities Administration includes two agencies: Wastewater Management and Solid Waste Management.



[Wastewater Management](#) oversees all aspects of wastewater functions, including the construction, operation, and maintenance of the City's sanitary and storm systems. The agency implements city wastewater policies, establishes cost controls and fees used to support operational requirements and capital improvements projects, and responds to customer inquiries.

[Solid Waste Management](#) provides trash collection service, hazardous waste removal, recycling, and a composting program for single family Denver homes and multi-family dwellings with up to seven units, municipal facilities, and Denver Public Schools. The agency's Graffiti Removal Program removes graffiti from private and commercial property and the public Right-of-Way. The Keep Denver Beautiful campaign is housed in this agency.

Strategies

Strategic Focus Areas

DPW has developed a strategic framework to clearly identify the vision, align efforts, and establish certain goals that encourage the efficient delivery of projects and services. These times require that Public Works be a nimble organization, capable of change, flexible, and focused on supporting the City of Denver. This strategic framework reflects DPW's commitment to perform and move in the direction of the Department's vision and to achieve the outlined mission. The four strategic focus areas that inform DPW's work and commitment are:

1. Invest in People
2. Operate with Discipline
3. Use Data to Drive Decisions
4. Deliver Results

It is with these strategic focus areas in mind that DPW, through all three administrations, performs its core functions.

Goals

DPW has established goals to realize the vision to be the ideal public works department in the country. DPW's goals include:

1. Reducing the number of employee injuries and vehicle incidents by 20%.
2. Achieve a 90% completion rate for all DPW capital projects within the scheduled time frame and budget.
3. Fill critical positions within 45 days from date of posting.
4. Respond to customer service requests effectively (311 goals) with the following metrics:
 - First call resolution rate: 50%
 - Days to close rate: 5 days
 - Cases over 90 days old: 200

These goals are reviewed on a monthly basis to ensure that DPW has continuous monitoring and improvement. Ongoing assessment of DPW's performance goals will allow any necessary adjustments to provide better customer services to the City's residents and improve productivity.

DPW goals are created in conjunction with the Mayor's vision for the City and guided by the Department's Master Plans. These documents drive the planning and development of Public Works' projects and priorities. New plans are adopted after rigorous study and review and are periodically updated to reflect the changing conditions in the City and County of Denver.

Master Plans can be found at <https://www.denvergov.org/content/denvergov/en/denver-department-of-public-works/master-plans.html>

Performance and Program Highlights

Mayor's 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 and 2030. The plan calls for more than 40 specific tactical actions and aims 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%.
- 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.

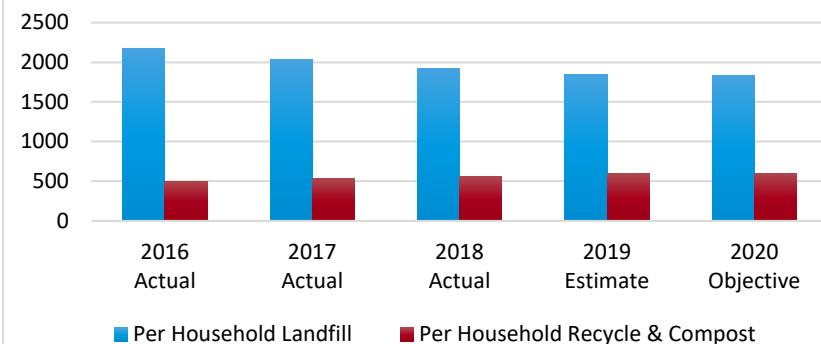
The Mobility Action Plan will create freedom of choice and shift the way people travel throughout Denver. The full plan is available online at <https://www.denvergov.org/content/denvergov/en/mayors-office/programs-initiatives/mobility-action-plan.html>.

Other Performance Highlights

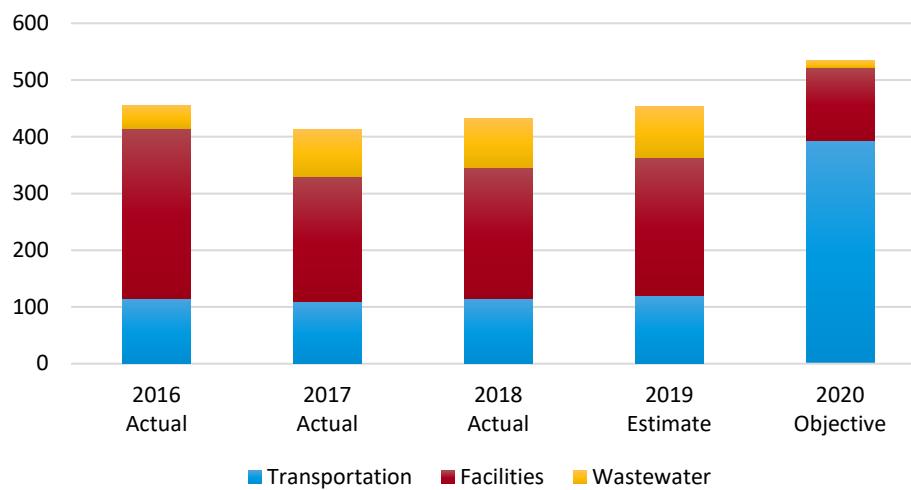
Denver is working to **increase its diversion of waste** from landfills by increasing recycling and composting.

Tons of trash produced is expected to remain relatively constant at about 180,000 tons per year. In 2018, there were 40,000 tons of recycling and 10,000 tons of compostable materials, which is expected to increase, along with recycling. As the population of Denver has grown, so has the number of homes serviced. However, the amount of waste generated per household has been declining as the amount recycled and composted has increased. That trend is expected to continue.

Annual Pounds Per Household Waste Generation - Landfill, Recycle & Compost

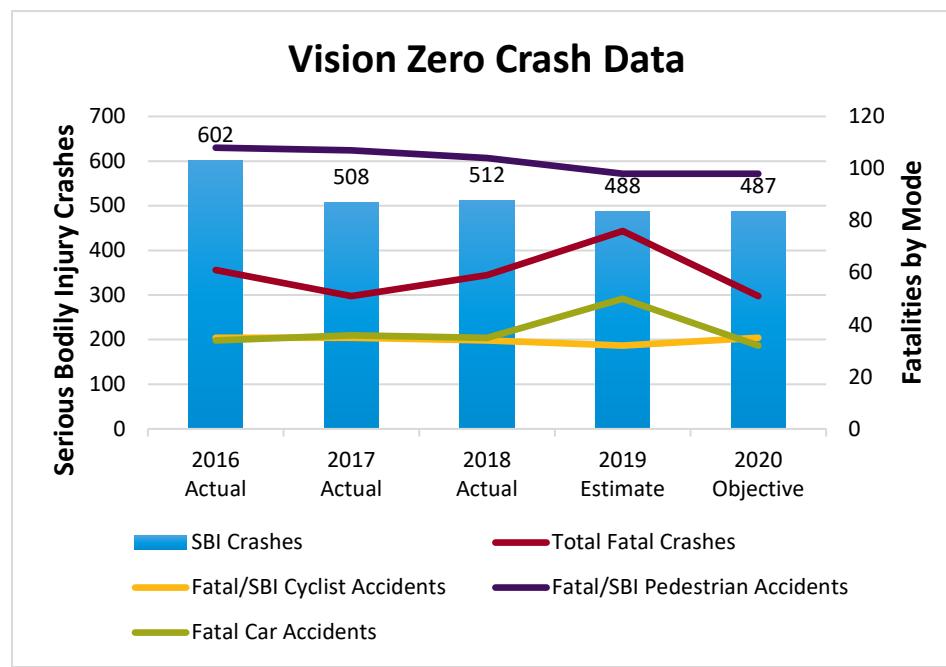


IPM Project Totals



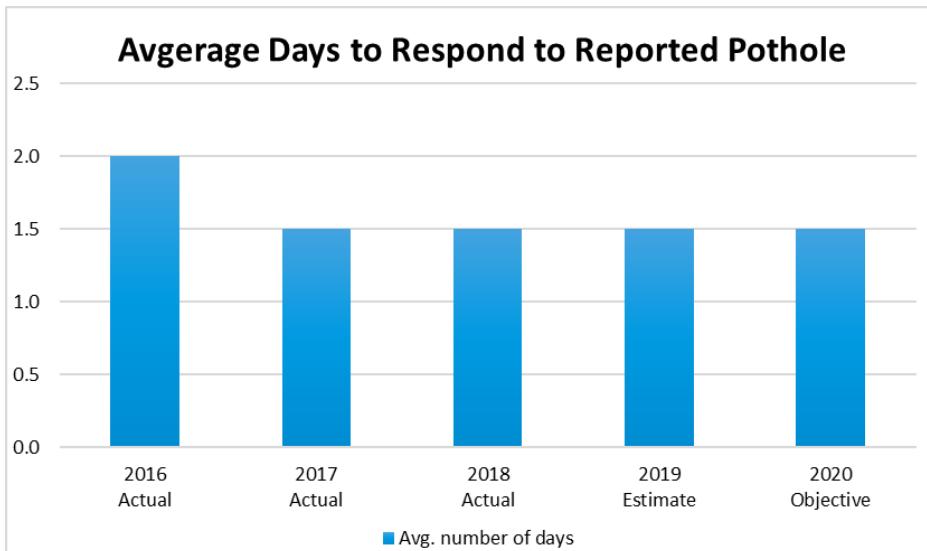
Denver Public Works, through its employees, enhances the quality of life in Denver by efficiently delivering effective, high quality, safe and equitable public infrastructure and services. **Infrastructure Projects Managed** by DPW have continued to grow and include more than 400 individual transportation, facilities, and wastewater projects.

Traffic deaths and serious injuries are unacceptable and preventable, and safety must be the most important consideration for every Denver street. **With the implementation of Vision Zero, the goal is to have zero transportation-related deaths in Denver by 2030.** The total number of crashes resulting in death/serious bodily injury (SBI) are a result of any accident type, including crashes between motorists and crashes between motorists and bicyclist or pedestrians. DPW continues to create a Vision Zero program with dedicated staff. By committing an initial \$2 million in the program's first year and up to \$3 million subsequent annual investments to Vision Zero projects and programs, the City will be able to effectively implement many of the goals in this Plan.



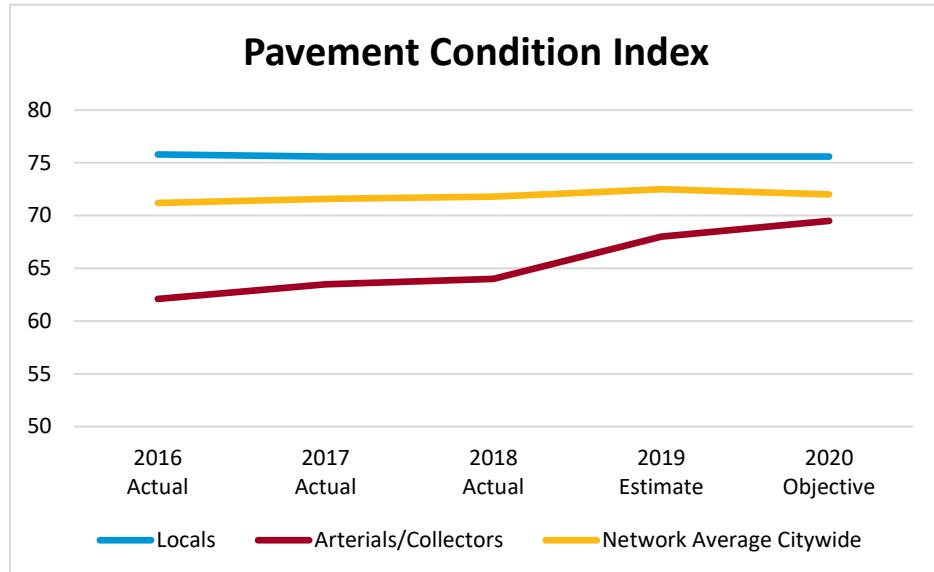
The Fundamental Principles of a Meaningful Vision Zero Commitment are core to DPW's successful Vision Zero efforts:

1. Traffic deaths and severe injuries are acknowledged to be preventable.
2. Human life and health are prioritized within all aspects of the transportation system.
3. Acknowledgement that human error is inevitable, and transportation systems should be forgiving.
4. Safety work should focus on systems-level changes above influencing individual behavior.
5. Mitigation of speed is recognized and prioritized as the fundamental factor in crash severity.

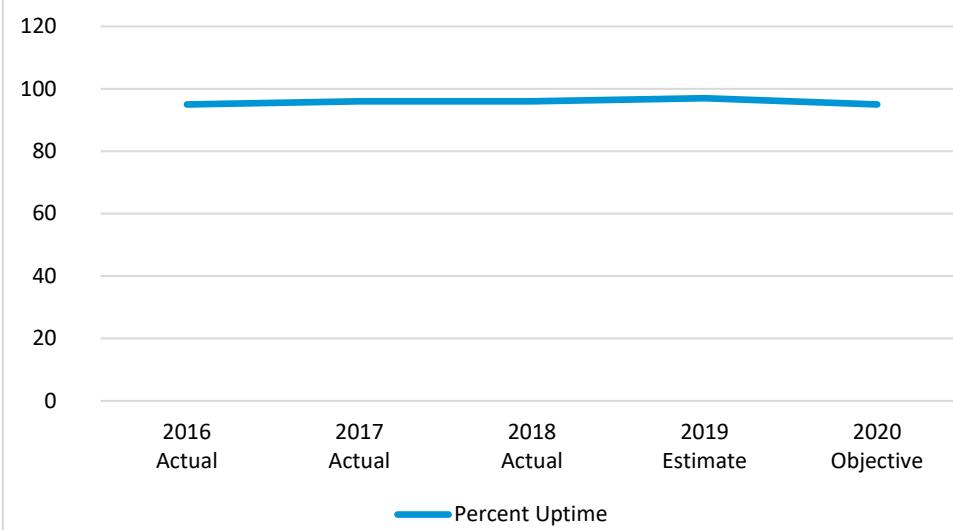


Average Pothole Request Response Time is the amount of time it takes from when a pothole is reported to when it is repaired. Average pothole response time was 1.5 days in 2018 and has remained under two days for the past three years. An additional paving crew was added to Street Maintenance Operations in 2017 to address the higher volumes and maintain the response time.

Pavement Condition Index (PCI) is a measure of street condition on a zero to 100 scale. A network value above 75 is considered good. The PCI for local streets has been above this value thanks to the addition of voter approved funding; however, the PCI for arterial and collector streets has lagged due to weather conditions and the continuous aging of arterials and collectors, resulting in minimal changes to the average PCI. The composite PCI was 72 in 2018.



Equipment Availability



Equipment Availability is the percentage of time fleet equipment is available to the users during a specified time. A generally accepted industry benchmark is an availability rate of 95% 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 for 2018 was 96% and is expected to be maintained at or above the industry benchmark going forward.

Mayor's Office of the National Western Center

The vision of the **Mayor's Office of the National Western Center (NWCO)** is for the National Western Center to be the global destination for agricultural heritage and innovation. It oversees the City's role in the transformation of this historic site into a year-round destination and regional asset. While NWCO is budgeted in Public Works, the Mayor has assigned responsibility for the design, planning and construction of the National Western Center to the Mayor's Office of the National Western Center per Executive Order 141.



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 National Western Center 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 & Science, and History Colorado. NWCO continues to meet and inform the National Western Stock Show Citizen's Advisory Committee made up of residents, business owners, and other stakeholders from the surrounding Globeville, Elyria-Swansea, and River North neighborhoods. More information can be found at <http://www.nationalwesterncenter.com>.

Capital Construction Program

The current focus of NWCO is to deliver Phases 1 & 2 of the campus. This encompasses neighborhood connectivity, river access, and the stockyards, as well as a new livestock center and equestrian center. NWCO is employing the following strategies to complete these phases:

- 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, and sustainability.
- Ensuring that capital build activities consider and integrate with ongoing campus operations and events.

- Meaningfully engaging and activating 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 National Western Center 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 including a new arena and a new exhibition hall. While future phases are yet unfunded, the City, in accordance with the 2017 National Western Center Framework Agreement, is committed to explore design, construction and financing options for the full build-out of the campus. NWCO is performing this due diligence work under the leadership of the City's Performance Based Infrastructure (PBI) Office.



Department Budget

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Office of the Executive Director	34,845,486	37,230,474	38,856,817	1,626,343	4.4%
Mayor's Office of the National Western Center	1,749,582	2,415,640	2,433,527	17,887	0.7%
Utilities/Solid Waste	22,683,422	25,745,365	27,069,600	1,324,235	5.1%
Department of Transportation Project Delivery	8,963,740	21,907,640	21,659,518	(248,122)	(1.1%)
Department of Transportation Operations	56,871,543	59,605,523	59,672,934	67,411	0.1%
Total	125,113,772	146,904,642	149,692,396	2,787,754	1.9%
General Fund Expenditures by Type					
Personnel Services	80,110,398	93,255,104	100,226,527	6,971,423	7.5%
Services and Supplies	43,858,816	52,054,715	49,160,036	(2,894,679)	(5.6%)
Capital Equipment	1,060,269	1,426,439	123,620	(1,302,819)	(91.3%)
Internal Services and Misc.	84,290	168,384	182,213	13,829	8.2%
Total	125,113,772	146,904,642	149,692,396	2,787,754	1.9%
Total General Fund	125,113,772	146,904,642	149,692,396	2,787,754	1.9%
General Fund Revenue					
Licenses and Permits	21,162,440	21,673,200	21,673,200	0	0.0%
Fines and Forfeits	27,117,863	27,291,250	27,291,250	0	0.0%
Interest Income	8	0	0	0	0.0%
Charges for Services	28,130,250	30,577,210	30,577,210	0	0.0%
Internal Service and Indirect Cost	21,299	0	0	0	0.0%
Miscellaneous Other	22,232,383	25,592,887	24,432,801	(1,160,086)	(4.5%)
Total	98,664,242	105,134,547	103,974,461	(1,160,086)	(1.1%)
Internal Service Funds Expenditures by Agency					
Asphalt Plant	10,060,951	11,435,363	9,292,366	(2,142,997)	(18.7%)
Total	10,060,951	11,435,363	9,292,366	(2,142,997)	(18.7%)
Internal Service Funds Expenditures by Type					
Personnel Services	706,144	749,101	806,104	57,003	7.6%
Services and Supplies	8,272,128	8,319,514	8,319,514	0	0.0%
Capital Equipment	1,008,568	2,200,000	0	(2,200,000)	(100.0%)
Internal Services and Misc.	74,111	166,748	166,748	0	0.0%
Total Internal Service Funds	10,060,951	11,435,363	9,292,366	(2,142,997)	(18.7%)

Public Works Department

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	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
Internal Service Funds Revenue					
Charges for Services	9,906,101	11,652,642	9,500,000	(2,152,642)	(18.5%)
Total Internal Service Funds Revenue	9,906,101	11,652,642	9,500,000	(2,152,642)	(18.5%)
Enterprise Fund Expenditures by Agency					
Wastewater Management	114,104,682	137,746,170	140,303,942	2,557,772	1.9%
Total	114,104,682	137,746,170	140,303,942	2,557,772	1.9%
Enterprise Fund Expenditures by Type					
Personnel Services	28,528,611	32,443,766	34,533,017	2,089,251	6.4%
Services and Supplies	59,843,119	77,395,190	74,170,325	(3,224,865)	(4.2%)
Capital Equipment	1,535,404	5,077,586	3,459,880	(1,617,706)	(31.9%)
Internal Services and Misc.	24,197,548	22,829,628	28,140,720	5,311,092	23.3%
Total Enterprise Funds	114,104,682	137,746,170	140,303,942	2,557,772	1.9%
Enterprise Fund Revenue					
Property	91,400	160,000	160,000	0	0.0%
Interest Income	1,375,040	2,201,496	2,201,496	0	0.0%
Charges for Services	159,484,595	169,325,749	179,880,053	10,554,304	6.2%
Miscellaneous Other	12,531	16,000	111,155	95,155	594.7%
Total Enterprise Funds Revenue	160,963,567	171,703,245	182,352,704	10,649,459	6.2%
Transfers					
Transfer to Wastewater Sanitary Capital Projects - 72100-9724110	8,633,733	7,517,397	6,000,000	(1,517,397)	(20.2%)
Transfer to Alternative Transportation SRF - 72100-9911410	32,900	12,900	11,800	(1,100)	(8.5%)
Transfer to Wastewater Sanitary Operations - 72300-9721110	13,500,000	13,500,000	13,500,000	0	0.0%
Transfer to Wastewater Storm Capital Projects - 72300-9727110	22,262,162	22,437,410	30,000,000	7,562,590	33.7%
Transfer to Water Quality Capital Projects - 72300-9728110	1,870,293	5,418,353	4,000,000	(1,418,353)	(26.2%)
Total Enterprise Funds Transfers	46,299,088	48,886,060	53,511,800	4,625,740	9.5%
Special Revenue Funds Expenditures					
General Government	21,282,402	25,993,302	21,137,144	(4,856,158)	(18.7%)
Total Special Revenue Funds	21,282,402	25,993,302	21,137,144	(4,856,158)	(18.7%)
Grants					
Capital Grants	26,144,823	53,452,670	38,731,849	(14,720,821)	(27.5%)
Grants	3,817,810	50,000	0	(50,000)	(100.0%)
Total Grants	29,962,633	53,502,670	38,731,849	(14,770,821)	(27.6%)

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
Personnel Complement					
Asphalt Plant - Civilian	8.00	8.00	8.00	0.00	0.0%
General Fund Operations - Civilian	1,038.65	1,085.11	1,107.69	22.58	2.1%
General Government - Civilian	15.00	15.00	15.00	0.00	0.0%
Grant/Other Capital Funds - Civilian	0.00	1.00	1.00	0.00	0.0%
Wastewater Management - Civilian	322.38	323.38	330.05	6.67	2.1%
Total	1,384.03	1,432.49	1,461.74	29.25	2.0%
Total Personnel Complement	1,384.03	1,432.49	1,461.74	29.25	2.0%
Capital Improvements*					
Capital Improvements	109,245,949	105,008,665	(4,237,284)	(3.9%)	
Bond Project Funds	272,387,856	165,418,163	(106,969,693)	(39.3%)	
Grant/Other Capital Funds	14,509,000	62,047,071	47,538,071	327.6%	
Entertainment and Cultural Capital Funds	0	247,775	247,775	0.0%	
Wastewater Management	73,237,796	39,650,000	(33,587,796)	(45.9%)	
Total	469,380,601	372,371,674	(97,008,927)	(20.7%)	

*Actuals are not included for capital projects by department as capital project budgets are non-lapsing. Actuals for capital funds can be found in the "Financial Summary for all CIP-Funds".

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agency wide		
· A decrease in services and supplies due to a three percent Departmentwide evaluation of budget resources in order to meet Citywide savings goals.	0.00	(1,500,000)
Office of the Executive Director		
· A net increase in personnel services due to the mid-year additions of administration staff in 2019 that supports the reorganization changes. These were reallocated from existing vacant positions from other divisions to support a more effective department framework.	5.00	563,400
· An increase in personnel services due to two Senior Applications Support Administrators transferring from Transportation Operations.	2.00	208,416
· An increase in personnel services due to a Strategic Advisor transferring from Transportation Operations.	1.00	169,500
· An increase in personnel services to add an executive position that will serve as the city's Chief Operating Officer.	1.00	193,600
· An increase in personnel services due to an Administrator I transferring from Transportation Operations.	1.00	105,100
· An increase in personnel services due to the addition of an Accountant that will focus on managing Bond related finances.	1.00	99,300

Impact Description	FTEs	Dollars
· An increase in services and supplies to leverage grant funding for RTD's micro-transit program, Flexride, and provide more mobility options	0.00	362,000
· An increase in services and supplies for market and communication contracts and materials to rebrand DPW under the new organizational changes.	0.00	200,000
· An increase in services and supplies for the transportation management association subscriptions.	0.00	145,000
· A decrease in services and supplies due to a reduction for the City's Fleet fuel budget.	0.00	(250,000)
· A net decrease in capital equipment for one-time equipment purchased in 2019.	0.00	(506,600)
Department of Transportation - Project Delivery		
· An increase in personnel services due to the addition of a Transit Program Director and a Senior City Planner. This staff will be permanently dedicated to delivering the projects in Denver Moves. The Senior City Planner will start mid-year.	1.58	228,400
· An increase in personnel services for a limited Senior Engineer that will oversee the implementation of the 16th Street Mall redevelopment.	1.00	135,100
· An increase in personnel services for a limited Senior Engineer dedicated to Bond specific infrastructure projects, programs, and services that protect users from injury and/or death.	1.00	133,300
· An increase in personnel services due to the addition of one Vision Zero Engineer dedicated to meeting the goals of the Vision Zero Action Plan.	1.00	133,300
· An increase in personnel services due to the annualization of positions that started mid-2019.	1.00	130,000
· A net increase in personnel services due to the mid-year additions in 2019 of project delivery staff that supports the reorganization changes that were reallocated from existing vacant positions to support a more effective department framework.	1.75	127,000
· An increase in personnel services due to the addition of one Program Manager that will ensure strategic project management and program delivery.	1.00	125,400
· An increase in personnel services due to the addition of one Multimodal Principal Planner that will lead the Department's update to its 2008 Strategic Transportation Plan. The strategy will unify all of the DenverRight plans with an approach to implement the most efficient and effective network of transportation improvements to realize the mode shift in the Mobility Action Plan.	1.00	117,900
· An increase in personnel services due to the addition of one Vision Zero Planner dedicated to meeting the goals of the Vision Zero Action Plan. This is a permanent position.	1.00	112,300
· An increase in personnel services due to the addition of a One Build Director that will coordinate all infrastructure planning, construction, and maintenance in the public Right of Way. This position is prorated to start in August 2020.	0.42	17,200
· An increase in services and supplies to support the new personnel with computers, data software, and other necessary equipment.	0.00	375,300
· An increase in services and supplies to support DPW's Safety and Mobility Campaign that will highlight the prevalence and impact of distracted driving and the benefits of seat belt, car seat, and helmet use. Coordinate City and Statewide messaging for maximum impact.	0.00	250,000
· An increase in services and supplies to support supplies for In House Bridge Maintenance program.	0.00	100,000
· An increase in services and supplies to support DPW's Safe Routes to School Action Plan that will implement the 5-year 2019 Safe Routes to School Action Plan.	0.00	100,000
· A net decrease in supplies and services due to reallocation of base budget to other divisions.	0.00	(648,800)

Impact Description	FTEs	Dollars
· A net decrease in services and supplies due to one-time purchases that occurred in 2019 and is not in the 2020 budget. This net decrease includes the 2018 encumbrance roll forward into 2019 that is not included in the 2020 budget.	0.00	(1,215,400)
· An increase in capital equipment to support the new personnel with computers, data software, and other necessary equipment.	0.00	8,000
· A decrease in capital equipment for one-time equipment purchases in 2019 that are not budgeted in 2020.	0.00	(132,000)
· An increase in internal services to support the new personnel with cell phone support.	0.00	4,500
Department of Transportation - Operations		
· A net decrease in personnel services due to the mid-year reallocation of vacant project delivery staff to the Executive Director's division and to Transportation and Mobility Planning, that were repurposed to meet department priorities.	(8.34)	(712,900)
· A net increase in supplies and services due to the one-time reallocation out of budget within the current revised budget, which appears as an increase in the following year.	0.00	2,409,900
· An increase in services and supplies to support the new personnel with computers, data software, and other necessary equipment.	0.00	8,000
· A decrease in services and supplies due to the absorption of expenses associated with signal, signs, and traffic marking supplies from the General Fund into the Capital Improvement Program.	0.00	(2,000,000)
· A decrease in services and supplies due to the termination of a parking management contract. This change will not impact any parking services.	0.00	(500,000)
· A decrease in services and supplies due to the reassessment of financial needs in parking, street, and traffic supplies. This reduction will not impact external services.	0.00	(250,000)
· An increase in capital equipment due to reallocation in base funding.	0.00	90,000
· A net decrease in capital equipment for one-time equipment purchased in 2019.	0.00	(509,600)
· An increase in internal services to support the new personnel with cell phone support.	0.00	6,400
Mayor's Office of the National Western Center		
· A net increase in services and supplies that was budgeted in 2019 to support professional services for the Triangle PBI project. This funding will be implemented to contract with subject matter experts through procurement to assist in evaluating proposals that will achieve the vision of the NWC Master Plan.	0.00	59,000
· A decrease in services and supplies due to anticipation of reduced operational needs at the National Western Center campus.	0.00	(52,900)
Utilities - Solid Waste		
· An increase in personnel services due to the addition of twenty-three Solid Waste drivers to support the expansion of the Recycling and Composting program. The personnel will start mid-year.	11.50	727,300
· A net decrease in personnel services due to the expiration of two Equipment Operator Specialists, and the transfer of a Deputy Manager partially allocated to Solid Waste to Transportation Operations.	(2.33)	(514,700)
· An increase in services and supplies due to professional services needed to support community outreach and education for increasing awareness of the Recycling and Composting program.	0.00	250,000
· An increase in services and supplies due to a contractual increase in tipping fees at the landfill.	0.00	225,200

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Utilities - Wastewater Administration		
· An increase in personnel services due to the mid-year addition of a Deputy Manager and an IT Systems Administrator in 2019.	2.00	394,300
· An increase in personnel services due to the mid-year addition of a Director and a Wastewater Systems Data Investigator in 2019.	2.00	225,812
· An increase in personnel services due to the addition of a Wastewater Systems Data Investigator.	1.00	71,200
· An increase in services and supplies to support a mobile bathroom installation at the Wastewater building.	0.00	215,700
· An increase in services and supplies due to the purchase of an Enterprise Billing System. The software will provide comprehensive billing for customers.	0.00	200,000
· An increase in services and supplies due to the purchase of replacement equipment.	0.00	132,000
· A net decrease in services and supplies due to a reallocation of budget to meet the Agency's budget needs. This net decrease includes the 2018 encumbrance roll forward into 2019 that is not included in the 2020 budget.	0.00	(1,937,000)
· An increase in capital equipment due to the purchase of an Enterprise Billing System. The software will provide comprehensive billing for customers.	0.00	2,098,000
· An increase in capital equipment due to the purchase of replacement capital equipment.	0.00	105,000
· A decrease in capital equipment due to replacement of one-time equipment in 2019, including the encumbrance roll forward from 2018 into 2019.	0.00	(2,275,600)
· An increase in internal services due to a debt services transfer increase.	0.00	5,185,500
· An increase in revenue for Sanitary and Storm Drainage charges for services; the current year has also been revised based on updated revenue data.	0.00	10,650,000
Utilities - Wastewater Operations		
· An increase in personnel services to add Underground Utility Investigators.	3.00	201,100
· An increase in personnel services to add a regular Utility Worker and an on-call Utility Worker.	2.00	91,400
· A net decrease in personnel services due to reallocating the portion of an Executive Director position that was funded by the Waste Water Enterprise Fund to the General Fund, resulting in the General Fund paying for 100 percent of this position.	(0.33)	(69,700)
· A net decrease in personnel services due to reallocating two deputy manager positions to other departmental priorities and allowing a limited Project Manager II to expire.	(3.00)	(449,200)
· An increase in services and supplies to support the Sanitary Lining Program.	0.00	2,600,000
· A decrease in services and supplies due to one-time purchases that occurred in 2019 and is not in the 2020 budget.	0.00	(2,601,500)
· An increase in capital equipment due to replacement capital equipment.	0.00	710,000
· An increase in capital equipment to support the three Underground Utility Investigators with vehicles and computer equipment.	0.00	290,000
· An increase in capital equipment to support the Manhole Adjust Crew.	0.00	228,000
· A decrease in capital equipment due to one-time purchases made in 2019 not included in the 2020 budget.	0.00	(2,534,000)
Utilities - Wastewater Capital Projects Management		
· An increase in personnel services due to the addition of a Principal Project Manager to oversee the ongoing Urban Waterways NEPA study.	1.00	181,600
· An increase in personnel services due to the addition of a Senior Engineering Manager to implement strategic program management area to properly support the Wastewater Capital Program and ensure delivery of timely, successful projects.	1.00	171,100

Impact Description	FTEs	Dollars
· An increase in personnel services due to the addition of a Project Manager II provide support, tools and resources to City project management teams as they deliver successful projects.	1.00	125,400
· A net decrease in personnel services due to allowing a limited Project Inspector and a limited Engineer and limited Architect Supervisor expire at the end of 2019, and due to reallocating a position to other department priorities.	(3.00)	(367,000)
· An increase in services and supplies to support the new personnel with computers, data software, and other necessary equipment.	0.00	147,000
· A decrease in services and supplies due to the reallocation of funding to support agency functions.	0.00	(350,000)
· An increase in capital equipment to support the additional of new personnel.	0.00	27,700
· A decrease in capital equipment due to one-time purchases made in 2019 not included in the 2020 budget.	0.00	(223,000)
· An increase in internal services to support the additional of new personnel.	0.00	1,900
Utilities - Wastewater Right of Way Services		
· An increase in personnel services due to the addition of a Right of Way Services Engineer. This position is limited.	1.00	110,900
· A decrease in personnel services due to a 2019 expansion Engineer accidentally omitted on the list to create approved, new positions.	(1.00)	(110,900)
· An increase in services and supplies to support the ROWS Engineer.	0.00	21,500
· A decrease in services and supplies due to one-time purchases that occurred in 2019 and is not in the 2020 budget.	0.00	(2,300)
· An increase in capital equipment to support the ROWS Engineer.	0.00	1,200
· A decrease in capital equipment due to one-time purchases made in 2019 not included in the 2020 budget.	0.00	(45,000)
Utilities - Wastewater Transfers		
· The increase in transfer amounts are based on existing cash balances in the capital funds and the anticipated cash outflows for project spending per the approved 6-year capital plan.	0.00	4,625,700
Asphalt Plant		
· A decrease in services and supplies due to reallocating budget to support the installation of a sixth silo and a second scale. The equipment will eliminate the need to purchase asphalt from outside vendors, increase the daily available asphalt (storage), allow multiple trucks to be loaded at the same time, and decrease wait times for pavers. The additional scale also will allow trucks to load faster and with a more consistent flow of asphalt throughout the day.	0.00	(2,200,000)
Special Revenue Funds		
· An increase to the Planned Fleet SRF due to a transfer in from the Environmental Services Enterprise to a lease to purchase additional compost trucks. The Solid Waste and Composting programs will pay these funds back over the next few years.	0.00	1,523,604
· A net decrease in the Planned Fleet SRF due to a decrease in the General Fund transfer for replacement vehicles and for fewer expansion vehicles in 2020 compared to 2019. A capital lease will be used to offset the decrease maintain the planned vehicle replacement schedule.	0.00	(6,309,000)

Impact Description	FTEs	Dollars
• An increase in expenditures in the Sidewalk Repair Revolving Fund; however, both 2019 and 2020 were revised down based on actual spending and work completed in the previous and current project completion.	0.00	40,700
Grants		
• A decrease in grant expenditures due to the NE Denver Recycling and Training grant expiring in 2019.	0.00	(50,000)

Budget Detail

Office of the Executive Director (5011000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	14,772,803	15,514,535	17,752,736	2,238,201	14.4%
Services and Supplies	19,987,113	21,165,733	21,058,960	(106,773)	(0.5%)
Capital Equipment	67,904	526,200	19,650	(506,550)	(96.3%)
Internal Services and Misc.	17,666	24,006	25,471	1,465	6.1%
Expenditures by Type Total	34,845,486	37,230,474	38,856,817	1,626,343	4.4%
Expenditures by Activity					
Administration	4,135,669	4,149,309	4,770,558	621,249	15.0%
Office of Policy, Legislative Affairs and Special Initiatives	0	578,330	1,261,817	683,487	118.2%
Performance Office	23	338,164	772,063	433,899	128.3%
Public Information Office	0	579,717	518,732	(60,985)	(10.5%)
Safety Program	0	421,587	406,360	(15,227)	(3.6%)
Accounting	773,680	770,033	939,404	169,371	22.0%
Research and Analysis	369,102	321,895	533,752	211,857	65.8%
Safety and Loss	414,842	0	0	0	0.0%
Information Services	50	0	0	0	0.0%
Contract Administration	910,937	1,004,379	1,149,831	145,452	14.5%
Collections	846,464	1,092,348	825,047	(267,301)	(24.5%)
Fleet Logistics Office	9,403,404	9,826,746	9,794,822	(31,924)	(0.3%)
FIN NDCC Support	98,282	98,272	90,958	(7,314)	(7.4%)
Communication	379,808	0	0	0	0.0%
Policy and Planning	1,363,860	0	0	0	0.0%
Maintenance	6,421,716	7,638,252	7,939,467	301,215	3.9%
Materials Handling	6,545,791	7,311,442	6,845,550	(465,892)	(6.4%)
Lighting Construction	27,875	250,000	242,617	(7,383)	(3.0%)
Lighting Repair and Maintenance	3,153,982	2,850,000	2,765,839	(84,161)	(3.0%)
Expenditures by Activity Total	34,845,486	37,230,474	38,856,817	1,626,343	4.4%

Public Works Department

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Office of the Executive Director (5011000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Other Program Funding Sources					
Capital Grants					
56th and Pena CDOT IGA	0	3,832,000	3,832,000	0	0.0%
Advanced Transportation and Congestion Management Technologies Deployment	165,143	1,500,000	2,001,900	501,900	33.5%
Brighton Blvd Reconstruction	656,735	623,898	0	(623,898)	(100.0%)
Building Healthy Places	0	0	0	0	0.0%
CCTV Network Upgrade	0	153,287	0	(153,287)	(100.0%)
CDOT Signals RAMP Grant	254,479	52,480	0	(52,480)	(100.0%)
CDOT TAP Sheridan Sidewalks	0	0	0	0	0.0%
Central 70 Environmental Mitigation & Denver Home Improvement Project	1,519,853	0	0	0	0.0%
Colfax & Lipan Auraria Higher Education Center	400,000	0	0	0	0.0%
Colfax Transit	0	0	0	0	0.0%
Confluence Park Bike/Ped Ramps	(125,724)	0	0	0	0.0%
Denver ITS CTC Visibility	128,186	8,334	0	(8,334)	(100.0%)
DENVER TIP 2015	13,588	558,841	467,160	(91,681)	(16.4%)
DENVER TSSIP - 2012	43,454	10,000	0	(10,000)	(100.0%)
Denver TSSIP - 2015	273,303	0	1,078,000	1,078,000	0.0%
Denver TSSIP - 2017	91,728	1,750,000	1,560,727	(189,273)	(10.8%)
Denver TSSIP Design	6,591	13,364	0	(13,364)	(100.0%)
DRCOG Bicycle Detection	0	346,257	346,257	0	0.0%
DRCOG TIP	718,877	9,985,685	8,751,440	(1,234,245)	(12.4%)
DRCOG TIP - Speer/Leetsdale Improvements	(68,065)	0	0	0	0.0%
Evergreen Road Bridge	0	439,856	0	(439,856)	(100.0%)
FASTER - CDOT Signals	640,722	230,051	2,958,766	2,728,715	1,186.1%
Federal Blvd CDOT RAMP	3,379,714	6,725,000	500,000	(6,225,000)	(92.6%)
Hampden Heights Water Quality Facility Project	60,000	0	0	0	0.0%
Highway Safety Improvement Program	189,245	1,070,000	5,180,000	4,110,000	384.1%
HSIP Havana/Hampden Sidewalk	10,064	235,783	0	(235,783)	(100.0%)
ITS Systems	(1,327)	0	0	0	0.0%
Levitt Pavilion	257,338	0	0	0	0.0%
Multi-Jurisdictional Monitoring and Management	0	12,500	25,000	12,500	100.0%
Platte to Park Hill	14,949,260	24,135,884	10,739,419	(13,396,465)	(55.5%)
Ramp 1-37, Federal Blvd Reconstruction	66,310	0	0	0	0.0%
Recycling Resources Economic Opportunity Program	0	192,190	57,180	(135,010)	(70.2%)
RTD Free MetroRide Bus Feasibility Study & Implementation	169,791	250,000	0	(250,000)	(100.0%)
Safe Routes to School	0	0	475,000	475,000	0.0%

Public Works Department

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Office of the Executive Director (5011000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Safety Hazard Elimination - Traffic Signal Upgrade	661,463	861,939	675,000	(186,939)	(21.7%)
Signal Performance System	0	350,000	84,000	(266,000)	(76.0%)
St. Luke Urban Renewal Area	1,126,860	18,981	0	(18,981)	(100.0%)
TAP_47th & York Crossing	395,690	96,340	0	(96,340)	(100.0%)
Weir Gulch (3rd/Hooker)	(76,917)	0	0	0	0.0%
Westwood Alley Improvement Project	378,865	0	0	0	0.0%
Total	26,144,823	53,452,670	38,731,849	(14,720,821)	(27.5%)
General Government SRF					
City Neighborhood Partner Project	0	6,000	6,000	0	0.0%
Planned Fleet Fund	20,050,185	22,978,900	18,193,504	(4,785,396)	(20.8%)
Total	20,050,185	22,984,900	18,199,504	(4,785,396)	(20.8%)
Capital Projects Funds*					
05 Bond Justice Center Tranche 2		740,960	0	(740,960)	(100.0%)
07 Bond - Libraries		6,333	123,299	116,966	1,846.9%
07 Bond - Public Safety		106,553	16,040	(90,513)	(84.9%)
07 Bond-Street,Tran,PW sys fac		139,556	114,671	(24,885)	(17.8%)
911 Communication Center COP		12,000	0	(12,000)	(100.0%)
Central Park Boulevard		840,000	840,000	0	0.0%
Central Platte Service Center - 38274		20,000	10,000	(10,000)	(50.0%)
Colorado Convention Center (CCC) Expansion		0	49,527,071	49,527,071	0.0%
Convention Center 2016 Project Bonds - Tax-Exempt		500,000	2,129,502	1,629,502	325.9%
East Corridor COP - 38507		437,000	800,000	363,000	83.1%
Elevate Denver General Obligation Bond Fund		81,439,684	41,099,191	(40,340,493)	(49.5%)
Elevate Denver GO Bond 2019A		54,033,191	23,130,624	(30,902,567)	(57.2%)
Facilities Plan & Mgmt Cap Maintenance		5,346,187	6,869,640	1,523,453	28.5%
Facility CIP Projects		4,773,813	1,820,360	(2,953,453)	(61.9%)
National Western Center 2016 Project Bonds		0	0	0	0.0%
National Western Center 2016 Project Bonds - Taxable		22,324,033	17,675,967	(4,648,066)	(20.8%)
National Western Center 2018A Bonds - Tax-Exempt		101,209,496	71,128,869	(30,080,627)	(29.7%)
National Western Center 2018B Bonds - Taxable		11,888,050	10,000,000	(1,888,050)	(15.9%)
National Western Center CSU Facilities Development Fund		7,000,000	10,700,000	3,700,000	52.9%
North Fire Station Reimbursement Agreement		6,200,000	170,000	(6,030,000)	(97.3%)
Public Works Capital Maintenance		36,698,200	46,568,130	9,869,930	26.9%

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Office of the Executive Director (5011000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
PW Annual Programs		14,991,927	9,422,000	(5,569,927)	(37.2%)
PW Debt Payments		15,701,422	16,178,535	477,113	3.0%
PW Improvement Projects		31,734,400	24,150,000	(7,584,400)	(23.9%)
PW Matching Funds		0	0	0	0.0%
Theatres & Arenas Capital Projects		0	247,775	247,775	0.0%
WMD Storm Capital Improvement		0	0	0	0.0%
Total	396,142,805	332,721,674	(63,421,131)	(16.0%)	
Other Program Funding Sources Total	46,195,008	472,580,375	389,653,027	(82,927,348)	(17.5%)
Total Program Expenditures	81,040,494	509,810,849	428,509,844	(81,301,005)	(15.9%)
Personnel Complement (Budgeted)					
Administration	25.48	25.98	27.98	2.00	7.7%
Office of Policy, Legislative Affairs and Special Initiatives	0.00	4.00	6.00	2.00	50.0%
Performance Office	0.00	3.00	7.00	4.00	133.3%
Public Information Office	0.00	4.00	4.00	0.00	0.0%
Safety Program	0.00	4.00	4.00	0.00	0.0%
Accounting	7.00	7.00	8.00	1.00	14.3%
Collections	10.11	10.11	7.11	(3.00)	(29.7%)
Contract Administration	9.00	9.00	10.00	1.00	11.1%
FIN NDCC Support	1.00	1.00	1.00	0.00	0.0%
Fleet Logistics Office	19.00	20.00	22.00	2.00	10.0%
Research and Analysis	3.00	3.00	5.00	2.00	66.7%
Safety and Loss	4.00	0.00	0.00	0.00	0.0%
Communication	4.00	0.00	0.00	0.00	0.0%
Policy and Planning	9.00	0.00	0.00	0.00	0.0%
Maintenance	78.00	78.00	78.00	0.00	0.0%
Personnel Complement (Budgeted) Total	169.59	169.09	180.09	11.00	6.5%
Other Program Funds FTE					
Capital Grants					
Advanced Transportation and Congestion Management Technologies Deployment	0.00	1.00	1.00	0.00	0.0%
Total Personnel Complement	169.59	170.09	181.09	11.00	6.5%
Revenue					
Fines and Forfeits	252,760	800,000	800,000	0	0.0%
Interest Income	8	0	0	0	0.0%
Charges for Services	2,573,564	2,213,555	2,213,555	0	0.0%
Internal Service and Indirect Cost	21,299	0	0	0	0.0%
Miscellaneous Other	20,227,748	23,880,287	22,720,201	(1,160,086)	(4.9%)

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Office of the Executive Director (5011000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Revenue Total	23,075,378	26,893,842	25,733,756	(1,160,086)	(4.3%)
Transportation and Mobility Planning (5071000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	7,746,412	17,192,382	19,463,253	2,270,871	13.2%
Services and Supplies	1,039,227	4,530,222	2,145,495	(2,384,727)	(52.6%)
Capital Equipment	158,696	154,200	13,970	(140,230)	(90.9%)
Internal Services and Misc.	19,404	30,836	36,800	5,964	19.3%
Expenditures by Type Total	8,963,740	21,907,640	21,659,518	(248,122)	(1.1%)
Expenditures by Activity					
Administration	1,814,531	2,859,267	4,915,945	2,056,678	71.9%
Program Resource Office	143,431	0	0	0	0.0%
Facilities	2,180,669	2,828,132	3,039,969	211,837	7.5%
Transportation	3,727,328	5,125,116	5,546,346	421,230	8.2%
Major Projects	635,247	0	0	0	0.0%
CPM NDCC Support	463,968	340,988	0	(340,988)	(100.0%)
Bikes and Pedestrians	0	1,061,589	636,653	(424,936)	(40.0%)
Transit	(1,434)	1,311,255	446,700	(864,555)	(65.9%)
Grants	0	135,700	0	(135,700)	(100.0%)
School Crossing Guards	0	265,800	172,550	(93,250)	(35.1%)
Community Design	0	613,381	791,927	178,546	29.1%
Project Development	0	2,090,907	2,711,921	621,014	29.7%
NDCC Support	0	1,123,003	1,388,511	265,508	23.6%
Project Implementation	0	750,081	353,196	(396,885)	(52.9%)
Project Resource office	0	2,373,470	642,590	(1,730,880)	(72.9%)
Major Projects Office	0	1,028,951	1,013,210	(15,741)	(1.5%)
Expenditures by Activity Total	8,963,740	21,907,640	21,659,518	(248,122)	(1.1%)
Transportation and Mobility Planning (5071000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Total Program Expenditures	8,963,740	21,907,640	21,659,518	(248,122)	(1.1%)
Personnel Complement (Budgeted)					
Administration	12.00	14.00	27.58	13.58	97.0%
CPM NDCC Support	6.00	3.00	0.00	(3.00)	(100.0%)
Facilities	18.00	22.50	23.00	0.50	0.0%
Major Projects	4.00	0.00	0.00	0.00	0.0%
Program Resource Office	1.00	0.00	0.00	0.00	0.0%
Transportation	28.00	40.50	41.00	0.50	0.0%

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Bikes and Pedestrians	0.00	9.00	6.00	(3.00)	(33.3%)
Grants	0.00	1.00	0.00	(1.00)	(100.0%)
Transit	0.00	4.00	4.00	0.00	0.0%
Community Design	0.00	5.00	6.00	1.00	20.0%
Project Development	0.00	17.00	21.00	4.00	23.5%
NDCC Support	0.00	9.00	10.75	1.75	19.4%
Project Implementation	0.00	5.00	2.42	(2.58)	(51.7%)
Project Resource office	0.00	2.00	2.00	0.00	0.0%
Major Projects Office	0.00	6.00	5.00	(1.00)	(16.7%)
Personnel Complement (Budgeted) Total	69.00	138.00	148.75	10.75	7.8%
Total Personnel Complement	69.00	138.00	148.75	10.75	7.8%
Revenue					
Charges for Services	55,624	55,000	55,000	0	0.0%
Transportation Operations (5081000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	42,227,306	44,273,078	45,670,291	1,397,213	3.2%
Services and Supplies	13,990,693	14,713,989	13,797,351	(916,638)	(6.2%)
Capital Equipment	611,562	509,564	90,000	(419,564)	(82.3%)
Internal Services and Misc.	41,982	108,892	115,292	6,400	5.9%
Expenditures by Type Total	56,871,543	59,605,523	59,672,934	67,411	0.1%
Expenditures by Activity					
Administration	7,428,821	2,965,209	4,891,750	1,926,541	65.0%
Survey	1,723,327	1,926,857	1,846,900	(79,957)	(4.1%)
Inspection	4,104,217	4,755,619	4,913,104	157,485	3.3%
Development Services	380,226	403,155	415,948	12,793	3.2%
Permitting and Enforcement	13,420,840	10,787,248	12,244,499	1,457,251	13.5%
Engineering Regulatory and Analytics	1,361,392	0	0	0	0.0%
Traffic Signals/ITS	4,551,159	0	0	0	0.0%
Signs and Pavement Marking	5,179,706	0	0	0	0.0%
Safety/Neighborhood Traffic Management	863,785	0	0	0	0.0%
Parking Operations	1,597,685	0	0	0	0.0%
Transportation Management Center	1,168,686	0	0	0	0.0%
Transp NDCC Support	37,275	0	0	0	0.0%
School Crossing Guards	105,157	0	0	0	0.0%
Customer Service	285,407	266,279	283,889	17,610	6.6%
Street Resurfacing and Reconstruction	7,385,475	8,110,567	7,250,655	(859,912)	(10.6%)
Pothole Patching	1,654,641	1,762,023	1,674,568	(87,455)	(5.0%)
Street and Alley Sweeping	3,612,439	3,285,955	3,744,320	458,365	13.9%
Concrete Repair and Construction	1,176,028	1,166,713	1,197,575	30,862	2.6%

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Transportation Operations (5081000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Snow Removal	823,942	3,027,059	2,936,734	(90,325)	(3.0%)
Transportation Mgmt Center	781	2,231,621	1,712,447	(519,174)	(23.3%)
Signals, Signs and Markings	900	11,471,125	9,897,537	(1,573,588)	(13.7%)
Curbside Management	9,653	6,164,309	5,786,598	(377,711)	(6.1%)
Alley Paving and Grading	0	29,444	29,335	(109)	(0.4%)
Engineering and Regulatory	0	1,252,340	847,075	(405,265)	(32.4%)
Expenditures by Activity Total	56,871,543	59,605,523	59,672,934	67,411	0.1%
Other Program Funding Sources					
General Government SRF					
Sidewalk Repair Revolving Fund	210,077	781,200	821,888	40,688	5.2%
Total Program Expenditures	57,081,619	60,386,723	60,494,822	108,099	0.2%
Personnel Complement (Budgeted)					
Administration	52.96	19.34	43.00	23.66	122.3%
Development Services	5.00	3.00	3.00	0.00	0.0%
Engineering Regulatory and Analytics	10.00	0.00	0.00	0.00	0.0%
Inspection	43.00	46.00	45.00	(1.00)	(2.2%)
Permitting and Enforcement	111.30	99.26	98.26	(1.00)	(1.0%)
Survey	14.00	16.00	15.00	(1.00)	(6.3%)
Parking Operations	11.00	0.00	0.00	0.00	0.0%
Safety/Neighborhood Traffic Management	7.00	0.00	0.00	0.00	0.0%
Signs and Pavement Marking	61.46	0.00	0.00	0.00	0.0%
Traffic Signals/ITS	40.04	0.00	0.00	0.00	0.0%
Transp NDCC Support	1.00	0.00	0.00	0.00	0.0%
Transportation Management Center	8.00	0.00	0.00	0.00	0.0%
Concrete Repair and Construction	19.00	18.00	17.00	(1.00)	(5.6%)
Customer Service	4.00	4.00	4.00	0.00	0.0%
Pothole Patching	26.00	26.00	24.00	(2.00)	(7.7%)
Street and Alley Sweeping	45.00	46.00	49.00	3.00	6.5%
Street Resurfacing and Reconstruction	122.10	122.10	102.10	(20.00)	(16.4%)
Curbside Management	0.00	26.00	23.00	(3.00)	(11.5%)
Signals, Signs and Markings	0.00	99.12	103.12	4.00	4.0%
Transportation Mgmt Center	0.00	19.00	13.00	(6.00)	(31.6%)
Engineering and Regulatory	0.00	10.00	6.00	(4.00)	(40.0%)
Personnel Complement (Budgeted) Total	580.86	553.82	545.48	(8.34)	(1.5%)
Other Program Funds FTE					
General Government SRF					
Sidewalk Repair Revolving Fund	4.00	4.00	4.00	0.00	0.0%
Total Personnel Complement	584.86	557.82	549.48	(8.34)	(1.5%)

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Transportation Operations (5081000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Revenue					
Licenses and Permits	21,162,440	21,673,200	21,673,200	0	0.0%
Fines and Forfeits	26,865,103	26,491,250	26,491,250	0	0.0%
Charges for Services	24,933,548	27,923,655	27,923,655	0	0.0%
Miscellaneous Other	2,004,635	1,712,600	1,712,600	0	0.0%
Revenue Total	74,965,727	77,800,705	77,800,705	0	0.0%

Mayor's Office of the National Western Center (5041000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change

Expenditures by Type					
Personnel Services	641,992	1,068,380	1,080,097	11,717	1.1%
Services and Supplies	1,083,385	1,332,785	1,351,430	18,645	1.4%
Capital Equipment	23,287	12,475	0	(12,475)	(100.0%)
Internal Services and Misc.	918	2,000	2,000	0	0.0%
Expenditures by Type Total	1,749,582	2,415,640	2,433,527	17,887	0.7%

Expenditures by Activity					
NWCO Administration	1,749,582	2,415,640	2,433,527	17,887	0.7%

Other Program Funding Sources

General Government SRF

National Western Center Campus Management	0	481,803	325,000	(156,803)	(32.5%)
Total Program Expenditures	1,749,582	2,897,443	2,758,527	(138,916)	(4.8%)

Personnel Complement (Budgeted)

NWCO Administration	5.00	8.00	8.00	0.00	0.0%
Total Personnel Complement	5.00	8.00	8.00	0.00	0.0%

Utilities - Solid Waste (5052000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change

Expenditures by Type

Personnel Services	14,721,884	15,206,729	16,260,150	1,053,421	6.9%
Services and Supplies	7,758,398	10,311,986	10,806,800	494,814	4.8%
Capital Equipment	198,819	224,000	0	(224,000)	(100.0%)
Internal Services and Misc.	4,320	2,650	2,650	0	0.0%
Expenditures by Type Total					
	22,683,422	25,745,365	27,069,600	1,324,235	5.1%

Expenditures by Activity

Administration	1,882,577	1,223,112	1,929,393	706,281	57.7%
Trash Collection	16,758,842	18,513,614	21,386,757	2,873,143	15.5%
Large Item Pickup	980,155	911,296	1,071,852	160,556	17.6%

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Utilities - Solid Waste (5052000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Recycling	2,423,295	4,148,578	1,872,921	(2,275,657)	(54.9%)
Graffiti Program	504,598	803,890	650,147	(153,743)	(19.1%)
Keep Denver Beautiful	133,955	144,875	158,530	13,655	9.4%
Expenditures by Activity Total	22,683,422	25,745,365	27,069,600	1,324,235	5.1%
Other Program Funding Sources					
Grants					
SEP - NE Denver Recycling & Training	163,615	50,000	0	(50,000)	(100.0%)
General Government SRF					
Composting Fund	1,022,140	1,745,399	1,790,752	45,353	2.6%
Other Program Funding Sources Total	1,185,755	1,795,399	1,790,752	(4,647)	(0.3%)
Total Program Expenditures	23,869,177	27,540,764	28,860,352	1,319,588	4.8%
Personnel Complement (Budgeted)					
Administration	11.33	11.33	17.00	5.67	50.0%
Graffiti Program	16.00	8.00	5.00	(3.00)	(37.5%)
Keep Denver Beautiful	1.00	2.00	2.00	0.00	0.0%
Large Item Pickup	16.00	11.00	14.00	3.00	27.3%
Recycling	34.00	29.00	15.00	(14.00)	(48.3%)
Trash Collection	135.87	154.87	172.37	17.50	11.3%
Personnel Complement (Budgeted) Total	214.20	216.20	225.37	9.17	4.2%
Other Program Funds FTE					
General Government SRF					
Composting Fund	11.00	11.00	11.00	0.00	0.0%
Total Personnel Complement	225.20	227.20	236.37	9.17	4.0%
Revenue					
Charges for Services	567,513	385,000	385,000	0	0.0%
Utilities - Wastewater Administration (72000-5061000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	5,301,193	5,369,137	6,013,394	644,257	12.0%
Services and Supplies	56,974,873	68,441,071	67,051,516	(1,389,555)	(2.0%)
Capital Equipment	142,264	2,275,586	2,203,000	(72,586)	(3.2%)
Internal Services and Misc.	23,438,397	20,795,194	25,953,694	5,158,500	24.8%
Expenditures by Type Total	85,856,727	96,880,988	101,221,604	4,340,616	4.5%
Expenditures by Activity					
Administrative Services	5,030,252	11,359,998	7,336,991	(4,023,007)	(35.4%)
Accounting Services	76,340,418	78,755,859	85,882,939	7,127,080	9.0%

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Utilities - Wastewater Administration (72000-5061000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Customer Services	1,973,966	3,986,347	5,212,329	1,225,982	30.8%
Support Services	1,841,089	2,039,765	1,998,941	(40,824)	(2.0%)
Safety	671,002	739,019	790,404	51,385	7.0%
Expenditures by Activity Total	85,856,727	96,880,988	101,221,604	4,340,616	4.5%
Other Program Funding Sources					
Grants					
Sanderson Gulch Drainage	2,772,428	0	0	0	0.0%
Capital Projects Funds*					
East Corridor COP - 72710		837,796	0	(837,796)	(100.0%)
Water Quality Capital Projects		5,750,000	5,250,000	(500,000)	(8.7%)
WMD Sanitary Capital Improvement		7,000,000	5,650,000	(1,350,000)	(19.3%)
WMD Storm Capital Improvement		59,650,000	28,750,000	(30,900,000)	(51.8%)
Total	73,237,796	39,650,000	(33,587,796)	(45.9%)	
Other Program Funding Sources Total	3,654,195	73,237,796	39,650,000	(33,587,796)	(45.9%)
Total Program Expenditures	89,510,922	170,118,784	140,871,604	(29,247,180)	(17.2%)
Personnel Complement (Budgeted)					
Accounting Services	19.09	19.09	19.09	0.00	0.0%
Administrative Services	10.00	10.00	13.00	3.00	30.0%
Customer Services	18.00	18.00	19.00	1.00	5.6%
Safety	5.00	6.00	6.00	0.00	0.0%
Support Services	10.00	8.00	9.00	1.00	12.5%
Personnel Complement (Budgeted) Total	62.09	61.09	66.09	5.00	8.2%
Total Personnel Complement	62.09	61.09	66.09	5.00	8.2%
Revenue					
Property	91,400	160,000	160,000	0	0.0%
Interest Income	1,375,040	2,201,496	2,201,496	0	0.0%
Charges for Services	157,935,685	168,225,749	178,780,053	10,554,304	6.3%
Miscellaneous Other	11,388	16,000	111,155	95,155	594.7%
Revenue Total	159,413,513	170,603,245	181,252,704	10,649,459	6.2%

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Utilities - Wastewater Operations (72000-5062000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	10,583,125	12,160,352	12,866,370	706,018	5.8%
Services and Supplies	2,422,328	7,737,745	6,086,245	(1,651,500)	(21.3%)
Capital Equipment	780,456	2,534,000	1,228,000	(1,306,000)	(51.5%)
Internal Services and Misc.	643,190	1,359,676	1,509,676	150,000	11.0%
Expenditures by Type Total	14,429,098	23,791,773	21,690,291	(2,101,482)	(8.8%)
Expenditures by Activity					
Director of Operations	717,705	882,804	855,787	(27,017)	(3.1%)
Systems Maintenance	4,481,671	6,562,919	5,898,997	(663,922)	(10.1%)
Television Crews	1,225,153	2,095,247	1,357,146	(738,101)	(35.2%)
Quality Control	683,484	711,211	686,945	(24,266)	(3.4%)
Laboratory	924,284	934,713	1,111,600	176,887	18.9%
Construction Operations	4,684,632	10,284,859	9,471,102	(813,757)	(7.9%)
Water Quality	1,712,169	2,320,020	2,308,714	(11,306)	(0.5%)
Expenditures by Activity Total	14,429,098	23,791,773	21,690,291	(2,101,482)	(8.8%)
Total Program Expenditures	14,429,098	23,791,773	21,690,291	(2,101,482)	(8.8%)
Personnel Complement (Budgeted)					
Construction Operations	32.00	32.00	36.00	4.00	12.5%
Director of Operations	3.33	3.83	3.50	(0.33)	0.0%
Laboratory	9.00	9.00	9.00	0.00	0.0%
Quality Control	8.00	7.00	7.00	0.00	0.0%
Systems Maintenance	62.00	57.00	57.00	0.00	0.0%
Television Crews	15.28	17.28	15.28	(2.00)	(11.6%)
Water Quality	9.93	14.93	14.93	0.00	0.0%
Personnel Complement (Budgeted) Total	139.54	141.04	142.71	1.67	1.2%
Total Personnel Complement	139.54	141.04	142.71	1.67	1.2%
Revenue					
Charges for Services	(3,025)	0	0	0	0.0%
Utilities -Capital Projects Management (72000-5065000)					
	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	6,112,545	7,395,909	7,829,694	433,785	5.9%
Services and Supplies	304,331	895,485	692,435	(203,050)	(22.7%)
Capital Equipment	466,918	223,000	27,660	(195,340)	(87.6%)
Internal Services and Misc.	51,714	66,399	68,343	1,944	2.9%
Expenditures by Type Total	6,935,509	8,580,793	8,618,132	37,339	0.4%

Expenditures by Activity

Administration	1,917,409	2,255,938	2,432,844	176,906	7.8%
Planning and Design	2,130,472	2,567,143	2,781,868	214,725	8.4%
Construction	2,501,985	3,130,777	2,980,355	(150,422)	(4.8%)
WW NDCC Support	385,643	626,935	423,065	(203,870)	(32.5%)
Expenditures by Activity Total	6,935,509	8,580,793	8,618,132	37,339	0.4%

Total Program Expenditures	6,935,509	8,580,793	8,618,132	37,339	0.4%
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Personnel Complement (Budgeted)

Administration	9.00	10.00	13.00	3.00	30.0%
Construction	26.00	25.00	24.00	(1.00)	(4.0%)
Planning and Design	18.00	18.00	18.00	0.00	0.0%
WW NDCC Support	4.00	4.00	2.00	(2.00)	(50.0%)
Personnel Complement (Budgeted) Total	57.00	57.00	57.00	0.00	0.0%

Total Personnel Complement	57.00	57.00	57.00	0.00	0.0%
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Revenue

Miscellaneous Other	1,143	0	0	0	0.0%
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Utilities - Right-of-Way Services (5064000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
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Expenditures by Type

Personnel Services	6,531,747	7,518,368	7,823,559	305,191	4.1%
Services and Supplies	141,587	320,889	340,129	19,240	6.0%
Capital Equipment	145,766	45,000	1,220	(43,780)	(97.3%)
Internal Services and Misc.	64,248	608,359	609,007	648	0.1%
Expenditures by Type Total	6,883,348	8,492,616	8,773,915	281,299	3.3%

Expenditures by Activity

Administration	185,478	893,954	957,644	63,690	7.1%
Survey	1,460,486	1,673,010	1,643,121	(29,889)	(1.8%)
Inspection	2,393,063	2,877,348	2,580,172	(297,176)	(10.3%)
Development Services	2,083,160	2,246,739	2,267,427	20,688	0.9%
Permitting and Enforcement	0	20,426	20,395	(31)	(0.2%)
Engineering Regulatory and Analytics	761,162	781,139	1,305,156	524,017	67.1%
Expenditures by Activity Total	6,883,348	8,492,616	8,773,915	281,299	3.3%

Total Program Expenditures	6,883,348	8,492,616	8,773,915	281,299	3.3%
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Personnel Complement (Budgeted)

Administration	2.00	1.00	1.00	0.00	0.0%
Development Services	18.00	16.50	16.00	(0.50)	0.0%
Engineering Regulatory and Analytics	6.00	6.00	10.00	4.00	66.7%
Inspection	21.00	24.00	21.50	(2.50)	(10.4%)
Survey	16.75	16.75	15.75	(1.00)	(6.0%)

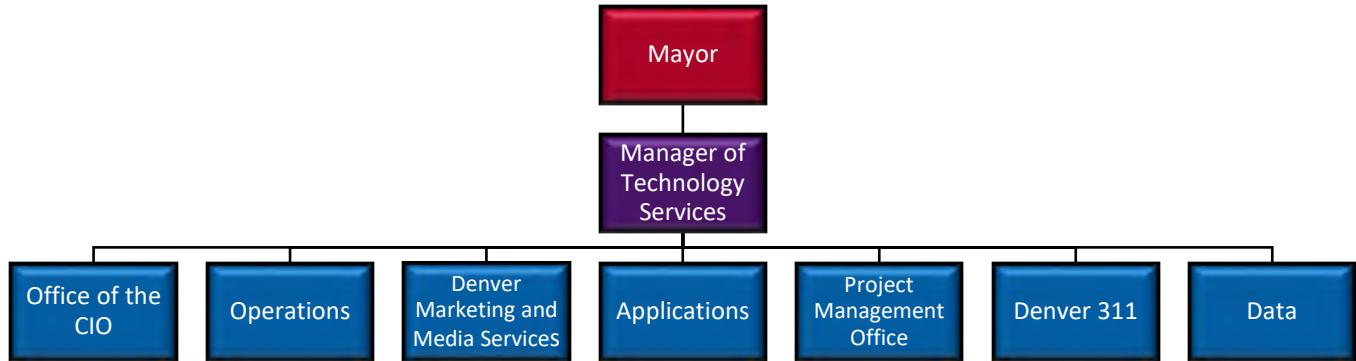
Public Works Department

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	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Utilities - Right-of-Way Services (5064000)					
Personnel Complement (Budgeted) Total	63.75	64.25	64.25	0.00	0.0%
Total Personnel Complement	63.75	64.25	64.25	0.00	0.0%
Revenue					
Charges for Services	1,551,935	1,100,000	1,100,000	0	0.0%
Asphalt Plant (67100-5054000)					
Expenditures by Type					
Personnel Services	706,144	749,101	806,104	57,003	7.6%
Services and Supplies	8,272,128	8,319,514	8,319,514	0	0.0%
Capital Equipment	1,008,568	2,200,000	0	(2,200,000)	(100.0%)
Internal Services and Misc.	74,111	166,748	166,748	0	0.0%
Expenditures by Type Total	10,060,951	11,435,363	9,292,366	(2,142,997)	(18.7%)
Expenditures by Activity					
Administration	1,227,333	2,504,245	320,263	(2,183,982)	(87.2%)
Production	8,833,618	8,931,118	8,972,103	40,985	0.5%
Expenditures by Activity Total	10,060,951	11,435,363	9,292,366	(2,142,997)	(18.7%)
Total Program Expenditures	10,060,951	11,435,363	9,292,366	(2,142,997)	(18.7%)
Personnel Complement (Budgeted)					
Administration	1.00	1.00	1.00	0.00	0.0%
Production	7.00	7.00	7.00	0.00	0.0%
Personnel Complement (Budgeted) Total	8.00	8.00	8.00	0.00	0.0%
Total Personnel Complement	8.00	8.00	8.00	0.00	0.0%
Revenue					
Charges for Services	9,906,101	11,652,642	9,500,000	(2,152,642)	(18.5%)

*Actuals are not included for capital projects by department as capital project budgets are non-lapsing. Actuals for capital funds can be found in the "Financial Summary for all CIP-Funds".

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Mission

To improve city performance.

Department Summary

Denver 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, as well as management of 911 system communications and Denver's 311 non-emergency contact center. Along with Denver Marketing and Media Services, the department is working to enhance the customer experience by aligning digital technologies with citywide marketing and communications efforts.

For more information, visit the Technology Services website at
<https://www.denvergov.org/technologyservices>



Services

The [Office of the Chief Information Officer \(CIO\)](#) is responsible for the overall strategy, policy direction, and management of Technology Services.

The [Operations](#) team provides the engineering and maintenance of city technology infrastructure, data storage, and converged networks. The team is responsible for planning and implementing new infrastructure as well as ongoing maintenance and enhancements. The Operations team also provides voice system and end user device support; plans and implements security governance and controls, monitors and responds to cyber threats and vulnerabilities; provides 911 Computer Aided Dispatch (CAD) support to Denver 911, and manages communication and voice radio systems management for first responders and other city agencies.

The [Denver Marketing and Media Services \(DMMS\)](#) enhances customer experience citywide by aligning digital technologies with traditional marketing and communications efforts. DMMS manages and promotes the City's brand identity, website, digital marketing platforms, and Denver 8 TV, the City's municipal television station. DMMS provides marketing and video production resources to city agencies and departments, as well as administration of the City's cable franchise and public education access agreements.

The [Applications](#) team provides software solutions that increase efficiency, automate processes, improve customer service, and achieve city objectives. Applications partners with city agencies/department to assess technology needs, identify solutions, ensure regulatory compliance, and validate that expectations are met. From citywide platforms to business-specific tools; applications handle the procurement, development, implementation, integration, quality assurance/testing, maintenance, and support for more than 300 applications, including their underlying systems and databases.

The [Project Management Office \(PMO\)](#) serves city departments and agencies by delivering project support and establishing policies, procedures, financial tracking, and standardized methodologies for efficient and successful delivery of approved projects.

The [Denver 311](#) provides access to government services through multiple methods (voice, electronic, social media, and mobile applications), creating a link between residents and city government for non-emergency services and communications. 311 strives to connect residents with services and provides customers with an effortless, accessible way to navigate city services.

The [Data](#) team 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. Data is dedicated to transforming Denver's access to and use of data to drive strategy, policy, and operations.

Strategies



Reliability: Technology works as expected.

We 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.

We 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.

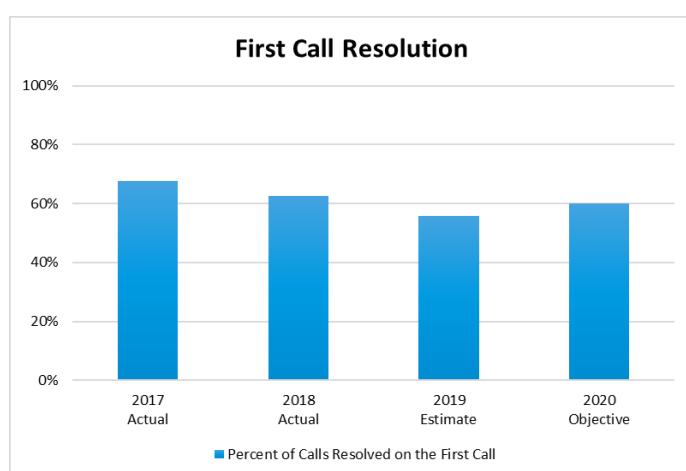
We will improve resident and business interactions with the City by moving more services online, improving the digital experience to provide better community engagement, and expanding wi-fi access at city buildings.

Partnership: Forward-thinking collaboration with customers.

We will enhance Technology Services' role as a partner to city agencies by ramping up a business relationship management program, focusing on internal customer service training, and cultivating better collaboration with our customers.

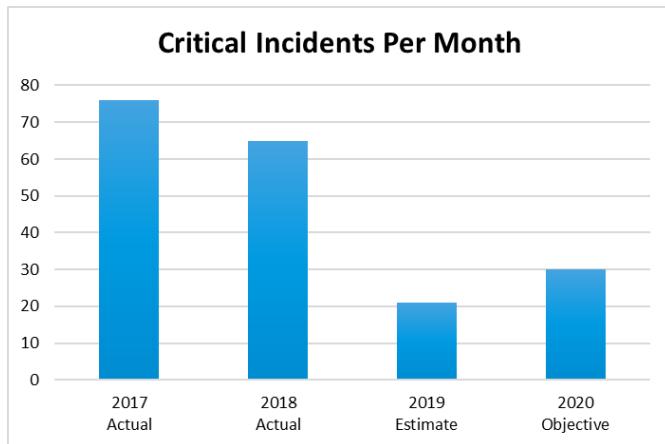
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Performance and Program Highlights



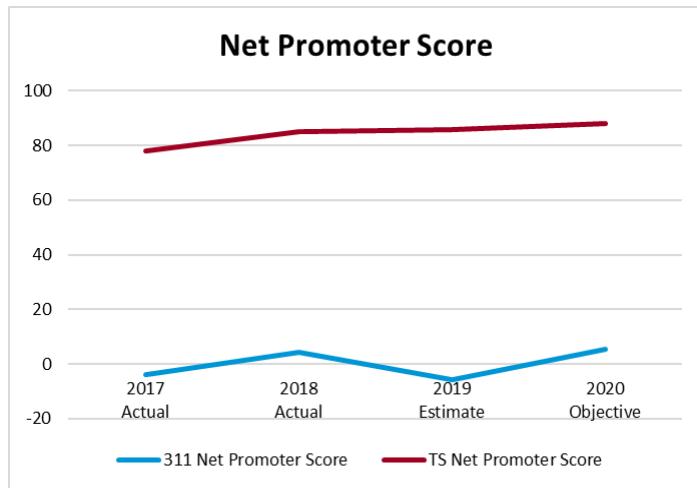
First Call Resolution is the number of calls that can be handled by our Service Desk and 311 Contact Centers instead of having to be passed along to the subject matter expert. In 2018, the system tracking this metric changed and caused what looks like a decline due to a change in methodology, now that this system is in place the metrics will normalize in 2019 and into 2020.

Average Speed to Answer is the amount of time the caller must wait on hold before contacting with a person.



Technology Services classifies an incident as an IT system or application not working correctly. We track the number of **Critical Incidents** per month because these incidents are the ones that don't allow multiple users, departments or the entire city to perform critical work functions.

For our internal and external customers, we use the **Net Promoter Score (NPS)**. The NPS is an index ranging from -100 to 100 that measures the willingness of customers to recommend a company's products or services to others. It is used to gauge the customer's overall satisfaction. The NPS score is calculated by subtracting the percentage total of Detractors (Score 0-6) by the percentage total of Promotors (Score 9-10). In Technology Services, after a ticket is closed in SupportNow a survey is sent to our customers. From this survey we get an NPS.



Department Budget

	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Denver Marketing and Media Services	3,436,390	4,272,527	4,139,947	(132,580)	(3.1%)
Office of the Chief Information Officer	1,329,139	1,465,517	1,430,152	(35,365)	(2.4%)
Operations	32,215,977	34,475,287	36,654,016	2,178,729	6.3%
Applications Development	30,123,732	33,133,599	35,916,610	2,783,011	8.4%
Denver 311	2,346,971	2,533,082	2,592,723	59,641	2.4%
Total	69,452,210	75,880,012	80,733,448	4,853,436	6.4%
General Fund Expenditures by Type					
Personnel Services	36,681,874	39,683,920	41,602,891	1,918,971	4.8%
Services and Supplies	29,647,119	34,070,747	38,218,854	4,148,107	12.2%
Capital Equipment	3,030,326	2,038,142	823,500	(1,214,642)	(59.6%)
Internal Services and Misc.	92,890	87,203	88,203	1,000	1.1%
Total	69,452,210	75,880,012	80,733,448	4,853,436	6.4%
Total General Fund	69,452,210	75,880,012	80,733,448	4,853,436	6.4%
General Fund Revenue					
Licenses and Permits	7,353,286	6,987,034	7,165,012	177,978	2.5%
Charges for Services	(938,787)	1,054,593	1,204,593	150,000	14.2%
Internal Service and Indirect Cost	1,452,864	0	0	0	0.0%
Miscellaneous Other	831,757	14,000	974,000	960,000	6,857.1%
Total	8,699,120	8,055,627	9,343,605	1,287,978	16.0%
Special Revenue Funds Expenditures					
General Government	464,839	372,475	1,850,030	1,477,555	396.7%
Total Special Revenue Funds	464,839	372,475	1,850,030	1,477,555	396.7%
Personnel Complement					
General Fund Operations - Civilian	327.59	330.64	326.64	(4.00)	(1.2%)
General Government - Civilian	1.00	1.00	1.00	0.00	0.0%
Total	328.59	331.64	327.64	(4.00)	(1.2%)
Total Personnel Complement	328.59	331.64	327.64	(4.00)	(1.2%)
Capital Improvements*					
Capital Improvements		21,478,652	11,238,013	(10,240,639)	(47.7%)
Total		21,478,652	11,238,013	(10,240,639)	(47.7%)

Programmatic Changes

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agency wide		
· An increase in services and supplies due to budget being restored in 2020 after being moved to capital equipment account codes in 2019 for one-time purchases.	0.00	1,495,900
· An increase in capital equipment due to reallocating budget from services and supplies to align budget with actuals.	0.00	823,500
A decrease in services and supplies due to reallocating budget to capital equipment to align budget with actuals.	0.00	(823,200)
· A decrease in capital equipment due to budget being moved from services and supplies account codes in 2019 for one-time purchases.	0.00	(1,495,900)
Denver Marketing and Media Services		
· An increase in personnel services for on call production support for video coverage of Red Rocks concerts. The increase will be offset by revenue from billings for services.	0.00	150,000
· A decrease in services and supplies due to a reduction in dues, licenses, and subscriptions budgets.	0.00	(40,000)
· A decrease in capital equipment due to one-time equipment purchases in 2019.	0.00	(542,200)
Operations		
· An increase in services and supplies due to increases in operations and security maintenance and licensing contracts.	0.00	1,159,900
· An increase in services and supplies for an ongoing offsite data center lease payment.	0.00	600,000
· An increase in services and supplies for citywide network circuit increases.	0.00	500,000
· A decrease in personnel services due to moving FTE to General Services to provide citywide mail and administrative services.	(4.00)	(322,000)
· A decrease in services and supplies due to reduced supplies and equipment budgets.	0.00	(850,000)
Office of the CIO		
· A decrease in services and supplies for a reduction in training, leases and rental budgets.	0.00	(20,100)
Applications		
· An increase in services and supplies due to increases in applications maintenance and licensing contracts.	0.00	2,215,600
· A decrease in services and supplies due to reduced printing and subscription budgets.	0.00	(90,000)
Revenue		
· An increase in revenue due to a transfer from the Capital Improvement Fund (CIF) to the General Fund from savings from completed technology projects.	0.00	960,000
Special Revenue Funds		
· An increase in special revenue funds due to an increase in anticipated expenditures in the Public Access TV Support fund.	0.00	1,477,500
Capital Project Funds		
· A decrease in capital improvement due to reductions in General Fund transfers to technology projects, including Innovation Projects, Technology System Upgrades, and Infrastructure and Network Replacements.	0.00	(10,241,000)

Budget Detail

Denver Marketing and Media Services (3041000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	2,580,369	2,835,355	3,280,739	445,384	15.7%
Services and Supplies	636,636	888,873	853,123	(35,750)	(4.0%)
Capital Equipment	214,255	542,214	0	(542,214)	(100.0%)
Internal Services and Misc.	5,130	6,085	6,085	0	0.0%
Expenditures by Type Total	3,436,390	4,272,527	4,139,947	(132,580)	(3.1%)
Expenditures by Activity					
Administration	557,998	724,720	760,588	35,868	4.9%
TV and Video Technical Operations	1,048,741	1,636,625	1,331,506	(305,119)	(18.6%)
Content Acquisition and Distribution	478,991	459,781	397,648	(62,133)	(13.5%)
Cable Franchising	128,270	210,501	214,921	4,420	2.1%
Marketing Services	650,189	721,333	813,584	92,251	12.8%
Creative Services	326,054	170,402	237,343	66,941	39.3%
Web Services	246,148	349,165	384,357	35,192	10.1%
Expenditures by Activity Total	3,436,390	4,272,527	4,139,947	(132,580)	(3.1%)
Other Program Funding Sources					
General Government SRF					
Public Access TV Support	464,839	322,475	1,800,030	1,477,555	458.2%
Technology Services Fund	0	50,000	50,000	0	0.0%
Total	464,839	372,475	1,850,030	1,477,555	396.7%
Total Program Expenditures	3,901,229	4,645,002	5,989,977	1,344,975	29.0%
Personnel Complement (Budgeted)					
Administration	4.00	4.00	4.00	0.00	0.0%
Cable Franchising	0.00	1.00	1.00	0.00	0.0%
Content Acquisition and Distribution	2.00	3.00	3.00	0.00	0.0%
Creative Services	1.00	2.00	2.00	0.00	0.0%
Marketing Services	5.00	5.00	5.00	0.00	0.0%
TV and Video Technical Operations	11.49	13.54	13.54	0.00	0.0%
Web Services	3.00	3.00	3.00	0.00	0.0%
Personnel Complement (Budgeted) Total	26.49	31.54	31.54	0.00	0.0%
Other Program Funds FTE					
General Government SRF					
Public Access TV Support	1.00	1.00	1.00	0.00	0.0%
Total Personnel Complement	27.49	32.54	32.54	0.00	0.0%

Technology Services 3070000

Denver Marketing and Media Services (3041000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Revenue					
Licenses and Permits	7,353,286	6,987,034	7,165,012	177,978	2.5%
Charges for Services	(211,585)	339,093	489,093	150,000	44.2%
Internal Service and Indirect Cost	542,450	0	0	0	0.0%
Miscellaneous Other	5,490	0	0	0	0.0%
Revenue Total	7,689,642	7,326,127	7,654,105	327,978	4.5%

Office of the CIO (3070100)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	559,993	557,517	563,502	5,985	1.1%
Services and Supplies	763,015	905,000	863,650	(41,350)	(4.6%)
Capital Equipment	4,325	0	0	0	0.0%
Internal Services and Misc.	1,806	3,000	3,000	0	0.0%
Expenditures by Type Total	1,329,139	1,465,517	1,430,152	(35,365)	(2.4%)
Expenditures by Activity					
CIO	1,353,911	1,465,517	1,430,152	(35,365)	(2.4%)
Program Management	198	0	0	0	0.0%
Marketing	(24,970)	0	0	0	0.0%
Expenditures by Activity Total	1,329,139	1,465,517	1,430,152	(35,365)	(2.4%)

Other Program Funding Sources

Capital Projects Funds*

Other Agency Capital Project	21,478,652	11,238,013	(10,240,639)	(47.7%)
Total Program Expenditures	1,329,139	22,944,169	12,668,165	(10,276,004)

Personnel Complement (Budgeted)

CIO	3.00	3.00	3.00	0.00	0.0%
Total Personnel Complement	3.00	3.00	3.00	0.00	0.0%

Revenue

Charges for Services	0	0	0	0	0.0%
Miscellaneous Other	755	0	960,000	960,000	0.0%
Revenue Total	755	0	960,000	960,000	0.0%

Operations (3071000)	2018 Actuals	2019 Appropriated	2020 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	13,718,538	14,714,400	15,414,650	700,250	4.8%
Services and Supplies	15,665,410	18,222,007	20,380,414	2,158,407	11.8%

Operations (3071000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Capital Equipment	2,792,987	1,495,928	816,000	(679,928)	(45.5%)
Internal Services and Misc.	39,042	42,952	42,952	0	0.0%
Expenditures by Type Total	32,215,977	34,475,287	36,654,016	2,178,729	6.3%
Expenditures by Activity					
Security Operations	1,097,575	1,811,950	1,722,207	(89,743)	(5.0%)
Security and Compliance	1,693,402	1,971,301	2,066,515	95,214	4.8%
Service Ops - ITSM	5,948,336	7,504,541	8,927,213	1,422,672	19.0%
CTO Operations	51,561	0	801,533	801,533	0.0%
Service Ops - Client Computing	2,431,440	2,389,027	2,302,765	(86,262)	(3.6%)
Service Ops - Mobile Device	2,168,160	2,026,471	2,029,804	3,333	0.2%
Desktop Support DHS	0	0	0	0	0.0%
Central Services Technology	275,867	173,176	0	(173,176)	(100.0%)
Service Ops - Communications	1,269,813	1,283,119	1,344,025	60,906	4.7%
Service Ops - Compute	1,606,880	1,773,751	1,952,740	178,989	10.1%
Service Ops - Service Desk	1,322,817	1,583,381	1,718,787	135,406	8.6%
Service Delivery - Compute	2,636,956	3,054,142	3,072,674	18,532	0.6%
Radio Communications	2,718,209	2,751,170	2,868,824	117,654	4.3%
911 CAD	393,552	344,022	356,326	12,304	3.6%
Service Delivery - Data Center/Video	7,171,519	6,497,681	6,105,626	(392,055)	(6.0%)
Service Delivery - Communications	1,429,890	1,311,555	1,384,977	73,422	5.6%
Expenditures by Activity Total	32,215,977	34,475,287	36,654,016	2,178,729	6.3%
Total Program Expenditures	32,215,977	34,475,287	36,654,016	2,178,729	6.3%
Personnel Complement (Budgeted)					
911 CAD	6.00	2.00	2.00	0.00	0.0%
Central Services Technology	0.00	1.00	0.00	(1.00)	(100.0%)
CTO Operations	0.00	0.00	1.00	1.00	0.0%
Radio Communications	14.00	14.00	14.00	0.00	0.0%
Security and Compliance	10.00	13.00	13.00	0.00	0.0%
Security Operations	0.00	5.00	0.00	(5.00)	(100.0%)
Service Delivery - Communications	7.00	8.00	8.00	0.00	0.0%
Service Delivery - Compute	8.00	8.00	8.00	0.00	0.0%
Service Delivery - Data Center/Video	8.00	8.00	8.00	0.00	0.0%
Service Ops - Client Computing	25.00	21.00	19.00	(2.00)	(9.5%)
Service Ops - Communications	11.00	8.00	9.00	1.00	12.5%
Service Ops - Compute	13.00	10.00	12.00	2.00	20.0%
Service Ops - ITSM	5.00	5.00	6.00	1.00	20.0%
Service Ops - Mobile Device	4.00	2.00	2.00	0.00	0.0%
Service Ops - Service Desk	15.00	16.00	16.00	0.00	0.0%

Technology Services 3070000

Operations (3071000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Personnel Complement (Budgeted) Total	126.00	121.00	118.00	(3.00)	(2.5%)
Total Personnel Complement	126.00	121.00	118.00	(3.00)	(2.5%)
Revenue					
Charges for Services	(727,312)	715,500	715,500	0	0.0%
Internal Service and Indirect Cost	910,413	0	0	0	0.0%
Miscellaneous Other	825,919	14,000	14,000	0	0.0%
Revenue Total	1,009,020	729,500	729,500	0	0.0%
Applications (3074000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	17,527,630	19,163,516	19,819,627	656,111	3.4%
Services and Supplies	12,535,214	13,936,867	16,057,767	2,120,900	15.2%
Capital Equipment	16,620	0	5,000	5,000	0.0%
Internal Services and Misc.	44,268	33,216	34,216	1,000	3.0%
Expenditures by Type Total	30,123,732	33,133,599	35,916,610	2,783,011	8.4%
Expenditures by Activity					
Project Management Office	2,305,645	2,482,198	2,920,068	437,870	17.6%
Administration	244,535	188,302	194,134	5,832	3.1%
Applications	2,951,287	2,689,221	5,429,119	2,739,898	101.9%
Applications Planning Engage	1,588,475	0	245,109	245,109	0.0%
Applications Planning Analysis	8,820,947	12,071,170	11,479,621	(591,549)	(4.9%)
Applications Build Connect	1,487,051	1,530,378	0	(1,530,378)	(100.0%)
Office of the Chief Data Officer	1,223,958	1,171,203	1,647,068	475,865	40.6%
Applications Build New Dev	4,280,799	6,707,795	7,804,404	1,096,609	16.3%
Applications Build Inc Dev	1,564,680	0	0	0	0.0%
Application Management Quality & Service Mgmt	3,597,163	3,909,800	6,053,267	2,143,467	54.8%
Applications Management Release	2,059,191	2,383,532	143,820	(2,239,712)	(94.0%)
Expenditures by Activity Total	30,123,732	33,133,599	35,916,610	2,783,011	8.4%
Total Program Expenditures	30,123,732	33,133,599	35,916,610	2,783,011	8.4%
Personnel Complement (Budgeted)					
Administration	3.00	2.00	2.00	0.00	0.0%
Application Management Quality & Service Mgmt	16.00	17.00	30.00	13.00	76.5%
Applications	6.00	6.00	7.00	1.00	16.7%
Applications Build Connect	10.00	10.00	0.00	(10.00)	(100.0%)
Applications Build Inc Dev	11.00	11.00	0.00	(11.00)	(100.0%)

Applications (3074000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Applications Build New Dev	17.00	17.00	34.00	17.00	100.0%
Applications Management Release	14.00	16.00	1.00	(15.00)	(93.8%)
Applications Planning Analysis	19.00	18.00	31.00	13.00	72.2%
Applications Planning Engage	15.00	15.00	2.00	(13.00)	(86.7%)
Office of the Chief Data Officer	6.00	8.00	11.00	3.00	37.5%
Project Management Office	16.00	16.00	17.00	1.00	6.3%
Personnel Complement (Budgeted) Total	133.00	136.00	135.00	(1.00)	(0.7%)
Total Personnel Complement	133.00	136.00	135.00	(1.00)	(0.7%)
Revenue					
Charges for Services	110	0	0	0	0.0%
Miscellaneous Other	(626)	0	0	0	0.0%
Revenue Total	(516)	0	0	0	0.0%
Denver 311 (3090000)	2018	2019	2020	\$	%
	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	2,295,344	2,413,132	2,524,373	111,241	4.6%
Services and Supplies	46,844	118,000	63,900	(54,100)	(45.8%)
Capital Equipment	2,140	0	2,500	2,500	0.0%
Internal Services and Misc.	2,644	1,950	1,950	0	0.0%
Expenditures by Type Total	2,346,971	2,533,082	2,592,723	59,641	2.4%
Expenditures by Activity					
311 Customer Service Center	2,346,971	2,533,082	2,592,723	59,641	2.4%
Total Program Expenditures	2,346,971	2,533,082	2,592,723	59,641	2.4%
Personnel Complement (Budgeted)					
311 Customer Service Center	39.10	39.10	39.10	0.00	0.0%
Total Personnel Complement	39.10	39.10	39.10	0.00	0.0%
Revenue					
Miscellaneous Other	220	0	0	0	0.0%

*Actuals are not included for capital projects by department as capital project budgets are non-lapsing. Actuals for capital funds can be found in the "Financial Summary for all CIP-Funds".

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