CITY AND COUNTY OF DENVER

MAYOR'S 2017 BUDGET

VOLUME 1

DENVER
THE MILE HIGH CITY

CITY AND COUNTY OF DENVER

Mayor's 2017 Budget

Michael B. Hancock, Mayor

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City and County of Denver

Colorado

For the Fiscal Year Beginning

January 1, 2016

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City and County of Denver, Colorado** for its annual budget for the fiscal year beginning **January 1, 2016**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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Mayor's 2017 Budget
For the Fiscal Year Ending
December 31, 2017

Michael B. Hancock, Mayor

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Bob McDonald	Executive Director of Environmental Health
Don Mares	Executive Director of Human Services
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Stephanie O'Malley	Executive Director of Safety

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CITY AND COUNTY OF DENVER

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Council District 10

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Drew Brown, Process Improvement Analyst

Melissa Field, Management Analyst IV

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Office of the Controller

Alla Feldman, Accounting Specialist

Eric Cobb, Accounting Specialist

DENVER
THE MILE HIGH CITY

CITY AND COUNTY OF DENVER

Mayor's 2017 Budget

Table of Contents

Introduction — Page

Mayor's Budget Message 1
Children and Youth Budget 5
Jobs Budget 7
Public Safety Budget 10
Safety Net Budget 13
Sustainability Budget 15
Customer Experience 18

Budget Summary

2017 Budget Highlights 21
Explanation of the Budget Document 24
Overview of the City's Fund Structure 25
Budget Calendar and Process 28
Financial Policies and Reserves 30
Exhibit 1: Summary of Estimated Financial Sources and Uses 41
Exhibit 2: Expenditure Summary 46
Exhibit 3: Estimated Expenditures 51
All Funds by Appropriation 53
Personnel Comparison 58

General Fund

General Fund Summary 63
General Fund Financial Summary, Schedule 100 64
General Fund Summary – Estimated Revenues, Schedule 100A 65
Discussion of General Fund Revenues 67
General Fund Summary – Estimated Expenditures, Schedule 100B 79
General Fund Transfers 67

Special Revenue Funds

Special Revenue Funds Summary 87
Special Revenue Funds Financial Summary – All Funds 88
General Government Estimated Expenditures 89
General Government Project Description by Agency 92
Public Safety Estimated Expenditures 81
Public Safety Grant/Project Description by Agency 96
Human Services Estimated Expenditures 101
Human Services Project Description by Agency 103
Health Estimated Expenditures and Project Description by Agency 106
Culture and Recreation Estimated Expenditures 107
Culture and Recreation Grant/Project Description by Agency 109
Economic Development Estimated Expenditures 112
Economic Development Grant/Project Description by Agency 113

DENVER
THE MILE HIGH CITY

CITY AND COUNTY OF DENVER

Mayor's 2017 Budget

Table of Contents

Grants

Grants Program Overview 115
General Government Grants by Agency 127
Safety Grants by Agency 133
Economic Grants by Agency 139
Health Grants by Agency 143
Human Services Grants by Agency 146
Culture and Recreation Grants by Agency 149

Proprietary Funds

Proprietary Funds Summary 153
Internal Service Funds Summary 155
Enterprise Funds Summary 157
Wastewater Management Financial Summary 158
Wastewater Management Capital Improvements 160
Aviation Financial Summary 161
Golf Financial Summary 163
Environmental Services Financial Summary 164
Environmental Services Capital Improvements 165

Capital Improvement Funds

Capital Improvement Funds Overview 167
Capital Improvement Funds Summary 173
Capital Projects 175
Capital Improvement Funds Financial Summary – All Funds 181
Winter Park Parks and Recreation Capital Fund Financial Summary, Schedule 30001 183
Winter Park Parks and Recreation Capital Fund Project by Agency 184
Winter Park Parks and Recreation Capital Fund Project Descriptions by Agency 185
Capital Improvements Fund Financial Summary, Schedule 31000 186
Capital Improvements Fund Projects by Agency 187
Capital Improvements Fund Project Descriptions by Agency 192
State Conservation Trust Fund Financial Summary, Schedule 35000 201
State Conservation Trust Fund (Lottery) Projects by Agency 202
State Conservation Trust Fund (Lottery) Project Descriptions by Agency 203
Entertainment and Cultural Capital Projects Financial Summary, Schedule 39000 205
Entertainment and Cultural Capital Projects by Agency 206
Entertainment and Cultural Capital Project Descriptions by Agency 207
Bond Project Funds Fund Summary, Schedule 36000/37000 209
Grant/Other Capital Funds Fund Summary, Schedule 38000 210

Debt Service Funds

Long Term Debt and Lease Obligations 213
Debt Service Funds General Obligations Bonds - Schedule 20000 217
Debt Service Funds Tax Revenue Bonds - 25000 218

DENVER
THE MILE HIGH CITY

CITY AND COUNTY OF DENVER

Mayor's 2017 Budget

Table of Contents

Appendices

Budget Basis and Appropriation 219
Capital Equipment Program for General Fund Agencies 221
Glossary of Terms 222
Police and Fire Pension Plans 228
Tabor and Ballot Initiative 2A 230
2017-2012 Revenue and Expenditures 233
Millage and Sales Tax Rates 234
Community Profile and Trends 236
October Changes Summary 242
Tax Levy Assessment and Assessed Valuation 245
2017 Annual Appropriations Ordinance 246

Introduction

Michael B. Hancock
Mayor

City and County of Denver
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CITY AND COUNTY BUILDING
DENVER, CO 80202-5390
TELEPHONE: (720) 865-9090 • FAX: (720) 865-8787
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September 12, 2016

Dear Denver City Council Members, City Employees and Residents of Denver:

This is a time of significant and historic success in Denver. We are a vibrant, thriving city that employs more people than at any other time in our history. Over the past five years, we have helped our economy create nearly 60,000 jobs and lower the unemployment rate to 3.4 percent. We have restored the fiscal health of city government, replenished our financial reserves and strengthened our bond ratings. With so many accomplishments to be proud of, it was no surprise that Denver was named the Best Place to Live by U.S. News and World Report this year.

We are delivering projects that will create thousands more jobs, such as the voter-supported 300-acre National Western Center and expansion of the Colorado Convention Center. We have created and preserved more than 1,800 units of affordable housing. We are providing 250 chronically homeless individuals with permanent supportive housing and creating a new Office of HOPE (Housing & Opportunities for People Everywhere) to ensure a more coordinated approach to serving Denver's vulnerable populations. We have also continued to implement reforms in the Sheriff's Department, equipped all police officers on patrol with body cameras and forged better relationships between law enforcement and the community.

Our city is stronger than ever, and yet, we have much more work ahead of us. For too many residents, the benefits of a strong economy remain out of reach. And as the city continues to grow by an estimated 1,000 new residents per month, we must not only keep pace with the increasing needs of those who live, work and play here, but we must also ensure that *everyone* has the chance to share in the prosperity our city is experiencing. That's why my 2017 budget priorities are focused on affordable housing, transportation and mobility, customer service and safety.

This budget proposal will allow us to address the demands of a growing population by increasing the number of police on patrol, especially downtown; adding more affordable homes to our housing supply; improving street and sidewalk conditions and enhancing other mobility options; meeting customer demand in permitting offices; and continuing to make investments in services for our vulnerable and at-risk populations.

Economic uncertainties have led us to be more cautious with this budget than in the past so we remain focused on responsible growth. With this in mind, my proposed 2017 budget ensures that we continue to be good stewards of taxpayer dollars while reflecting the priorities of a growing population.

Keeping Denver Affordable

Homeownership gives families a foundation to build equity and wealth. My 2017 budget proposal will transfer $5 million into the Affordable Housing Fund to help us continue producing and preserving affordable housing units across the city. However, we need to do more to keep up with the urgent need for affordable housing in Denver. Though not included in my proposed budget at this time, City Council is currently considering an ordinance to add another $10 million toward the creation, preservation and rehabilitation of affordable housing beginning next year. Should Council pass this ordinance, it would establish the city's first

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permanent, dedicated funding stream for affordable housing, providing an estimated $150 million over the next 10 years to create 6,000 affordable housing units.

In addition, we are proposing $500,000 to create the city's first-ever wastewater affordability program for eligible low-income ratepayers. We are also allocating General Fund dollars to ensure our successful Financial Empowerment Centers continue to help low- and middle-income residents achieve economic stability and mobility. And we will create the Economic Mobility Division within the Office of Economic Development to focus on responsible development, equity ownership and access to neighborhood programs and services for our residents and businesses.

Serving Vulnerable Populations

Each individual who experiences homelessness has a unique story and situation. A city's approach to helping them must be just as diverse. That's why -- in addition to the Social Impact Bond program that is providing permanent supportive housing to 250 chronically homeless individuals -- we will open the new Office of HOPE to better coordinate city policies along the entire homeless to housing spectrum. This budget will allow us to hire a director of that office and three staff members to begin this critical work.

Denver's No. 1 goal when serving vulnerable populations is to connect people to the services they need to stabilize their lives. My 2017 spending plan also includes funding to: open a crisis-stabilization Solutions Center for the homeless and those experiencing behavioral-health emergencies; increase homeless outreach efforts; and support Denver's new co-responder program that partners mental health professionals with patrol officers to help connect the homeless with treatment and services.

In addition to efforts to aide our homeless population, we remain focused on helping children, families and adults who utilize the city's assistance programs. We plan to add 23 child welfare positions to bolster our efforts to protect children and an additional 21 positions to assist clients in the adult and family services programs. This is on top of the 51 positions that were added to the child welfare program in 2016.

Expanding Transportation and Mobility Options

Accessible mobility choices can help each and every one of us live better, easier lives. That is why this budget proposal includes significant new investments to improve the transportation experience as more and more people travel through our city each and every day. This spending plan calls for an additional $20 million to pave, repair and maintain more of our roads, improve city sidewalks for pedestrians, and expand our network of connected and protected bike lanes.

This funding plan will advance our goal of delivering mobility freedom and improved connectivity to all residents, making it easier, safer and more environmentally sustainable as we improve choices to help people get around the city on whatever mode of transportation works best for them. We are proposing investments that will allow us to expand our Go Denver smart phone mobility app, support RTD's plans for mobile bus and rail ticketing, and continue preliminary engineering for bus rapid transit along Colfax Avenue.

To ensure the safety of those traveling around the city, this budget also affirms our commitment to Vision Zero to reduce and ultimately eliminate serious-injury and fatal crashes. It also will allow us to replace older

traffic cameras at intersections so we can continue to monitor and reduce crashes, and increase coordination with Denver Public Schools on our shared Crossing Guard and Safe Routes to School programs.

Keeping Denver Safe

The safety of Denver's residents and neighborhoods remains one of our highest priorities. That's why my 2017 budget proposal includes more than $16 million to add 48 police officers to the Denver Police Department that will strengthen patrol efforts across the city, including 16 officers who will be concentrated in downtown. That funding will also go toward increasing our 911 staff, increasing the number of officers who wear body cameras, including off-duty police officers and Sheriff's serving warrants, and adding two new police academy classes to train the next generation of police recruits. This budget will also allow us to continue to carry out ongoing reforms in the Sheriff's Department and aggressively hire more deputies to fill vacant positions and maintain staffing levels.

Improving Customer Experience

I established Peak Performance when I took office in 2011 to improve the way our city government works. An estimated 5,500 employees have received Peak Academy training and used their new process improvement skills to save the city more than $17 million over the last four years. Employee-driven innovations have helped us improve our customers' experience by reducing average wait times at the DMV to under 20 minutes and at the city's business licensing center to less than 15 minutes.

This budget will ensure that we continue to improve our customers' experience by increasing city inspectors, planners and frontline staff by 30 employees in the Department of Community Planning and Development to keep pace with the increased demand for permits. We will also be implementing an electronic submission system to increase the efficiency of plan reviews and reduce the number of trips someone has to make to the department.

We are also excited to propose an investment of $2.2 million for trash carts to finalize the transition to standardized cart-based trash service citywide, and add four additional composting routes and three additional recycling routes. We're also proposing expanding hours in two branch libraries and expanding efforts to keep downtown and the city's parks clean and free from used hypodermic needles.

The MY Denver Card provides more than 100,000 school-aged kids in Denver with free access to our recreation centers and public pools. This budget proposes extending the summer season for several outdoor pools so families and young swimmers can enjoy these assets longer. Families in Central Denver will also be able to enjoy the new Carla Madison Recreation Center, which is set to open and operate in fall of 2017.

2017 Budget Proposal

The total operating budget for 2017 for all appropriated funds is $1.92 billion, an increase of 4.2 percent from 2016. The city's General Fund will increase to $1.32 billion, as base expenditures grow by a net 4.5 percent, which includes $28.7 million of nonpermanent investments in priority areas including technology and capital projects. This budget will increase our full time employee count by 277, which includes 100 new uniformed employees in our law enforcement agencies.

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Revenue Performance

Forecasts of the city's economically-driven revenue streams assume continued growth in the economy, though at a more moderate pace. The General Fund revenue forecast for 2017 are expected to increase 3.3 percent over the 2016 revised estimate. Factors contributing to this increase include tax revenue growth; an increase in intergovernmental revenue; an increase in General Government collections; and a slight decrease in transfer revenue.

The 2017 sales and use tax projection totals a 4.2 percent increase over the 2016 revised estimate. Core collections comprise over 90 percent of this estimate and are projected to grow by 4.25 percent. This core growth rate is in line with what the State and Regional Transportation District are projecting in 2017.

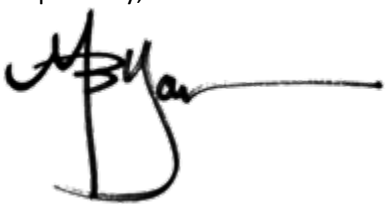
In November 2012, voters approved ballot measure 2A, eliminating TABOR growth restrictions on the city's property tax revenue. In place of the TABOR growth cap, property tax revenue to the General Fund and other affected funds is subject to a cap equal to 6 percent plus local growth. For property taxes due in 2016, this cap was triggered for the first time due to significant increases in property valuation during the 2015 re-appraisal. To stay within the city's allowable growth limit in 2016, 2.848 mills were credited. For 2017, total property tax collections to the General Fund will not exceed the 2A cap, thereby eliminating the need to credit additional mills. The Affordable Housing proposal of half a mill currently being considered by City Council would be within the 2A cap.

Reserves

In order to maintain Denver's strong financial position and AAA credit rating, I remain committed to ensuring that Denver's reserves stay at a level that will position us to weather any financial uncertainties that may occur in the future. My 2017 budget maintains the General Fund reserve at 15.2 percent of expenditures, consistent with the City's reserve policy of 15 percent of expenditures. In addition, the annual General Fund contingency is budgeted at $25.95 million and the Capital Improvement fund will hold $3.6 million for unexpected needs in 2017.

I'm pleased to submit this 2017 budget proposal for consideration by the Denver City Council, city employees and the residents of Denver. Together, we can continue to drive improvements that will keep us uniquely Denver – active and vibrant – for generations to come.

Respectfully,



Michael B. Hancock
Mayor

Overview

Mayor Hancock believes the foundation for a world-class city must begin with investing in Denver's youngest residents. The City has developed five goals for kids and is working with internal agencies and community partners through the Denver Children's Cabinet and Denver Education Compact to achieve them over the next five years. Through innovative strategies, evidence-based programs, community partnerships, outreach, and resource alignment, the Mayor is focusing on using a multi-faceted approach to prepare Denver youth for future success.

Denver residents understand that ensuring that our kids receive a quality education from pre-school through college will position Denver to have a better-educated workforce in the future. In 2014, voters approved a .03 percent sales tax increase that allows the Denver Preschool Program (DPP) to continue for another 10 years. This tax increase also helped DPP expand programming, reach more preschool students and reduce costs for families through an increase in monthly tuition support.

Below are the five goals, the subsequent key strategies and examples of activities that ensure the City's investments result in meeting the basic needs, kindergarten readiness, and the academic and professional success for Denver's children and youth. For more information on each agency, other strategies and their contribution to this Priority, please refer to the agency's section.

Key Strategies to increase access to high quality early childhood education (ECE)

- Determine ECE program demand and system capacity to serve children and families
- Remove barriers for providers and families to participate
- Stabilize funding for ECE programs
- Maintain full enrollment in Denver Great Kids Head Start
- Expand the Countdown to Kindergarten initiative

Key Strategies to increase the number of Denver students who read proficiently by the end of third grade

- Curb summer learning loss and increase access to books
- Increase partnerships with Denver Public Libraries and other city agencies focused on literacy and education
- Increase access to quality out-of-school-time programs such as MY Denver and other 2A-funded programs

Key Strategies to decrease the number of Denver youth who are not in school and do not have a job

- Increase access to and participation in programs and services that support GED or high school completion
- Increase access to and participation in workforce development and career readiness programs and services
- Assess and improve the effectiveness of out-of-school-time programs in reengaging youth in productive and positive activities that lead to academic and personal success
- Increase participation in the My Brother's Keeper initiative

Key Strategies to increase the number of students who access and complete a postsecondary pathway and gain employment

- Provide youth with opportunities for employment and skill building
- Increase exposure to possible career pathways for K-12 students
- Assess and improve the effectiveness of out-of-school-time programs
- Align certificate and degree programs to current and future job market demand

Key Strategies to increase the number of children who are at a healthy weight

- Increase access to healthy foods and physical activities
- Align city-sponsored programs and services to ensure more effective outcomes

The City and County of Denver will invest $86 million in a variety of children and youth programs and services in 2017. The key programs from various City agencies that make up the Children and Youth Budget are listed in the chart on the following page. The Mayor's priority budgets represent a snapshot of funding allocation driven by agency alignment Program Inventory

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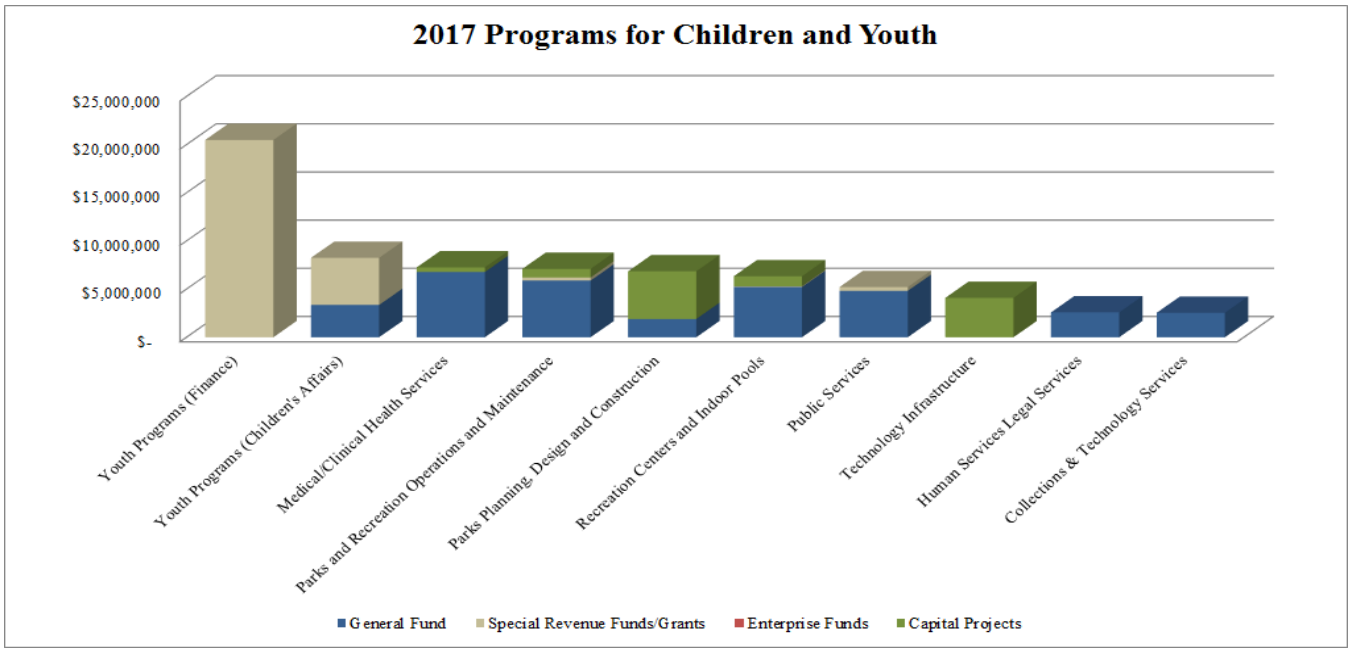

Context

- **Youth Programs** consists of the Office of Children's Affairs, Safe City, and Parks and Recreation.
- **Parks and Recreation Operations** ensures recreation centers and parks are properly maintained to create a safe environment for children to learn and play.
- **Medical/Clinical Health Services** represents services provided to Denver citizens and children by Denver Health and Hospital Authority.
- **Community Workforce Development** program includes Summer Youth and other employment programs.
- **Library Collections & Technology Services** ensures books and other library materials are available to the public.
- **Prosecution and Code Enforcement** represents the City Attorney Office's investment in prosecuting crimes against youth.

Outcome Measures

The City and County of Denver is committed to responding to and positively influencing these community outcomes. While the City is not directly responsible for these measures, being a world-class city means tracking and responding to them. The following outcome measures will baseline the City's goal-setting and guide alignment of resources with the Mayor's priorities. The first three outcome measures listed below are from the Denver Public Schools (DPS) Denver Plan. The 2016 projections are based on achieving the 2020 goal for each measure as laid out in the Denver Plan. The last two outcome measures are Children's Cabinet measures. The 2016 projections are based on the anticipated impact of 2015 strategies and resources.

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Projected
By the end of 3rd grade, percentage of children reading at grade level	61%	60%	31%	tbd	tbd
High School graduation rate	68%	63%	tbd	tbd	tbd
DPS students who are overweight or obese	31%	31%	tbd	tbd	tbd
Percentage of children (3-4 yr old) attending preschool	56%	65%	tbd	tbd	tbd
Percent of DPS high school graduates enrolling in college	45%	48%	tbd	tbd	tbd

Overview

At the core of a world-class city is a vibrant, diversified economy that supports and attracts a talented workforce, grows and sustains businesses, and focuses on a global and changing economy. Mayor Hancock is committed to ensuring the city is home to innovative businesses and entrepreneurs poised to meet these challenges and opportunities. Under his leadership, Denver has established a multi-faceted strategy to deliver investments and support that are strategic and catalytic for tomorrow's economy.

Denver's leadership and investment in major community developments like the successful Denver Union Station, Denver International Airport's Hotel and Transit Center, and new commercial development projects at transit-orientated development (TOD) locations in and around downtown, will continue to attract new and expanding firms and thousands of jobs. Mayor Hancock's forward-looking economic and business development strategy is to identify and support next generation economic opportunities today. Whether the focus is on innovative products and services, technology, or customer-oriented approaches, these firms are helping to ensure Denver's economy will be diverse and sustainable long into the future. Our emphasis is to provide appropriate assistance and support to meet businesses' needs, whether it's for a firm that is just starting, a successful or growing small business, or an existing or new major employer in our community.

To ensure community economic growth, Mayor Hancock's JumpStart 2015 strategic plan focuses on business assistance, customer development, workforce and talent access, as well as lending and investment. Highlights from JumpStart 2015, the City's annual strategic plan to strengthen Denver's economy, include:

- Growing the international markets of Denver's businesses, including increased export activity by Denver firms, strengthening the connections and awareness of Denver in the global marketplace, and promoting Denver for increased foreign direct investment and business expansion;

- Supporting business and job growth by attracting and supporting business in targeted sectors, resulting in job and career opportunities matching the current and future residential workforce;

- Continuing our shared investment and emphasis in catalytic development, such as TOD, mixed-use neighborhood focused redevelopment, and centers for businesses, bringing next generation technologies and products to the marketplace;

- Refocusing our workforce development programs and services to support changing demands and needs with a particular emphasis on today's youth, who are tomorrow's workforce; and

- Ensuring Denver's neighborhoods become home to the current and future workforce and families, by including a mix of housing types and prices to match the changing needs of Denver's population and assuring learning and training are aligned with employment opportunities starting as early as middle school and including lifelong learning for adults.

To stimulate growth through job creation, business assistance, housing options, neighborhood redevelopment and a skilled workforce, the City and County of Denver will invest $418 million in a variety of related programs and services in 2017. The key programs from various City agencies that make up the Jobs Budget are listed in the following chart. The Mayor's priority budgets represent a snapshot of funding allocation driven by agency alignment with the Mayor's priorities. Significant changes are driven by refinements in methodology and major program investment changes.

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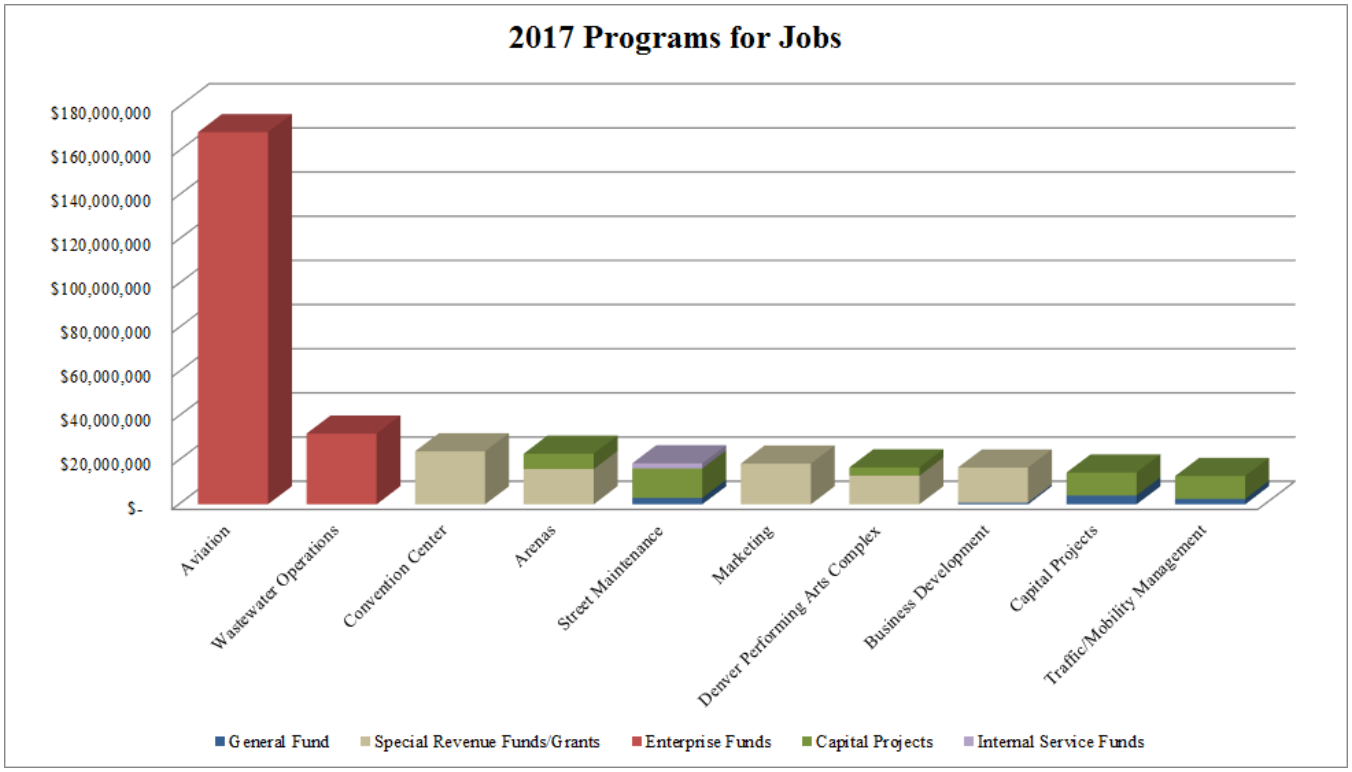
Jobs Budget



Context

- The **Office of Economic Development** serves as the primary agency to support business development (recruitment, retention and growth), workforce and training – as well as linking to area schools, training programs and higher education, and strives to maintain and strengthen the economic climate and opportunities (through catalytic development projects and technical assistance).

- The **Aviation** program provides $26 billion of economic benefit for the entire Denver metro region each year, supporting direct jobs at the airport in addition to indirect jobs as a result of increased business and leisure traffic to Denver. Roughly 5,000 people work at Denver International Airport, including contractors, airlines, concessionaires and City personnel.

- **The Street Maintenance** program contributes to economic development by developing a sustainable infrastructure that attracts new businesses and new jobs and helps to maintain and retain existing jobs.

- The **Family and Adult Assistance/Protection** program supports jobs by promoting workforce development. Education, placement and ongoing support are key to moving clients toward independence.

Key Strategies

- Several key strategies, identified below, are the driving forces behind ensuring the City's investments result in Denver's economic vitality and job creation. For more information on each agency, other strategies and their contribution to this priority, please refer to the agency's section.

- The airport will continue 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 five-year plan, DIA plans to increase international passengers by 40 percent and secure service to over 200 destinations worldwide. *(Aviation)*

- Create an environment to help business thrive through collaboration among the public, private and nonprofit sectors. *(Office of Economic Development)*

- Encourage and support the continued sustainability and diversity of the Denver economy by focusing on next generation business sectors, strengthening and growing targeted sectors (such as manufacturing, business services and energy), and supporting emerging businesses through technical assistance and services, capital access, and connection for job opportunities. *(Office of Economic Development)*

- Stimulate export and international customer opportunities for Denver firms, through a pilot program focused on high opportunity exports, developing business and trade connections in new markets, and building local partnerships for foreign trade and investments. *(Office of Economic Development)*

- Support catalytic business development locations – whether innovation centers, Economic Zones, and mixed use developments - to create employment and business opportunities that leverage Denver's talented workforce and public amenities and investments (such as transit access and cultural, recreation, and social facilities). *(Office of Economic Development)*

- Provide skills and training programs to support and grow Denver's widely-recognized productive workforce, through direct and partner programs serving the current workforce and those seeking employment and Denver's youth (the workforce of tomorrow). *(Office of Economic Development)*

- Engage in planning and plan implementation efforts to advance the Corridor of Opportunity and Aerotropolis, including projects between I- 25 and Colorado Boulevard that comprise the North Denver Cornerstone Collaborative. *(Community Planning and Development)*

- Serve as a collaborative partner with Visit Denver and the National Western Stock Show (NWSS) by assisting in planning and strategy sessions for the North Denver Cornerstone Collaborative (NDCC). *(Arts and Venues)*

Outcome Measures

The City and County of Denver is committed to responding to and positively influencing these community outcomes. While the City is not directly responsible for these measures, being a world-class city means tracking and responding to them. The following outcome measures will baseline the City's goal-setting and guide alignment of resources with the Mayor's priorities.

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Projected
Net Job Growth	1.7%	2.3%	3.2%	2.9%	2.4%
Labor Force Share	56.1%	55.8%	53.0%	53.5%	53.3%
Jobs-to-Resident Share	68.0%	68.0%	72.5%	70.0%	68.0%
Unemployment Rate	6.6%%	4.8%	3.7%	3.4%	3.8%
Annual Wage Growth	0.4%	4.2%	2.9%	3.3%	3.1%

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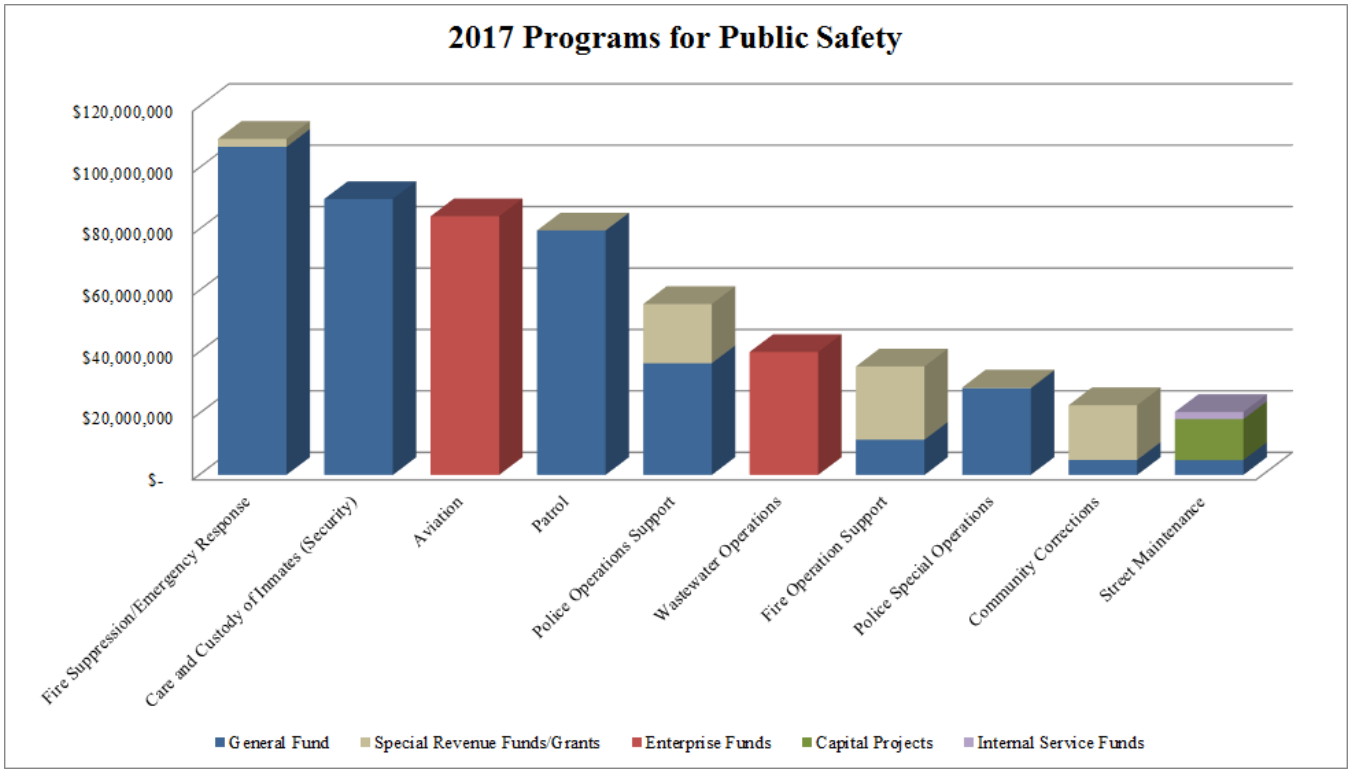
Overview

Our Police, Fire and Sheriff's Departments serve and protect every neighborhood and ensure that Denver remains a safe place to live, work and raise a family. But they must be adequately staffed, trained and equipped. That's why this year's budget includes new resources dedicated to reforming the Sheriff's Department, investments that will enhance staffing, technology, training, equipment and facilities. The budget also calls for funds so that nearly Denver Police officers on patrol will be wearing body cameras. And by hiring more officers and boosting neighborhood patrols, we are fostering stronger relationships between officers and the communities they serve.

The City and County of Denver will invest $814 million on a variety of public safety related programs and services in 2017. The key programs from various city agencies that make up the Public Safety budget are listed in the chart below. The Mayor's priority budgets represent a snapshot of funding allocation driven by agency alignment with the Mayor's priorities. Significant changes are driven by refinements in methodology and major program investment changes.



Context

- Primary contributing departments are Police, Fire, Sheriff, Safety Management, Aviation, and Public Works.
- Denver International Airport (Aviation) has overall responsibility for the safe, efficient, and secure operation of the airfield, main terminal and concourses and either provides or serves as liaison to Airport Operations Ramp Tower, Denver Fire, Denver Health paramedics, Security Program, Denver Police, Transportation Security Administration (TSA), Federal Bureau of Investigation, and Customs and Border Protection.

Key Strategies

Several key strategies, identified below, are the driving forces behind ensuring the City's investments result in keeping the public safe and providing a social safety net for the most vulnerable populations in Denver. For more information on each agency, other strategies, and their contribution to this Priority, please refer to the agency's section.

- Continue the successful analysis and implementation of recommendations from internal and external reviews to support the Denver Sheriff Department reform. (Sheriff)
- Improve turnout time through active management and oversight to identify possible improvements of instances when turnout times were greater than 60 seconds. (Fire)
- Enhance the relationship between the City and the community with an emphasis on youth and police officers by identifying and implementing methods for patrol officers to build positive and meaningful interactions with young people during their regular duty shift. (Police)
- Lead the aviation industry by operating the airport at the highest standards of safety and security, exceeding the performance of all other airports. DEN will strive to improve its overall safety culture and performance through employee and stakeholder engagement, training and the assessment of potential risk. (Aviation)
- Expand the department-wide wellness program to develop a culture of resiliency within the department for all employees. (Safety Administration)
- Use crime data, model practices, and research to identify public safety concerns and employ effective crime prevention. (Safety Administration)

Outcome Measures

The City and County of Denver is committed to responding to and positively influencing these community outcomes. While the City is not directly responsible for these measures, being a world-class city means tracking and responding to them. The following outcome measures will baseline the City's goal-setting and guide alignment of resources with the Mayor's priorities.

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Projected
Uniform Crime Report – Part I	26,544	26,682	28,877	29,700	28,500
Uniform Crime Report – Part II	16,435	18,055	22,230	23,574	26,806
Annual Recidivism Percentage	39.7%	40.5%	40.3%	40.6%	40.7%

Performance Context

- **Part I crimes** are serious crimes that occur with regularity in all areas of the United States and are likely to be reported to the police. As such, they provide 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.
- **Part II crimes** have a significant impact on communities. There are many categories of Part II crimes so the City and County of Denver 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. Due to a change in reporting procedures there was an increase in Part II crimes in 2013. The Denver Police Department implemented the Unified Summons and Complaint

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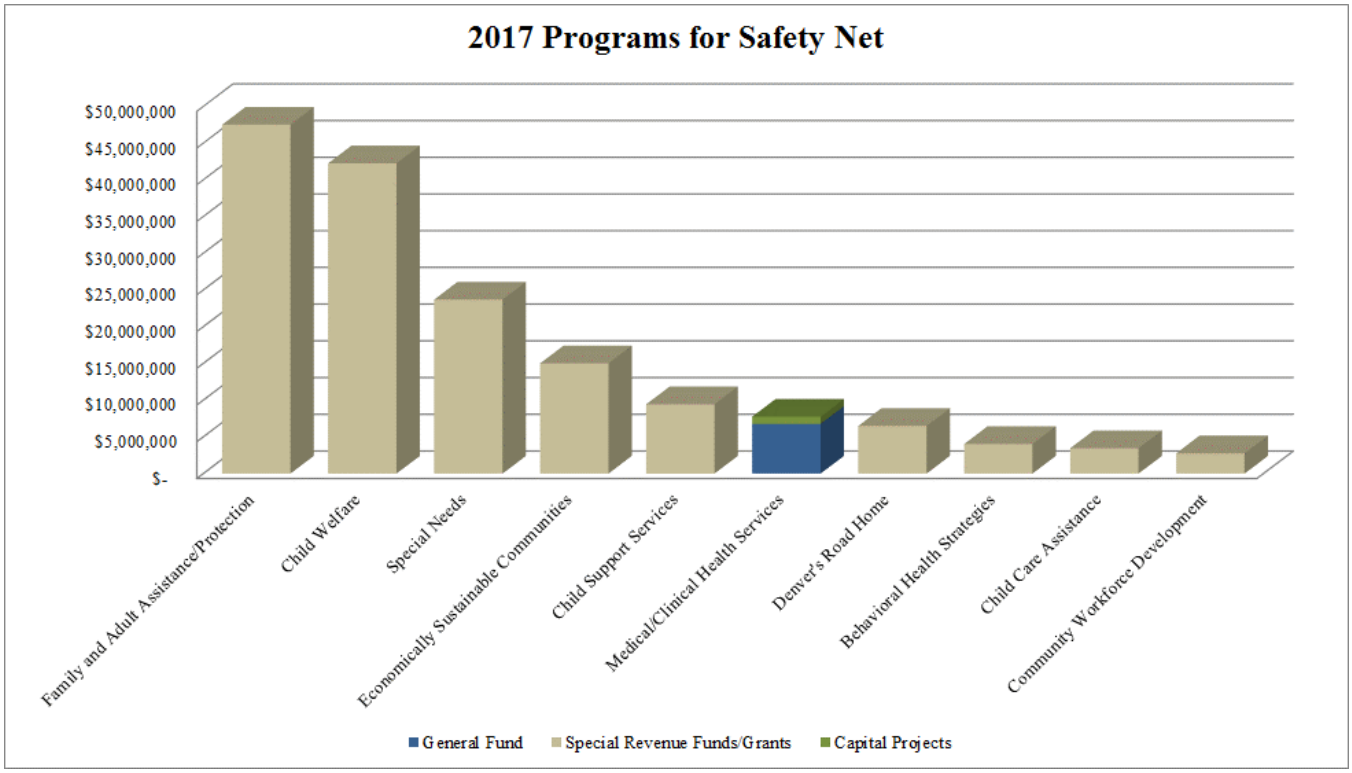
(US&C) process. This process unifies multiple types of paper citations, excluding traffic tickets, into an electronic process. That information is transmitted to the Denver Sheriff, County Court, City Attorney and District Attorney through a data exchange platform as needed. As a result of this process a reported offense is generated; this was previously not captured in National Incident Based Reporting System (NIBRS). This increase in the number of Part II crimes is indicative of proactive activity of the patrol officer.

- An offender is considered a recidivist if he or she returns to DSD custody for any reason within one year of release. The **annual recidivism percentage** calculation takes the number of recidivists in DSD custody for a given period divided by the total number of offenders in DSD custody within the same period. The figures presented above assume a margin of error between two and five percentage points. The 2016 and 2017 figures are projected based on recidivism rates as of mid-year 2016.

Overview

The Mayor believes that the greatest measure of a city is how it helps its most vulnerable. The City and County of Denver will invest $168 million on a variety of safety net programs and services in 2017. The key programs from various City agencies that make up the Safety Net Budget are identified in the chart below. The Mayor's priority budgets represent a snapshot of funding driven by agency alignment with the Mayor's priorities. Significant changes are driven by refinements in methodology and major program investment changes.



Context

The primary contributing agencies for these programs are Denver Human Services and the Office of Economic Development. Denver Health medical and clinical services are overseen by the Department of Environmental Health.

Key Strategies

- Develop and preserve affordable, sustainable housing opportunities by leveraging existing resources and creating innovative programs and approaches. *(Economic Development)*

- Identify challenged neighborhoods for implementation of the Collective Impact Strategy based on the need and opportunity to focus investment, program and partnership strategies that foster revitalization and resident opportunity. *(Economic Development)*

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- Collaborate with public and non-profit partners to increase fresh food access and production in Denver's underserved neighborhoods. Strategies include food co-ops, healthy corner stores, farm to table markets and attracting local grocers. *(Economic Development)*
- More efficiently and effectively determine eligibility for assistance programs that provide benefits to eligible Denver residents in financial need. Benefits include food assistance, energy assistance, child care, basic cash assistance, child support services, eviction assistance, rental assistance, burial assistance and medical assistance. Related, the City also provides job placement and training services. *(Denver Human Services)*

- Fund programs through Denver's Road Home that work in conjunction with community partners to support people experiencing homelessness with general and individualized services to help them achieve stability and reach their potential. *(Denver Human Services)*

- Serve the developmentally disabled with temporary emergency housing, case management services, day program services, residential services, transportation services and administrative support. *(Denver Human Services)*

- Provide medical and clinical health services to Denver citizens who cannot afford them through Denver Health and Hospital Authority. *(Environmental Health)*

Outcome Measures

The City and County of Denver is committed to responding to and positively influencing these community outcomes. While the City is not directly responsible for these measures, being a world-class city means tracking and responding to them. The following outcome measures will baseline the City's goal-setting and guide alignment of resources with the Mayor's priorities.

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Projected
Population in poverty	118,670	121,500	124,200	127,000	TBD
SNAP enrollment among eligible populations	100,801	101,487	102,450	104,000	105,560
Medical assistance enrollment among eligible populations	115,041	158,347	188,626	195,000	201,589
Income restricted housing units created or preserved	638	670	314	441	1,000

Performance Context

- **Enrollment in SNAP (food assistance) and medical assistance programs** for eligible populations continues to be a focal point for DHS's Family and Adult Assistance Division (FAAD), which has seen a marked increase in medical enrollment, specifically, during the last three years. In 2017, FAAD will to work with the new Community Outreach, Resources and Engagement (CORE) division on strategic outreach initiatives to continue work to reach eligible but not enrolled populations for both medical and food benefits.

- **Income Restricted Units Created or Preserved** in Denver through various developments shows the number of units resulting from OED funding and the number of units developed in OED targeted neighborhoods. The analysis is completed on the City's fiscal year calendar.

Overview

Securing an economically, socially and environmentally sustainable city for generations to come is a priority for Mayor Hancock and his administration. The City pursues sustainability to ensure that the basic resources upon which our economy and quality of life depend are available and affordable to everyone, now and into the future.

In 2013, the Mayor approved sustainability goals for 12 basic resource groups that are among the most comprehensive and ambitious of any city in the United States. With the guidance of the City's Office of Sustainability, City agencies are developing and implementing a variety of initiatives to ensure achievement of these goals. Prosperity depends on an assured long-term supply of affordable basic resources. Protecting those resources also enhances the natural environment and provides a better quality of life for everyone.

Key Strategies

Several key strategies, identified below, are the driving forces behind ensuring the City's investments result in long-term prosperity for the people and businesses of Denver. For more information on each agency, other strategies, and their contribution to this priority, please refer to the agency's section of this book.

- Promote safer and cheaper mobility options by implementing Denver Moves, including the installation of bicycle lanes and shared lane markings, as well as initiating design and construction of protected bike lanes and bicycle boulevards. (Public Works)

- Allow the use of graywater for irrigation and toilet flushing and partner with Denver Water on improving the water efficiency of residences and commercial properties. (Department of Environmental Health, Office of Sustainability)

- Reduce greenhouse gas emissions and air pollution by strengthening building codes, providing incentives to build beyond code, providing a financing tool (PACE – Property Assessed Clean Energy) for commercial buildings to make energy and water improvements, encouraging owners of existing buildings to benchmark and share the energy performance of their buildings and improve their performance through retro-commissioning and audits. (Community Planning and Development, Office of Economic Development, and Department of Environmental Health)

- Implement the Community Health Improvement Plan, providing access to care including behavioral health and promoting healthy eating and healthy living. (Department of Environmental Health)

- Expand recycling and composting services for Denver residents to reduce landfill waste. (Public Works*)*

- Identify and outreach to grocers that operate urban fresh food markets and provide technical and financial resources to assist them in opening a store in Denver's food deserts. (Office of Economic Development)

Outcome Measures

The City and County of Denver is committed to responding to and positively influencing these community outcomes. While the City is not directly responsible for these measures, being a world-class city means tracking and responding to them. The following outcome measures will baseline the city's goal-setting and guide alignment of resources with the Mayor's priorities.

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	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Projected
Percent of all commuting trips in a single occupant vehicle	69.8%	70.1%	TBD	70.5%	70.5%
Per capita use of potable water citywide (gallons per capita per day)	142	143	136	< 165	< 1
Greenhouse gas total emissions (metric tons)	12.8M	12.8M	12. 5M	12.3M	12.1M
Children and adolescents at healthy weight	69%	69%	TBD	69%	69%
Recycling and composting as a percentage of waste stream	14%	15%	17%	18%	20%
Number of Urban Gardens (Denver Urban Gardens)	92	96	TBD	106	112

2020 Citywide Sustainability Goals

The sustainability goals focus on 12 basic resource groups, each with two corresponding goals, one for government operations and one for community.

- **Air Quality**
  - *Government Operations* - Reduce emissions of federal criteria pollutants from municipal operations by 1.5 percent per year or, if more stringent, to a level of full compliance with all federal, state and local laws relating to air emissions.
  - *Community* - Attain all National Ambient Air Quality Standards.

- **Climate Change**
  - *Government Operations* - Reduce greenhouse gas emissions from City government and Denver International Airport activities so that they contribute less than three percent of the level of emissions that would allow the community to meet the Community Goal (i.e., less than 354,000 mtCO2e).
  - *Community* - Reduce total community-wide CO2e emissions from Denver to below the level of emissions in 1990, (i.e., less than 11.8 million mtCO2e).

- **Energy**
  - *Government Operations* - Reduce energy consumed in City-operated buildings and vehicles by 20 percent while doubling renewable energy produced from City facilities over the 2012 baseline.
  - *Community* - Hold total energy consumed in Denver for buildings, mobility and industrial processes below the total consumed in 2011, while cutting fossil fuel consumption by 50 percent from 2012 levels.

- **Food**
  - *Government Operations* - Acquire at least 25 percent of food purchased through Denver's municipal government supply chain from sources that are produced (grown or processed) entirely within Colorado.
  - *Community* - Grow or process at least 20 percent of the food purchased in Denver entirely within Colorado.

- **Health**
  - *Government Operations* - Work with health care providers (including Denver Health) to ensure that 95% of Denver residents have access to primary medical care.
  - *Community* - Increase the percentage of children and adolescents in Denver who are at a healthy weight from 69 percent to 74 percent.

- **Housing**
  - *Government Operations* - Develop at least 3,000 affordable housing units. A minimum of 75 percent of these housing units will be located within 1/2 mile of a light rail station or 1/4 mile of an enhanced bus corridor.
  - *Community* - Ensure that at least 80 percent of neighborhoods in Denver are rated as "affordable" using the Center for Neighborhood Technology's H+T Index while preserving the diversity of the neighborhoods.

- **Land Use**
  - *Government Operations* - Increase the walkability of Denver neighborhoods from Low to Medium and Medium to High as measured by the Denver-specific "walkscore" metric.
  - *Community* - Move Denver's "Walk Friendly" rating to Platinum from Gold.

- **Materials**
  - *Government Operations* - Increase the City facility-recycling rate to 40 percent or greater.
  - *Community* - Increase the citywide recycling rate to 34 percent or greater.

- **Mobility**
  - *Government Operations* - Provide incentives and other programs to city employees so that no more than 55 percent of these employees commute in single-occupant vehicles.
  - *Community* - Provide mobility options (transit, car-pooling, biking, walking) that reduce commuting travel in Denver done in single-occupant vehicles to no more than 60 percent of all trips.

- **Water Quantity**
  - *Government Operations* - Reduce use of potable water for irrigation of parks and golf courses by 22 percent to an 18 gpsf average, and reduce use of potable water in City buildings by 20 percent over the 2011 baseline.
  - *Community* - Work with Denver Water to reduce per capita use of potable water in Denver by 22 percent (down to 165 gallons per day) and take additional steps using the City's independent authority, in partnership with the Denver community, to keep the rate of increase in absolute consumption of potable water below the rate of population increase.

- **Water Quality**
  - *Government Operations* - Achieve and maintain 100 percent compliance with MS4 permit requirements and reduce storm water outfall E. coli dry weather discharges in priority South Platte river basins under current permit to 126 cfu/100 ml.
  - *Community* - Make all Denver rivers and creeks swimmable and fishable.

- **Workforce**
  - *Government Operations* - Provide workforce training and mobility incentive programs to City employees who live in transit deserts in Denver so that less than 55 percent of employees drive to work alone most of the time.
  - *Community* - Provide workforce training and mobility incentive programs so that less than 60 percent of workers who live in transit deserts and work in Denver drive to work alone most of the time.

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Overview

The City and County of Denver is committed to improving customer experience by ensuring constituents get what they want in an easy and enjoyable manner. Residents and other constituents come into daily contact with various City services, the quality of which impacts their views of government and their ability to carry on their lives with minimal interruption.

The Customer Experience Improvement Program (CEIP) works to tangibly improve the customer experience by improving the digital experience, 311 integration with city services, and customer service skills. The National Citizen Survey (NCS) metrics enable CEIP to measure and track performance. Denver's overall customer service rating (62 percent in 2016) has consistently scored below our peer cities since Denver began participating in the survey in 2002.

Residents overwhelmingly cite, "better access to information, employees, and services" as the single effort that could most improve customer service (29 percent of respondents listed this as their top choice). "Ease of getting my questions answered" at 90 percent, and "clearer information on the city website" and "faster processing times for transactions and paperwork" both at 81 percent, were listed as the top ways to achieve better access. As a result, CEIP strategies are aimed at delivering on these priorities.

Key Strategies

The Customer Experience Improvement Program will improve the customer experience through three primary strategies:

Improve the digital experience – While some transactions and customer requests require face-to-face interactions, many types are better served through other channels. Two key initiatives aim to provide customers with quick and easy ways to get their business done or their questions answered. Ultimately, this will provide better service for those who choose the alternative channels as well as those who experience shorter wait times as a result of diverting some of the workload online.

- **Pocketgov.com** – This mobile web application allows users to get things done and have access to personalized information based on their user profile. Pocketgov leverages the power of mobile devices to make this possible. For example, a Pocketgov user is able to renew license plates or locate the greenest route across multiple transportation options. Users are also able to create custom reminders for street sweeping and trash pickup schedules. Launched in January 2015, the application has over 21,000 active profiles as of July 2016 and is routing just over 100 cases per day to 311 agents, especially during off hours when the call center is closed. In addition, certain types of requests, such as pothole repair, can be auto-routed directly to the appropriate agency without an agent, freeing this capacity to provide faster customer service.

- **Denvergov.org** – The City's website recently received a facelift by launching Adobe as its web content management system. In addition to being responsive (i.e., adapting to any device), the content itself is accessible to a wider variety of city users of all technical skill levels. This means the information customers want can be more frequently updated and organized from the customer's vantage point, and if residents can find the information they need, they will wait in fewer lines and place fewer phone calls requesting service or information. The 2016 YTD website volume is at an all-time high.

Improve the quality of customer service – While reserving resources for those transactions that require face-to-face interaction or phone interaction, CEIP is developing and delivering comprehensive training for our front-line staff members on how to improve their interactions with our customers. Several key activities for this strategy are already underway that includes the following:

- **Citywide customer service hiring and training** – Employees who have received targeted customer service training – such as those in the 311 call center – have higher performance ratings compared to their colleagues in

other agencies. Denver's City University has customer service curriculum available, and the Customer Service team is working to develop curriculum for citywide use.

- **Create a true central nervous system in 311** - Software and other limitations have prevented 311 from reaching its maximum potential of being a true one-stop shop for customers. The City's recent investment in the Salesforce software, combined with an effort to create standard operating procedures that link agencies to 311, will enable 311 to reach this potential. These standards are currently being defined and rolled out across the City, starting with agencies that have a high rate of customer interactions. The primary metrics for this effort, measured at the service delivery level, include first call resolution, case closure rate, and net promoter score.

Identify and continue to work with four agencies to enhance their customer service skills - Utilize a committee developed toolkit of resources which includes hiring, training, standards, and metrics to include customer feedback. These four agencies are Denver Animal Protection, Denver 911, Department of Motor Vehicles (DMV), and Parks and Recreation. Updates on these activities include:

911 Services

- Leadership and coaching modules are expected to be complete by end of Q3 to strengthen the newly developed leadership team.
- For Customer Service, 911 is interested in branding what they currently use for customer service training.

Denver Animal Protection

- Leadership and coaching modules will be complete by the end of Q4 to establish a leadership culture of coaching.
- The next step is to develop customer service training material focused on escalating and deescalating situations, problem solving, and how to say no without saying no. The agency will package this in modules that managers and supervisors can deliver during monthly section meetings.
- Continue to work with executive coaches to focus on individual employee goals while developing metrics and establishing new standards to gather customer feedback from officers in the field.

Department of Motor Vehicles

- As DMV had no formalized customer service training, DMV will continue to work to finalize formalized customer service training to complete a training manual. DMV will also pilot employee training in order to enhance customer service.

Park and Recreation

- Leadership and coaching modules will be complete by end of Q3 to equip leaders to conduct more productive coaching sessions with employees to utilize customer service skills.
- Parks is developing a customer service survey that can be administered to customers after interacting with recreation service representatives.
- **The online FACE and legacy customer service training modules were developed and delivered.**
- The customer service team is working to enhance hiring practices in order to emphasize excellent customer service skills and aptitude. Talent acquisition is currently underway to identify who will receive the customer service pre-employment assessment.

Customer Experience

Outcome Measures	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Projected
Percent of 311 cases opened through Alternative channels vs. phone calls	7.2%	7.8%	9.1%	10.0%	**12.5%**
Pocketgov.com and Denvergov.org user Profiles	N/A	N/A	8,421	30,000	45,000
Overall impression of customer service	54%	57%	59%	62%	65%
Citizen perception of quality of public information available	65%	71%	66%	71%	74%
First call resolution	46%	44%	45%	54%	55%
Case closure within 7 days	NA	NA	NA	88%	90%
Case closure within 30 days	NA	NA	NA	94%	95%
Net promoter score	NA	NA	NA	25%	50%

Performance Context

- The percentage of **311 cases opened online** was tracked starting in 2011. The ambitious goals set for converting "calls to clicks" would make Denver a national leader in the percent of citizen inquiries and transactions handled through alternative channels rather than over the phone. The clicks goal is 25 percent of total volume. By reducing overall case volume and converting a significant percentage to clicks, the 311 call center is projected to reduce its customer hold time to 90 seconds (the 2016 YTD average is 3 minutes 31 seconds) and its call abandonment rate would drop from approximately 25 percent to less than 10 percent. These performance improvements would occur without any additional staffing.

- Launched in January 2015, the **Pocketgov.com** application has over 21,000 active profiles as of July 2016 and is routing just over 100 cases per day to 311 agents. The City's website Denvergov.org recently received a facelift by launching Adobe as its web content management system. In addition to being responsive (i.e., adapting to any device), the content itself is accessible to a wider variety of city users of all technical skill levels. The 2016 YTD website volume is at an all-time high.

- **Citizen attitudes about Denver's customer service and public information** are determined through an annual Citizen Survey conducted by the collaborative effort between National Research Center, Inc. and the International City/County Management Association. The measure is the percentage of respondents who rated their interaction with our staff or their impression of the City's public information as "good" or "excellent." The survey is conducted in the fourth quarter of each year. Denver has scored "below," which is 3-10 percent below, or "much below," which is 10+ percent below, its peer cities since participating in the survey in 2002. 311 representatives, on the other hand, typically score significantly higher than the City overall. These individuals are hired for their customer service disposition and provided with specific customer service training.

- **First call resolution**. While not always possible due to the complexity of some processes, Denver 311 endeavors to resolve resident calls without having to transfer them to another agency for resolution. Customer Relationship Management (CRM) data reflects the percentage of time that first call resolution is achieved.

- **Case closure** is a measure of how quickly agencies resolve constituent inquiries and issues. While each agency may have a slightly different objective, we report case close using two metrics: those cases closed within 7 days and those closed within 30 days.

- **Net Promoter Score**. Net promoter score (NPS) is based on just two questions: How likely is it that you'd refer CCD to family, neighbors, and friends; what is it that we must do better to earn your reputation (Detractor) OR what do we do well (Promoter)? The questions are scored on a 0-10 scale; 9-10 are promoters, 7-8 are passive, and 0-6 are detractors. Based on a scale of -100 to +100, the calculation for NPS entails subtracting the % Detractors from the % Promoters.

Budget Summary

All Funds

The total 2017 operating budget for all appropriated funds is $1.93 billion, an increase of 4.85 percent from 2016. The City's main operating fund, the General Fund, will increase to $1.31 billion, up 4.6 percent in expenditure growth from the 2016 revised budget. The operating budgets for the City's Enterprise Funds (Airport, Wastewater, Golf and Environmental Services) will increase to $634 million, up 3.5 percent from 2016. The capital projects budget for annual Capital Improvement Plan (CIP) funds is $304.8 million in 2017. The budget maintains adequate reserves in all funds according to the City's financial policies and includes approximately $91.0 million in required debt service payments on outstanding general obligation debt.

General Fund

General Fund revised revenues are projected to increase by 2.3 percent in 2016 from 2015 actuals. The relatively low growth rate in 2016 is due in part to redirecting a portion of 2016 transfer revenue that typically has flowed to the General Fund to the National Western Center and Colorado Convention Center project and bond issuance which was approved on the November 2015 ballot. Revenues are expected to grow in 2017 by 3.4 percent. Core sales and use tax revenues (minus audits) are projected to grow by 5.3 percent in 2016 and 4.25 percent in 2017. This is consistent with what other jurisdictions and local economists project may happen in 2016 and 2017. Other key General Fund revenue changes in 2017 include: an increase in billings revenue from Enterprise Funds; investment income; and growth in user fees such as recreation center memberships and parking meters.

General Fund expenditures are projected to grow by 4.5 percent in 2017 over revised 2016 appropriations. Some of this growth is attributable to a budgeted merit increase of 3.3 percent (to align with a market analysis) for Career Service Employees. Increases to uniformed personnel are budgeted in accordance with collective bargaining agreements. Additionally, an increase in health insurance of 5.5 percent over the 2016 budgeted amount is included. Additional and specific significant increases are identified in the appropriate expending department or agency in the Agency Detail section of this budget book.

Mobility continues to be a focus for the City and over $19 million has been added in both operating and capital investments for 2017. This includes paving and addressing ongoing infrastructure needs. Additionally, while City Council reviews the pending ordinance to support dedicated sources of funding for Affordable Housing, the current proposed budget pledges a transfer of over $5 million to Affordable Housing from the General Fund and Human Services. Public Safety investments include additional police officers, and continued support of the Sheriff Reform. The 2017 budget also proposes continued investment to meeting customer demand. A primary example is an increase in staffing for Community Planning and Development and the implementation of an electronic plans review system to respond to the continued permit and inspection demand the City is experiencing as well as staff for neighborhood planning efforts.

Ballot measure 2A from 2012 continues to have a positive impact on the General Fund budget. Accelerated police and fire hiring will be ongoing in 2017, as will increases to parks maintenance staff, street repaving, and investments in recreation, and after-school programs for Denver's children and youth.

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Reserves

Reserves are maintained in a manner consistent with the guidelines approved by the Blue Ribbon Task Force on Financial Management and with the City's established reserve policies. Undesignated reserves are expected to be 15.1 percent of projected expenditures, or $200.2 million, by the end of 2017. This is a significant achievement and highlights the City's strategy of building back to 15 percent of expenditures, from a low of 10.7 percent during the recession. The annual General Fund contingency is being budgeted at $25.9 million and the Capital Improvement Fund has $3.6 million budgeted for unappropriated expenditures which meet the criteria for supplemental appropriation in accordance with the financial policies.

Federal and State Special Revenue Funds

The Human Services budget for special revenue funds will total $180.3 million for 2017. This represents a budget increase of 14% over 2016. The increase is primarily due to the reorganization of the Office of Behavioral Health. In 2016, funding and staff from the Crime Prevention and Control program transitioned to Human Services. Funding for Human Services comes primarily from state and federal reimbursements, the dedicated property mill and General Fund transfers (primarily for CPCC programming and the Solutions Center). Human Services also makes an additional $235.6 million available to the community through assessing eligibility for payments that go directly eligible community members such as Supplemental Nutrition and Assistance Program (SNAP). These direct payments are not appropriated in the City's budget.

The Department of Human Services 2017 budget proposal strengthens its ability to provide timely and accurate benefits, including food assistance and medical coverage, to more than one in three Denver residents that receive some form of assistance from the Department. And with the creation of the new Community Outreach and Resources Engagement (CORE) Division, the Department will be expanding access to benefits acquisition and other services in more community-based settings. With the adoption of a new tiered rate structure, the department will increase access to high quality child care settings for lower income families.

In 2016, the Department expanded its Child Welfare workforce by hiring 51 new caseworkers, supervisors and administrators, to increase its ability to investigate more reports of child abuse and neglect. The 2017 proposal continues to strengthen this critical area of need by authorizing the hiring of up to 40 additional social workers to address expected caseload increases. The budget will also appropriate federal grant funds to hire 23 child welfare social workers to stabilize and support children placed in the care of kin families and other foster settings. In addition, the 2017 budget will fund three new adult protection social caseworkers to investigate reports of abuse, neglect and exploitation of individuals with intellectual and development disabilities.

Workforce and Community Development special revenue funds may continue to decline due to reductions in federal allocations as well as the completion of non-reoccurring federal programs.

Capital Projects

In 2017, $167 million is budgeted for capital projects from annual capital revenues and includes the capital maintenance mill levy funding approved by voters in 2007. The capital project budget includes a $42.9 million General Fund transfer to the Capital Improvement Fund due to continued strong revenue growth. Of the $42.9 million transfer, $22 million has been programmed to address citywide mobility capital infrastructure needs. These projects include the paving of streets in critical condition, sidewalk safety repairs (adjacent to city property), bike facilities, pedestrian and transit facilities, multimodal safety improvements, Smart Cities infrastructure, design of the 8th Avenue over Platte River bridge, and continued preliminary engineering of the Colfax Bus Rapid Transit project. This transfer complements $1.3 million programmed in the capital program for a total investment of $23.2 million in mobility capital infrastructure. In addition to mobility infrastructure investments, $16.8 million is programmed for continuous investment in the Denver Health Westside Clinic, citywide curb ramp construction, and capital maintenance at the National Western Center and the Colorado Convention Center. The remaining $5.1 million is programmed for citywide space reallocations, moves and

planning, construction of Platte to Park Hill drainage enhancements, continued construction of the Paco Sanchez Re-imagine Play, and funding to complete the construction of Brighton Boulevard.

The capital project budget funds critical maintenance and rehabilitation projects, matching funds to leverage state or federal dollars, legal obligations and other high- priority items such as capital investments aimed at water or energy conservation savings. Other high- priority capital investments in 2017 include additional funding for street rotomill and overlay to address arterial and collector streets in poor condition, major roadway, transit and bike/ped improvements that are part of the 2017-2021 Denver Regional Council of Governments (DRCOG) Transportation Improvement Program (TIP), and construction of safe crossings and connections for both 47th and York and Iowa/Santa Fe.

In addition to these annual capital funds, close to $31.8 million in one-time bond funded projects will continue to be implemented in 2017 as part of the Better Denver Bond program, which was approved by voters in 2007. These projects include the continued implementation of the new cultural facilities projects that comprise the remaining $60.6 million in Better Denver Bond debt issued in 2013 and 2015.

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Explanation of the Budget Document

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

Introduction

The Introduction contains the Mayor's budget message and an overview of the City's Strategic Framework. Under Mayor Michael B. Hancock, the priorities are 1) Children and Youth; 2) Jobs; 3) Public Safety and Safety Net; 4) Sustainability; and 5) Customer Experience.

Budget Summary

The Budget Summary contains the budget highlights, an overview of the City's fund structure, a calendar of the budget process, and Denver's financial policies—including the City's reserve policies. The Budget Summary also contains exhibits and charts that summarize revenues and expenditures for the entire City budget, including the General Fund, Special Revenue Funds, Internal Service Funds, Enterprise Funds, Capital Improvement Funds, and Debt Service Funds. This section also contains a personnel comparison for all funds.

Fund Summaries

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

The **Special Revenue Fund and Grants** sections includes financial schedules that detail all major grants and outside funding sources as well as descriptions of each broken down by major program categories.

The **Internal Service and Enterprise Fund** sections include financial summaries and details for these Proprietary (business-type) Funds.

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

The **Debt Service Fund** section contains an overview of the City's long-term debt and a financial schedule of General Obligation (GO) Bonds and Excise Bonds.

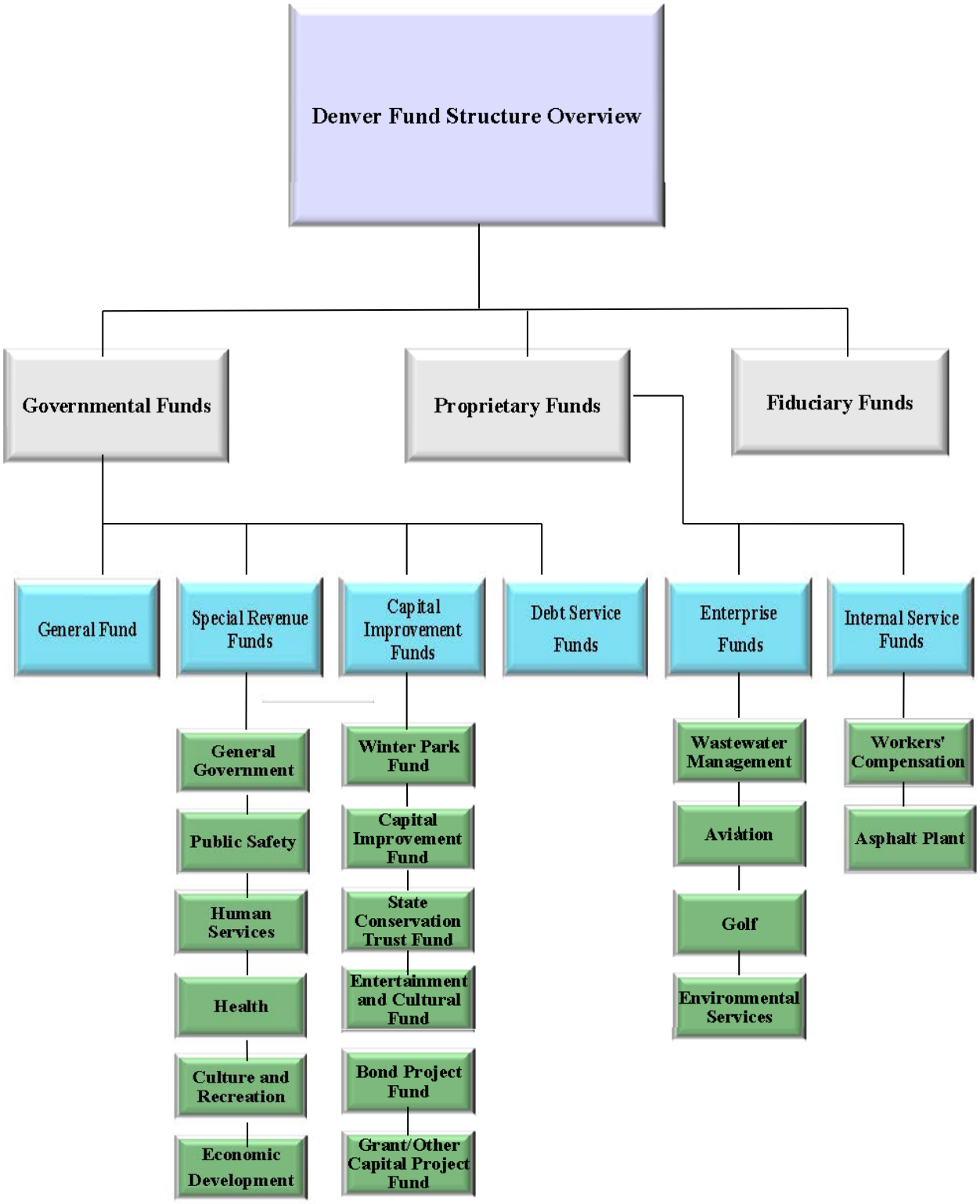
Agency/Program Detail

The Agency/Program Detail section begins with a comprehensive list and description of all city programs across all departments and agencies. The section is organized by major service area or department and includes budget narratives that encompass all funds and programs. The budget narrative provides a description of the agency, strategic initiatives, performance measures and context, budget highlights, and an explanation of the changes in the ensuing year's recommended budget from the current year appropriation.
If applicable, City Council amendments to the Mayor's proposed budget is marked by blue page color. The full text of the amendments appears along with the Long Bill in the Appendices.

Appendices

The Appendices include a discussion of the City and County of Denver's budget basis; a description of major expenditure categories; a summary of the capital equipment program for General Fund agencies; an explanation of the Police and Fire Pension Plan; a three-year comparison of property tax levies and assessed valuation; a glossary of terms; the full text of City Council amendments (if applicable) and October changes to the proposed budget; and a community profile as well as an overview of Denver's Tax Burden and five-year revenue and expenditure projections. It also includes a copy of the Annual Appropriation Ordinance (Long Bill).

Overview of the City's Fund Structure



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

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

Governmental Funds

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

General Fund

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

Special Revenue Funds

Special Revenue Funds account for proceeds of revenue sources that are restricted by law or administrative action to expenditures for specific purposes. Primary sources of revenue are federal, state, local, and private grants.

Capital Improvement Funds

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

Debt Service Fund

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

Proprietary Funds

Proprietary funds are a group of funds that account for activities that are often seen in the private sector and are operated in a similar manner as in the private sector. This group of funds uses a full accrual basis of accounting and focuses on net income and capital maintenance.

Enterprise Funds

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

Internal Service Funds

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

Fiduciary Funds

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

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The Budget Calendar and Process

The annual budget process is designed to meet the requirements of the Charter of the City and County of Denver, Subtitle B, Article VII, Part 1, Sections 7.1.2 to 7.1.6. The City and County fiscal year is the same as the calendar year, and thus, the annual budget developed per the timeline and processes below is implemented January 1st of the following year. Many of the key tasks are facilitated by the Department of Finance on behalf of the Mayor.

On or before May 1

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

April – June

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

On or before July 1

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

July – August

- The Budget and Management Office reviews the operating and capital improvements budget proposals with each agency and makes recommendations to the Mayor. The Mayor reviews and approves the budget.

On or before September 15

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

On or before the third Monday in October

- After receiving and considering City Council's recommendations, the Mayor must submit to the City Council a proposed budget that must include, but need not be limited to:
    - A general statement describing the important features of the budget.
    - Statements by funds showing estimates of expenditures, receipts and opening and closing balances compared with the last completed fiscal year and the current year.
    - Statements of expenditures and work programs of the various agencies, offices, departments, boards, commissions, and other spending agencies.
    - The amount to be raised by taxation to pay interest on general obligation bonded indebtedness and to provide for the debt service fund.
    - The amounts to be expended during the ensuing year for capital improvement projects and the sources of revenue for financing such projects.
- Revenue estimates must be based on already enacted ordinances, excluding the ordinance to establish the mill levy.

- Expenditures must not exceed the estimated opening balances and anticipated income.
- In the General Fund, the budget estimates must include an amount as a year-end closing balance that cannot be expended except for emergencies. Those expenditures must be approved y a two-thirds vote of the Council.
- In the General Fund, the budget estimates must include an amount not less than two percent of the total estimated expenditures for the payment of any unforeseen contingency.

On or before the fourth Monday in October

- City Council must publish a notice showing that the proposed budget is available for inspection.
- The Council must hold a public hearing on the proposed budget.

On or before the first regular Council meeting in November

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

On or before noon on the Friday immediately following the first regular Council meeting held in November

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

On or before the second regular Council meeting in November

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

On or before the fourth Monday in November

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

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Overview

The following financial policies are established to provide direction in the fulfilling of duties and responsibilities in the City and County of Denver.

Financial Planning Policies

Balanced Budget

The City Charter states, "The budget proposed by the Mayor shall not propose expenditures in excess of estimated opening balances and anticipated income. "(Sec. 7.1.4) This applies to all funds.

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

It is also appropriate to use fund balance when fund balances have increased beyond the reserve requirements due to higher than anticipated revenues. In this circumstance, the use of fund balances will be used for one-time expenditures, not ongoing operating costs. In all circumstances, it is important to retain sufficient undesignated fund balance for unforeseen circumstances. Refer to "Use of Reserve Accounts" for further discussion.

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

Long-Range Planning

The City needs to have the ability to anticipate future challenges in revenue and expense imbalances so that corrective action can be taken before a crisis develops. In order to provide city officials with pertinent data to make decisions for multi-year policy direction, the Director of the Budget and Management Office shall annually develop, with the assistance of city agencies, a three-year General Fund revenue and expenditure forecast. This forecast will identify changes in revenue and expenditures due to projected new development in the City, program changes, collective bargaining agreements, and capital projects coming online. In 2016, the Budget and Management Office began using its budget development software to track and maintain this forecast.

Agencies are required to assess and report annually on needed capital improvement projects for the subsequent six years. The report is then fiscally constrained for the first two years to the estimated total annual capital revenues. During the budgeting process, all capital improvement projects are analyzed to determine if they reduce, maintain, or increase operating and maintenance costs.

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

The Budget and Management Office reviews grant applications to determine whether matching funds are available and whether the City will be responsible for funding a program after grant funding ceases.

Asset Inventory and Condition Assessment

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

Revenue Policies

Revenue Diversification

The City values a diversified mix of revenue sources to mitigate the risk of volatility. The major source of revenue for the General Fund is sales and use tax, which comprises 47 percent of total General Fund revenue. Since sales tax is a direct function of business cycles and inflation, it is important to make every effort to improve the diversity of the City's revenue sources.

Fees and Charges

The Structural Financial Task Force recommended that the City annually reviews its fees and fines to ensure they are consistent with the costs they are set to recover. In 2013, BMO convened agency representatives to review fees and fines throughout the City. BMO has built this annual review into the budget process to ensure a system to reforecast, update, remove or revise occurs on a consistent basis. For the 2017 budget, the office only reviewed fees and fines with proposed increased but endeavors for a full review of fees and fines in 2017.

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

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

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The full costs of providing a service shall include at least the following:

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

Use of One-time Revenues

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

The best use of one-time revenues is to invest in projects that will result in long term operating or capital cost savings. Appropriate uses of one-time revenues include early debt retirement, capital expenditures that will reduce operating costs or address deferred capital needs, information technology projects that will improve efficiency and special projects that will not incur ongoing operating costs.

Use of Unpredictable Revenues

Sales tax revenue is a volatile source of revenue since it is a direct function of business cycles. During periods of strong growth, sales tax revenue has increased by over 10 percent from the previous year. During periods of recession, sales tax has been lower than the previous year. It is not prudent to allocate sales tax revenue that exceeds the normal growth rate (defined as the average annual growth rate over the last ten years) to ongoing programs. Therefore, sales tax revenues that exceed the normal growth rate should be used for one-time expenditures or to increase reserves for the next inevitable economic downturn. When sales tax revenue growth is less than the normal growth rate, it may be necessary to use reserves until appropriate expenditure reductions or other measures can be implemented. Refer to the General Fund Reserve Policy for further discussion.

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

Use of Capital Improvement Fund Revenues

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

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

In addition, there are capital improvement funds that have specific revenue sources dedicated for specific purposes. These include the State Conservation Trust Fund, the Winter Park Parks and Recreation Capital Fund and the Entertainment and Cultural Capital Projects Fund.

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

Capital Funds are dedicated to capital uses as defined above, as well as to capital planning studies that report on condition and inventory of infrastructure, infrastructure concept planning and efficiencies to current assets that result in operating savings.

Indirect Cost Charges

In 2014, the City established a cap on the maximum financial burden that indirect cost charges can impose on an Enterprise Fund. This cap has been set at 5% of total expenditures to ensure that these charges do not compromise the financial standing of each Enterprise Fund. It will be the City's policy to review this cap annually.

Expenditure Policies

Debt Capacity, Issuance and Management

The key principles of the City's debt policy:

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

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

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

Planning and Conditions of Issuance of Obligations

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

1. Purpose and feasibility of the project
2. Public benefit of the project
3. Quantification of capital costs
4. Impact on debt ratios generally applied by rating agencies
5. Impact on the General Fund
6. Availability of appropriate revenue stream(s)
7. Requirements for and costs of a vote for approval of the financing
8. Debt Service requirements including credit implications
9. Aggregate debt burden upon the City's tax base, including other entities' tax supported debt
10. Analysis of financing and funding alternatives, including interfund borrowing and available reserves from other city funds
11. Opportunity costs to other capital needs and requirements
12. Political and policy implications
13. True interest cost of the proposed financing
14. Opportunity costs of city resources being deployed on the project
15. If refinancing: the net present value savings, size of issue, absolute dollar savings, and number of years remaining on outstanding obligations

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Types and Features of Debt

General Obligation (GO) Bonds

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

1. No GO Bonds, including limited tax GO Bonds, shall be issued unless approved by a majority of those qualified electors voting. The refunding of GO Bonds shall be in accordance with applicable law.
2. The issuance of GO bonds should be carefully conserved and used only for projects clearly benefiting the broad public interest. True public projects of an essential nature and without associated revenue streams shall be the strongest candidates for GO financing.
3. Per Section 7.5.2 of the City Charter, the City shall not become indebted for GO bonds to any amount that shall exceed three percent of the actual value as determined by the last final assessment of the taxable property within the city. This limitation does not include bonds issued by the Denver Water Board.

Certificates of Participation (COPs)

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

1. COPs may be used for capital improvements and certain eligible capital equipment.
2. Capital improvements and capital equipment financed must be for "basic" and "essential" city services.
3. As a general rule, individual minimum equipment cost should be $500,000 with a minimum useful life of seven years.
4. The useful life of the asset(s) being financed should not be shorter than the term of the lease, but in no event shall the maximum term of the lease exceed 20 years for real estate assets and 15 years for all other assets. Useful life will be determined based upon industry standards and past experience with consideration given to technological obsolescence.
5. Capital equipment must be replacement equipment for existing services, not for new service programs.
6. Capital improvements may be for new or replacement facilities.

For assets being acquired by either the General Fund or an Enterprise Fund, total annual certificated lease payments should not exceed five percent of annual fund revenues.

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

Revenue Bonds

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

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

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

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

Special Districts

Local Public Improvement Districts. Pursuant to Section 7.6.1 through 7.6.19 of the Charter, the City may create districts to enable assessing the costs of constructing local public improvements. The financing of such costs can be accomplished through (i) the issuance of bonds or (ii) the appropriation of Revolving Fund monies. Accordingly, the benefited properties will be assessed a proportionate share of the whole cost of the improvement in order to repay the principal of and interest due on any such funds advanced and any costs associated thereto.

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

Tax Increment Financing Districts

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

Interfund Borrowing

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

Operating/Capital Expenditure Accountability

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

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

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

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

The Budget and Management Office is responsible for monitoring the implementation of the City's adopted annual budget. The Budget and Management Office will review monthly actual expenditure and revenue reports compared to the budgeted amounts. The Budget and Management Office will also monitor department and agency progress in completing their work program through routine meetings with agencies and review of programmatic performance indicators.

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When variances are identified, the Budget and Management Office will notify agencies and the Mayor's Office of the variances and develop corrective plans.

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

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

Once a recommendation is developed, the Director of Budget and Management and the agency Manager will present the recommendation to the Mayor for approval.

Capital Budget Monitoring and Control. Capital project managers are expected to construct/implement projects within appropriated budgets. Project budget submittals at the time of original request should identify all the costs and provide sufficient contingency to meet unanticipated circumstances. During the year, the Budget and Management Office will work with agencies to monitor the schedule, cost, and scope of capital projects to ensure projects are completed in a reasonable timeframe and in accordance with the scope approved by City Council as part of the annual budget appropriation.

Capital Budget Contingency There are cases when supplemental funds may be needed during the implementation of a capital project. Each year, the Capital Budget maintains a contingency to address unforeseen circumstances. Justifications for a supplemental from Capital Budget Contingency are as follows:

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

Any increase in a capital budget appropriation must be approved by ordinance. Agencies will be asked to look at reducing scope or rescinding funds from other agency capital projects before new funds will be appropriated.

Reserve Policies

General Fund Reserve Policy

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

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

- A contingency reserve of two percent of expected GF expenditures
- Unassigned fund balance targeted at 15 percent of annual GF expenditures
- The state-required TABOR emergency reserve, which is three percent of all covered funds

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

Contingency Reserve

The City Charter requires that the proposed budget for the General Fund shall include no less than two percent of total estimated expenditures for payment of any expense, the necessity of which is caused by any casualty, accident or unforeseen contingency, after the passage of the annual appropriation ordinance. Revenues received during the year in excess of those projected, or a beginning balance larger than projected, may be added to the contingency reserve. At year-end, any unspent contingency reserve rolls into the unassigned fund balance. The contingency reserve is the most flexible of the reserves addressed in this policy. The City expects that a portion of this reserve will be used in almost every year.

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

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

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

Unassigned General Fund Balance

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

Use of Reserves

A. Use of fund balance reserves above 15 percent

Fund balance reserves above 15 percent can be used for one time or capital expenditures and debt reduction.

Reserves in this sub-category are very flexible and available for use. These reserves provide an opportunity for strategic investment and problem solving.

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

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

- Reserves should only be used to provide a short-term solution to maintaining services until projected revenue growth or necessary expenditure reductions are achieved to balance the budget. It is critical to identify and address the issues that are causing the budget imbalance. The City must evaluate the length and severity of economic conditions and their impact on future revenue projections to determine the extent of expenditure reductions or revenue increases that are required to achieve structural balance.

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- The City should first seek to offset revenue declines with expenditure reductions. Reserves should only be used when further reductions in expenditures would affect essential city services. As a minimum standard, any use of fund balance should be matched by equal or greater expense reductions in times of economic downturn.

- Fund balance reserves can be used very selectively to offset further service cuts when beginning an economic recovery and projected revenues are not yet growing at the historical average, only if there is a clear replenishment plan.

Reserves in this sub-category are not flexible and should only be used to offset revenue shortfalls or extraordinary expenditure demands.

Use of fund balance reserves below 10 percent

The use of fund balance reserves below 10 percent is restricted to responding to a severe crisis, economic or otherwise. This category is only used in the most unusual or unexpected situations. Ideally, this reserve category would never be used.

Reserve Replenishment

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

TABOR Reserve

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

Grant Administration

Applications for Federal, State, or Private Funds

Funds from federal, state and private sources are important resources that need to be included in the City's financial plan. The City is committed to a citywide coordination of grant activities among agencies and to determine the immediate and longer-term financial consequences of accepting funding. Fiscal Rule 9.1 states that any city department/agency intending to apply for funding from a federal, state, or private source shall immediately notify the Department of Finance of its intent. Budget and Management reviews the notification to determine whether proposals are consistent with city priorities, ensures that proposals are coordinated with the City's existing programs, ensures that administrative, reporting and evaluation requirements are adequately addressed, assesses the need for a cash match, and evaluates the immediate and long-term financial consequences of the proposal. In accordance with Section 20-52 of the Revised Municipal Code, funds in excess of $500,000 from the federal or state governments require the approval and authorization of City Council acting by ordinance prior to acceptance.

Use of Grant Funds

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

Annual Contingency Reserves

General Fund Contingency Reserve

The City Charter requires that the proposed budget for the General Fund shall include an amount not less than two (2) percent of the total estimated expenditures for the payment of any expense, the necessity of which is caused by any casualty, accident or unforeseen contingency, after the passage of the annual appropriation ordinance. In 2017, the General Fund Contingency Reserve is $25,965,000.

Capital Improvement Fund Contingency Reserve

The Capital Improvement Fund also maintains a contingency reserve for unanticipated expenditures. In 2017, the Capital Improvement Fund contingency reserve is $3,600,000.

Emergency Reserves and Undesinated Fund Balances

Tabor Reserve

The TABOR amendment to the State Constitution requires that the City establish an emergency reserve fund of three percent of all covered funds. These funds cannot be used for economic conditions, revenue shortfalls, or salary or benefit increases. The TABOR reserve consists of cash and real estate assets that satisfy the reserve requirements. The real estate assets allowed cash from the TABOR reserve to fund the Central Denver Recreation Center. The Central Denver Recreation Center will be used as an asset in the TABOR reserve once the facility is constructed. In 2017, the estimated three (3) percent reserve requirement is $45.3 million. This requirement will be met as follows:

	2015	2016	2017
TABOR Reserve Special Revenue Fund	$988,700	$15,772,200	$15,795,000
TABOR Reserve Real Estate Special Revenue Fund	$37,100,000	$29,100,000	$28,964,000
Human Services Restricted Fund Balance	$2,000,000	$2,000,000	$2,000,000
Total	$40,088,700	$46,872,200	$46,759,000

Undesignated Fund Balance

Undesignated fund balances provide a safeguard during economic downturns and extraordinary emergency situations, as outlined in the Financial Policies section. In 2017, the projected ending unassigned fund balance in the General Fund is $200,247,000 or 15.1 percent of expenditures.

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Exhibits

This section provides tables and charts that summarize the entire City budget.

Exhibit 1 provides a three-year summary of gross revenues, expenditures, and changes in fund balance for appropriated Governmental Funds.

Exhibit 2 provides a three-year history of expenditures for City funds, combined by year, for both appropriated and non-appropriated funds.

Exhibit 3 provides future year budgeted expenditures for City funds combined by major expenditure categories.

The **All Funds by Appropriation** provides a three-year comparison of appropriations by Department/Agency and Fund Category.

The **Personnel Comparison** provides a three-year comparison of Full Time Equivalents (FTE) for each City appropriation.

Budget Summary

Exhibit 1: Governmental Funds Summary of Estimated Financial Sources and Uses

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

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

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

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

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

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

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

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

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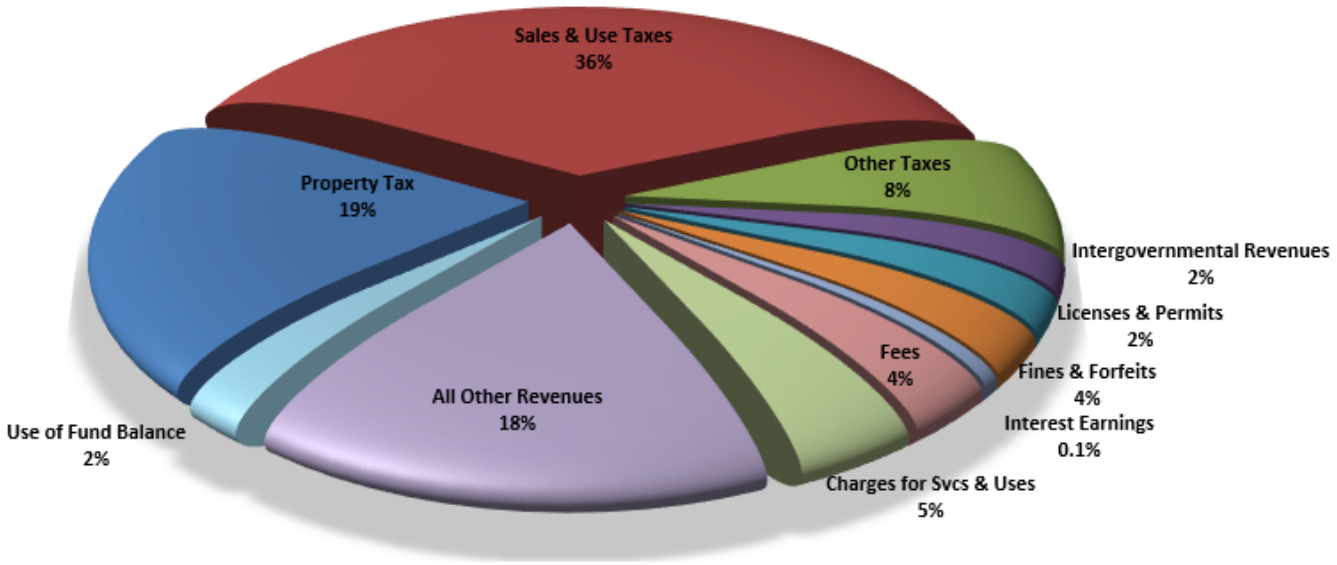
Exhibit 1: Governmental Funds Summary of Estimated Financial Sources and Uses

2017 Estimated Financial Sources – Governmental Funds

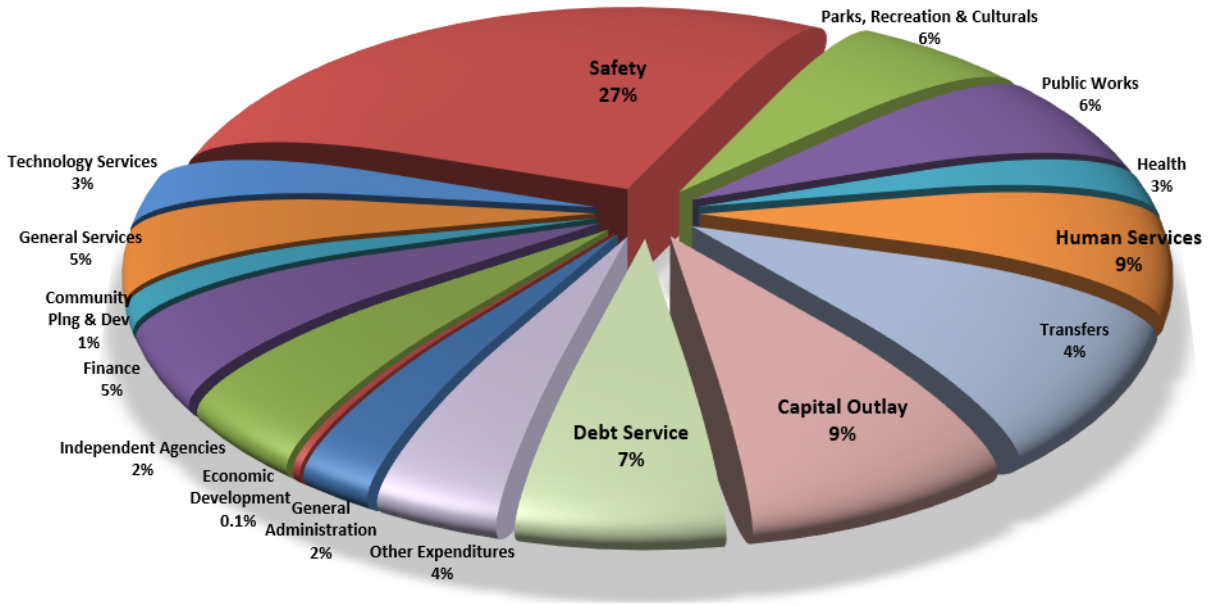


($ in Millions)

Source	Amount
Property Tax	$361.87
Sales & Use Taxes	$680.03
Other Taxes	$146.34
Intergovernmental Revenues	$43.96
Licenses & Permits	$48.07
Fines & Forfeits	$56.29
Interest Earnings	$13.37
Fees	$66.98
Charges for Svcs & Uses	$85.10
All Other Revenues	$350.93
Use of Fund Balance	$45.27
	$1,898.22

Exhibit 1: Governmental Funds Summary of Estimated Financial Sources and Uses

2017 Estimated Financial Sources – Governmental Funds



($ in Millions)

Expenditure	Amount
General Administration	$48.18
Economic Development	$5.82
Independent Agencies	$88.28
Finance	$92.04
Community Plng & Dev	$28.80
General Services	$85.84
Technology Services	$62.63
Safety	$517.67
Parks, Recreation & Culturals	$115.55
Public Works	$125.49
Health	$47.12
Transfers	$127.90
Human Services	$177.42
Capital Outlay	$168.06
Debt Service	$128.61
Other Expenditures	$78.82
	$1,898.22

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Budget Summary

Exhibit 1: Appropriated Governmental Funds

2015-2017 Summary of Estimated Financial Sources and Uses

(For Budgetary Purposes Only)	General Fund			Human Services Special Revenue Fund			Denver Arts and Venues Special Revenue Fund		
	2015	2016	2017	2015	2016	2017	2015	2016	2017
($ in Thousands)	**Actual**	**Estimated**	**Budget**	**Actual**	**Estimated**	**Budget**	**Actual**	**Estimated**	**Budget**
Financial Sources:									
Property Tax	$108,764	$117,416	$118,783	$58,057	$64,609	$65,528			
Sales and Use Taxes	581,922	612,702	638,511	250	260	284			
Other Taxes	100,705	102,734	106,213						
Intergovernmental Revenues	33,269	34,204	35,764						
Licenses & Permits	52,184	47,737	48,066						
Fines and Forfeits	55,797	55,773	56,286	86	4	4			
Interest Earnings	7,123	8,006	9,300						
Fees	69,500	66,580	66,967	29			44	50	15
Charges for Svcs. & Uses	44,647	46,805	48,881	84	7		$41,662	$34,671	$36,219
All Other Revenues	150,396	139,769	144,261	84,806	114,029	113,412	489	317	280
Total Financial Sources	$1,204,307	$1,231,726	$1,273,032	$143,312	$178,909	$179,228	$42,195	$35,038	$36,514
Expenditures:									
General Administration	$37,069	$44,579	$48,178						
Economic Development	4,880	$4,739	$5,821						
Independent Agencies	75,568	$83,706	$88,282						
Finance	77,504	$98,744	$92,044						
Community Planning and Development	21,284	$26,054	$28,795						
General Services	46,844	$50,090	$50,786				$32,578	$32,737	$35,055
Technology Services	51,471	$56,833	$62,632						
Safety	469,607	$492,855	$517,665						
Parks, Recreation and Culturals	95,702	$107,344	$115,545						
Public Works	103,233	$117,645	$125,487						
Health	49,301	$49,774	$47,124						
Transfers	147,303	$120,121	$127,899						
Human Services				129,601	156,246	177,424			
Capital Outlay									
Debt Service									
Other Expenditures		13,356	13,965	10,312	14,454	19,046	6,925	9,199	6,000
Total Expenditures:	$1,179,766	$1,265,840	$1,324,223	$139,913	$170,700	$196,470	$39,503	$41,936	$41,055
Net Increase (Decrease) in Fund Balance	$24,541	($34,114)	($51,191)	$3,399	$8,209	($17,242)	$2,692	($6,898)	($4,541)
Fund Balance - January 1	$265,762	$285,552	$251,438	$55,193	$58,592	$66,801	$9,764	$12,456	$5,558
Adjustments in Undesignated Reserves	(4,751)	0	0	0	0	0	0	0	0
Undesignated Fund Balance - December 31	$285,552	$251,438	$200,247	$58,592	$66,801	$49,559	$12,456	$5,558	$1,017
Prepaid Items and other reserves	49,579	49,579	49,579	0	0	0	0	0	0
Total Fund Balance - December 31	$335,131	$301,017	$249,826	$58,592	$66,801	$49,559	$12,456	$5,558	$1,017

Budget Summary

Exhibit 1: Appropriated Governmental Funds

2015-2017 Summary of Estimated Financial Sources and Uses

Debt Service Fund			Appropriated Capital Funds*			Total Appropriated Governmental Funds		
2015 Actual	2016 Estimated	2017 Budget	2015 Actual	2016 Estimated	2017 Budget	2015 Actual	2016 Estimated	2017 Budget
$87,982	$109,784	$111,976	$54,869	$63,476	$65,586	$309,672	$355,285	$361,873
38,128	40,034	41,235				620,300	652,996	680,030
36,399	38,219	40,130				137,104	140,953	146,343
			8,454	7,958	8,198	41,723	42,162	43,962
						52,184	47,737	48,066
						55,883	55,777	56,290
1,146	1,381	1,603	2,593	8,530	2,470	10,862	17,917	13,373
						69,573	66,630	66,982
			162			86,555	81,483	85,100
7,814	5,758	5,958	125,143	74,347	87,020	368,648	334,220	350,931
$171,469	$195,176	$200,902	$191,221	$154,311	$163,274	$1,752,504	$1,795,160	$1,852,950
						$37,069	$44,579	$48,178
						4,880	4,739	5,821
						75,568	83,706	88,282
						77,504	98,744	92,044
						21,284	26,054	28,795
						79,422	82,827	85,841
						51,471	56,833	62,632
						469,607	492,855	517,665
						95,702	107,344	115,545
						103,233	117,645	125,487
						49,301	49,774	47,124
						147,303	120,121	127,899
						129,601	156,246	177,424
			111,766	152,567	168,057	111,766	152,567	168,057
121,246	122,680	128,609				121,246	122,680	128,609
46,426	39,582	39,804				63,663	76,591	78,815
$167,672	$162,262	$168,413	$111,766	$152,567	$168,057	$1,638,620	$1,793,305	$1,898,218
$3,797	$32,914	$32,489	$79,455	$1,744	($4,783)	$113,883	$1,855	($45,268)
$69,315	$73,112	$106,026	$125,870	$205,325	$207,069	$525,904	$635,037	$636,892
0	0	0	0	0	0	(4,751)	0	0
$73,112	$106,026	$138,515	$205,325	$207,069	$202,286	$635,037	$636,892	$591,624
0	0	0	0	0	0	49,579	49,579	49,579
$73,112	$106,026	$138,515	$205,325	$207,069	$202,286	$684,616	$686,471	$641,203

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Budget Summary

Exhibits 2 and 3: Expenditures Summary – Funds by Year and Expendture Type

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

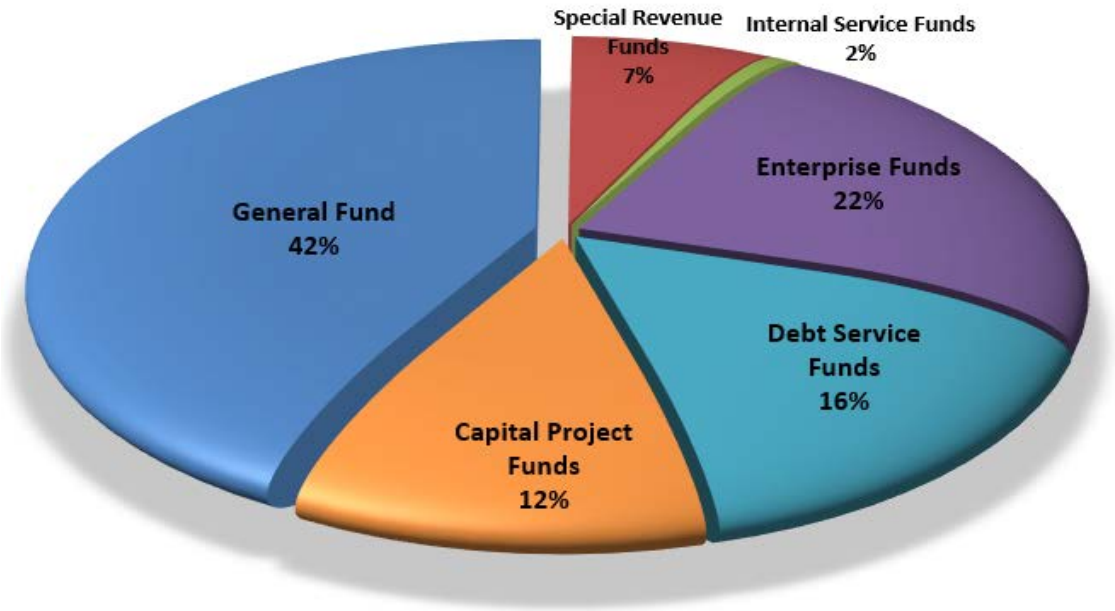
Exhibit 3 provides budgeted expenditures for all fund types by major expenditure categories. Refer to the Introduction section for an overview of the City's fund structure.

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

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

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

2017 Estimated Expenditures – By Fund



($ in Millions)

Fund	Amount
General Fund	$1,324.22
Special Revenue Funds	$221.89
Internal Service Funds	$24.30
Enterprise Funds	$691.57
Debt Service Funds	$505.23
Capital Project Funds	$400.35
	$3,167.56

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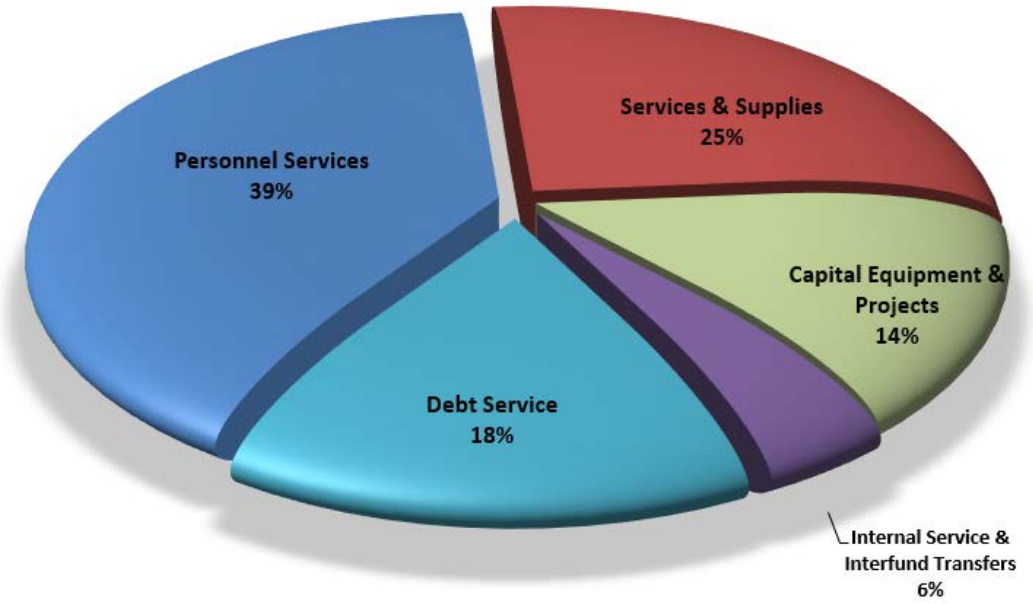
2017 Estimated Expenditures – All Funds Total Net Expenditures by Type



($ in Millions)

Expenditure Type	Amount
Personnel Services	$1,120.82
Services & Supplies	$725.49
Capital Equipment & Projects	$404.59
Internal Service & Interfund Transfers	$129.16
Debt Service	$505.23
	$2,885.29

Note: The pie chart and table for Estimated Expenditure by Type has had duplicate expenditures removed from the Internal Service and Interfund Transfers category; however, these expenditures are included in the Estimated Expenditures by Fund pie chart and table.

2015-2017 Expenditure Summary - Combined Funds by Year

(For Budgetary Purposes Only)

($ in Thousands)	2015 Actual	2016 Estimated	2017 Budgeted
General Fund:			
General Administration	$37,069	$44,579	$48,178
Economic Development	4,880	4,739	5,821
Independent Agencies	75,568	83,706	88,282
Finance	77,504	98,744	92,044
Community Planning and Development	21,284	26,054	28,795
General Services	46,844	50,090	50,786
Technology Services	51,471	56,833	62,632
Safety	469,607	492,855	517,665
Parks, Recreation, and Culturals	95,702	107,344	115,545
Public Works	103,233	117,645	125,487
Health	49,301	49,774	47,124
General Fund Total Operations	**$1,032,463**	**$1,132,363**	**$1,182,359**
General Fund Transfers	$147,303	$120,121	$127,899
General Contingency	0	25,356	25,965
Unspent Agency Appropriations		(12,000)	(12,000)
General Fund Total Appropriations	**$1,179,766**	**$1,265,840**	**$1,324,223**
Appropriated Special Revenue Funds			
Office of Economic Development	$2,042	$2,183	$574
Denver Arts and Venues	39,502	41,935	41,055
Human Services	129,676	157,834	180,262
Total Special Revenue Funds	**$171,220**	**$201,952**	**$221,891**
Internal Service Funds - Operations			
Fleet Maintenance	1,597	0	0
Asphalt Plant	8,625	9,161	9,186
Workers Compensation	13,591	13,795	15,116
Total Internal Service Funds	**$23,813**	**$22,956**	**$24,302**
Enterprise Funds - Operations			
Wastewater Management	$117,187	$178,293	$181,900
Airport	380,156	486,177	487,517
Environmental Services	15,205	11,928	10,721
Golf	9,038	11,123	11,436
Total Enterprise Funds	**$521,586**	**$687,521**	**$691,574**
All Funds Total Operations	**$1,896,385**	**$2,178,269**	**$2,261,990**

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Budget Summary

Exhibit 2: Expenditure Summary

(For Budgetary Purposes Only)

($ in Thousands)	2015 Actual	2016 Estimated	2017 Budgeted
Debt Service Funds:			
G. O. Bonds	$91,027	$91,038	$90,978
Excise Tax Revenue Bonds	30,219	31,642	37,631
Airport Debt Payment	368,455	369,232	364,400
Golf Debt Payment	161	685	685
Wastewater Management Debt Payment	743	4,328	11,531
Total Debt Service Funds	**$490,605**	**$496,925**	**$505,225**
Capital Project Funds:			
Capital Improvements Funds	$99,506	$134,668	$149,056
Winter Park Parks & Recreation Capital Fund	2,659	2,530	2,675
State Conservation Trust (Lottery) Fund	5,778	6,617	6,627
Entertainment & Cultural Capital Fund	3,823	8,752	9,699
Bond Project Funds	18,334	160,657	103,410
Grant/Other Capital Funds	22,648	14,485	33,342
Subtotal Capital Projects Funds	**$152,748**	**$327,709**	**$304,809**
Wastewater Management Capital Improvement Funds	$21,450	$27,350	$38,450
Airport Capital Improvement Funds	46,261	47,317	48,198
Environmental Services Capital Improvement Funds	3,083	8,414	8,395
Golf Capital Improvement	884	850	500
Total Capital Projects Funds	**$224,426**	**$411,640**	**$400,352**
Total Expenditures (All Funds)	**$2,611,416**	**$3,086,834**	**$3,167,567**
Less Duplications Budgeted			
Internal Service and Interfund Transfers	($249,226)	($271,592)	($282,273)
Total Net Expenditures (All Funds)	**$2,362,190**	**$2,815,242**	**$2,885,294**

2017 Combined Funds by Appropriation Expenditure Type

(For Budgetary Purposes Only)

($ in Thousands)	Personnel Services	Services and Supplies	Capital Equipment and Projects	Internal Service and Interfund Transfers	Debt Service	Total
General Fund:						
General Administration	$38,342	$9,761	$0	$75		$48,178
Economic Development	4,091	1,713	0	17		5,821
Independent Agencies	76,061	12,089	0	132		88,282
Finance	34,820	19,896	244	37,084		92,044
Community Planning and Development	25,596	3,180	0	19		28,795
General Services	10,867	39,216	0	703		50,786
Technology Services	34,146	28,349	49	88		62,632
Safety	470,280	46,189	919	277		517,665
Parks, Recreation, and Culturals	86,884	26,989	1,394	278		115,545
Public Works	77,198	47,998	126	165		125,487
Health	11,316	1,935	0	33,873		47,124
General Fund Transfer	0	0	0	127,899		127,899
General Contingency	0	0	0	25,965		25,965
Unspent Agency Appropriations	(12,000)	0	0	0		(12,000)
Total General Fund	**$857,601**	**$237,315**	**$2,732**	**$226,575**	**$0**	**$1,324,223**
Special Revenue Funds:						
Office of Economic Development	$253	$321	$0	$0	$0	$574
Denver Arts and Venues	7,301	25,414	1,078	7,262	0	41,055
Human Services	86,910	66,797	0	26,555	0	180,262
Total Special Revenue Funds	**$94,464**	**$92,532**	**$1,078**	**$33,817**	**$0**	**$221,891**
Debt Service Funds:						
G. O. Bonds					$90,978	$90,978
Excise Tax Revenue Bonds					37,631	37,631
Total Debt Service Funds	**$0**	**$0**	**$0**	**$0**	**$128,609**	**$128,609**
Capital Project Funds:						
Winter Park			$2,675			$2,675
Capital Improvements			149,056			149,056
State Conservation Trust			6,627			6,627
Bond Projects			103,410			103,410
Grants/Other			33,342			33,342
Entertainment and Cultural			9,699			9,699
Total Capital Project Funds	**$0**	**$0**	**$304,809**	**$0**	**$0**	**$304,809**
Total Governmental Funds	**$952,065**	**$329,847**	**$308,619**	**$260,392**	**$128,609**	**$1,979,532**

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Budget Summary

Exhibit 3: Estimated Expenditures

(For Budgetary Purposes Only)

($ in Thousands)	Personnel Services	Services and Supplies	Capital Equipment and Projects	Internal Service and Interfund Transfers	Debt Service	Total
Internal Service Funds:						
Asphalt Plant	682	8,319	0	185		9,186
Workers Compensation	5,395	9,191	0	530		15,116
Total Internal Service Funds	**$6,077**	**$17,510**	**$0**	**$715**	**$0**	**$24,302**
Enterprise Funds:						
Golf	$5,931	$3,923	$722	$1,360	$685	$12,621
Wastewater Management	28,340	66,399	38,658	86,953	11,531	231,881
Environmental Services	4,943	1,987	8,395	3,791	0	19,116
Airport	123,468	305,825	48,198	58,224	364,400	900,115
Total Enterprise Funds	**$162,682**	**$378,134**	**$95,973**	**$150,328**	**$376,616**	**$1,163,733**
Total Expenditures (All Funds)	**$1,120,824**	**$725,491**	**$404,592**	**$411,435**	**$505,225**	**$3,167,567**
Less Duplications Budgeted						
Internal Service and Interfund Transfers				($282,273)		($282,273)
Total Net Expenditures (All Funds)	**$1,120,824**	**$725,491**	**$404,592**	**$129,162**	**$505,225**	**$2,885,294**

Budget Summary

All Funds by Appropriation

	2015 Actual	2016 Appropriated	2017 Estimated	% Change 16 - 17
General Administration				
Mayor's Office	1,748,731	1,620,798	1,642,395	1.33%
Civic Events	811,271	981,875	1,061,429	8.10%
Office of Children's Affairs	2,070,044	3,113,914	3,357,521	7.82%
Office of HOPE	0	0	650,000	0
Board of Ethics	125,280	129,721	138,857	7.04%
Human Rights and Community Partnerships	1,345,644	1,914,453	2,543,690	32.87%
Office of Independent Monitor	1,353,127	1,482,570	1,558,712	5.14%
Emergency Management and Homeland Security	582,346	692,983	827,221	19.37%
Office of Special Events	344,814	493,685	671,563	36.03%
Office of Marijuana Policy	0	1,210,064	1,628,452	34.58%
Excise & Licenses	3,370,737	3,231,931	3,244,736	0.40%
City Attorney	25,316,981	29,706,566	30,853,815	3.86%
General Administration Total	**37,068,976**	**44,578,560**	**48,178,391**	**8.08%**
Economic Development				
Economic Mobility Division	1,401,143	1,575,149	1,874,510	19.01%
Business Development Division	584,055	1,173,748	1,407,762	19.94%
Operations and Communications	2,894,709	1,990,544	2,538,504	27.53%
Economic Development Total	**4,879,907**	**4,739,440**	**5,820,776**	**22.82%**
Independent Agencies				
Civil Service Commission	1,415,050	1,746,738	1,702,482	(2.53%)
Division of the Clerk and Recorder	2,306,861	2,860,775	2,911,373	1.77%
City Council	4,299,092	4,691,257	6,029,994	28.54%
Auditor	6,193,645	6,866,454	8,695,888	26.64%
Denver District Attorney	21,617,554	22,737,373	24,133,899	6.14%
Denver County Court	21,980,464	23,283,663	23,758,329	2.04%
Office of Municipal Public Defender	880,829	1,028,663	1,317,101	28.04%
Office of Human Resources	7,400,690	7,790,453	9,642,093	23.77%
OHR Human Resource Services	4,151,748	4,657,901	4,661,791	0.08%
Hearing Office	490,675	532,394	563,948	5.93%
Election Division	4,526,216	7,182,327	4,512,195	(37.18%)
Board of Adjustment for Zoning Appeals	304,782	328,120	353,168	7.63%
Independent Agencies Total	**75,567,605**	**83,706,119**	**88,282,261**	**5.47%**
Finance				
Office of the Chief Financial Officer	979,922	11,120,048	1,895,223	(82.96%)
Assessment Division	4,823,230	4,707,827	5,222,837	10.94%
Treasury Division	15,648,574	17,609,645	17,837,692	1.30%
Annual Rental Payments	21,580,957	21,365,400	22,537,200	5.48%
Downtown Historic District Tax Rebate	300,000	300,000	300,000	0.00%
Hotel Tax Increment	2,741,805	2,925,500	2,925,500	0.00%
Payments-Elderly and Disabled	1,595,029	2,525,000	0	0

FOR CITY SERVICES VISIT DenverGov.org | CALL 311

	2015 Actual	2016 Appropriated	2017 Estimated	% Change 16 - 17
Unemployment Comp Insurance	700,000	1,200,000	1,200,000	0.00%
Workers' Compensation Billings	6,696,600	10,829,000	10,072,100	(6.99%)
Cash, Risk & Capital Funding	10,792,263	12,884,089	15,437,980	19.82%
Controller's Office	7,281,248	8,019,009	8,505,703	6.07%
Division of Real Estate	1,260,896	1,567,406	2,639,088	68.37%
Budget and Management	3,103,691	3,691,276	3,470,986	(5.97%)
Finance Total	**77,504,215**	**98,744,201**	**92,044,309**	**(6.79%)**
Community Planning and Development				
Office of the Manager	2,920,989	3,522,069	3,579,517	1.63%
Development Services	14,927,095	17,540,464	18,904,481	7.78%
Planning Services Division	2,647,999	3,972,939	5,077,119	27.79%
North Denver Cornerstone Collaborative	788,330	1,018,821	1,233,663	21.09%
Community Planning and Development Total	**21,284,414**	**26,054,293**	**28,794,780**	**10.52%**
General Services				
General Services Administration	765,092	816,082	872,742	6.94%
Purchasing	2,315,348	2,620,046	2,695,880	2.89%
Strategic Initiatives	27,150,026	28,969,329	28,859,175	(0.38%)
Facilities Management	16,614,022	17,684,745	18,357,840	3.81%
General Services Total	**46,844,488**	**50,090,201**	**50,785,637**	**1.39%**
Technology Services				
Denver Media Services	1,539,950	1,451,527	1,741,107	19.95%
Office of the Chief Information Officer	2,760,350	3,575,218	1,837,462	(48.61%)
Operations	25,555,056	27,220,972	33,517,694	23.13%
Applications Development	19,733,669	22,640,929	23,617,855	4.31%
Denver 311	1,881,692	1,944,291	1,918,022	(1.35%)
Technology Services Total	**51,470,716**	**56,832,937**	**62,632,140**	**10.20%**
Public Safety				
Safety Management	3,827,369	4,487,630	5,130,531	14.33%
Safety Programs	6,656,389	7,921,057	8,433,491	6.47%
Police Department Administration	29,142,186	32,564,132	35,053,687	7.65%
Police Department Operations	180,328,939	179,835,214	188,614,665	4.88%
Fire Department Administration	21,546,923	23,933,096	25,427,738	6.25%
Fire Department Operations	103,715,536	104,585,847	108,585,195	3.82%
Sheriff Administration	10,589,481	20,131,065	20,349,229	1.08%
Sheriff Operations	108,030,014	112,182,368	118,456,191	5.59%
911 Emergency Communications	5,769,820	7,214,834	7,614,518	5.54%
Public Safety Total	**469,606,658**	**492,855,242**	**517,665,245**	**5.03%**
Parks and Recreation and Cultural Facilities				
Parks and Recreation Administration	3,111,959	3,848,645	4,028,407	4.67%
Parks and Planning	30,609,292	37,427,533	39,415,295	5.31%
Mountain Parks	929,396	1,185,446	1,074,613	(9.35%)
CSU Cooperative Extension	155,938	159,400	159,400	0.00%

	2015 Actual	2016 Appropriated	2017 Estimated	% Change 16 - 17
Buffalo Bill Museum	333,110	365,283	378,384	3.59%
Recreation Division	19,258,053	21,033,598	23,939,562	13.82%
Denver Public Library	41,304,767	43,323,887	46,548,926	7.44%
Parks and Recreation and Cultural Facilities Total	**95,702,515**	**107,343,793**	**115,544,587**	**7.64%**
Public Works				
Office of the Executive Director	800,608	1,182,824	1,382,366	16.87%
Finance and Administration	12,179,479	12,804,440	13,163,982	2.81%
Policy, Planning and Sustainability	1,222,962	1,455,763	1,445,284	(0.72%)
Right-of-Way Services	18,550,905	21,962,450	22,197,593	1.07%
Capital Projects Management	5,722,302	6,882,284	7,260,032	5.49%
Transportation and Mobility	12,286,649	15,018,575	16,092,338	7.15%
Street Lighting	2,611,708	2,600,000	3,100,000	19.23%
National Western Center Office	0	493,500	1,007,624	104.18%
Street Maintenance	16,314,528	16,804,850	19,335,582	15.06%
Solid Waste	20,649,309	21,445,312	24,260,490	13.13%
Fleet Management	12,894,703	16,994,539	16,241,595	(4.43%)
Public Works Total	**103,233,153**	**117,644,537**	**125,486,886**	**6.67%**
Environmental Health				
Community Health	708,750	894,148	1,409,967	57.69%
Public Health Inspection	2,875,611	3,331,141	3,443,368	3.37%
Denver Animal Protection	3,672,979	3,936,655	3,913,708	(0.58%)
Office of the Medical Examiner	2,839,376	3,208,712	3,220,032	0.35%
Office of the Executive Director	1,266,114	1,221,996	991,221	(18.89%)
Office of Sustainability	285,601	293,487	302,204	2.97%
Payment - Denver Cares	4,075,500	3,066,031	0	0
Payment - Medically Indigent	30,777,300	30,777,300	30,777,300	0.00%
Payment - Park Hill Clinic Financing	71,870	123,694	133,076	7.58%
Payment - Poison Center	96,900	207,883	156,900	(24.52%)
Payment - Public Health Clinical	2,630,600	2,713,366	2,775,954	2.31%
Environmental Health Total	**49,300,602**	**49,774,415**	**47,123,730**	**(5.33%)**
General Fund Total Operations	**1,032,463,249**	**1,132,363,738**	**1,182,358,742**	**4.42%**
General Fund Transfers				
Transfer to General Government SRF	148,118	265,019	0	0
Transfer to Alternative Transportation SRF	433,700	483,700	483,700	0.00%
Transfer to Business Incentives SRF	1,200,000	2,400,000	1,200,000	(50.00%)
Transfer to Housing Investment SRF	2,250,000	6,500,000	2,879,600	(55.70%)
Transfer to Safety Special Revenue Fund	67,000	67,000	67,000	0.00%
Transfer to Crime Control & Prevention Fund	3,300,000	3,750,000	5,962,938	59.01%
Transfer to Human Services Special Revenue Fund	75,000	4,970,617	7,300,000	46.86%
Transfer to Arts and Venues Denver	5,781	1,750	0	0

FOR CITY SERVICES VISIT DenverGov.org | CALL 311

	2015 Actual	2016 Appropriated	2017 Estimated	% Change 16 - 17
Transfer to Convention Complex SRF	2,500,000	2,500,000	2,500,000	0.00%
Transfer to Economic Opportunity SRF	573,700	573,700	573,700	0.00%
Transfer to Social Impact Bonds SRF	900,000	2,900,000	3,200,000	10.34%
Transfer to Training SRF	75,000	75,000	75,000	0.00%
Transfer to Fleet Replacement SRF	22,056,100	23,485,196	27,371,938	16.55%
Transfer to Liability Claims SRF	3,000,000	3,000,000	2,000,000	(33.33%)
Transfer to Capital Improvement Projects Fund	85,790,000	35,885,000	42,900,105	19.55%
Transfer to CIF - Innovation Projects	10,500,000	11,000,000	11,000,000	0.00%
Transfer to CIF - Radio Replacement	1,652,600	2,552,600	1,552,600	(39.18%)
Transfer to CIF - User Component Repl	1,395,000	1,395,000	1,395,000	0.00%
Transfer to CIF - Infrastructure Repl	1,000,000	2,040,085	2,040,085	0.00%
Transfer to CIF - Strategic Resource	3,800,000	4,400,000	2,650,000	(39.77%)
Transfer to CIF - Sheriff Reform	0	4,130,000	3,075,000	(25.54%)
Transfer to CIF - System Upgrades	0	0	1,000,000	0
Transfer to Convention Center Capital Projects	1,000,000	2,000,000	2,000,000	0.00%
Transfer to Grant/Other CIF	0	0	840,000	0
Transfer to Art Museum	1,325,200	1,378,208	1,398,881	1.50%
Transfer to Museum of Nature & Science	1,032,500	1,068,900	1,084,934	1.50%
Transfer to Botanic Gardens	992,900	1,042,545	1,058,183	1.50%
Transfer to Zoological Gardens	2,113,000	2,139,230	2,173,120	1.58%
Transfer to Four Mile Historic Park	66,600	66,600	66,600	0.00%
Transfer to Municipal Band	51,000	51,000	51,000	0.00%
Transfers Total	**147,303,199**	**120,121,150**	**127,899,384**	**6.48%**
General Fund Annual Appropriations	**1,179,766,448**	**1,252,484,888**	**1,310,258,126**	**4.61%**
General Fund Contingency	0	25,355,781	25,965,000	2.40%
General Fund Total Appropriations	**1,179,766,448**	**1,277,840,669**	**1,336,223,126**	**4.57%**
Appropriated Special Revenue Funds				
Economic Development	2,042,203	2,183,127	573,700	(73.72%)
Culture and Recreation	39,502,517	41,935,319	41,055,615	(2.10%)
Human Services	129,675,673	157,833,962	180,262,592	14.21%
Total Appropriated Special Revenue Funds	**171,220,393**	**201,952,408**	**221,891,907**	**9.87%**
Internal Service Funds - Operations				
Workers Compensation	13,590,987	13,795,041	15,116,401	9.58%
Fleet Maintenance	1,596,880	0	0	0
Asphalt Plant	8,624,763	9,161,126	9,186,267	0.27%
Total Internal Service Funds - Operations	**23,812,630**	**22,956,167**	**24,302,668**	**5.87%**
Enterprise Funds - Operations				
Wastewater Management	117,186,556	178,292,761	181,899,782	2.02%
Aviation	375,119,156	411,456,700	429,972,252	4.50%
Environmental Services	15,205,178	11,928,928	10,721,421	(10.12%)
Golf	9,038,552	11,122,844	11,436,409	2.82%

All Funds by Appropriation

	2015 Actual	2016 Appropriated	2017 Estimated	% Change 16 - 17
Total Enterprise Funds - Operations	**516,549,442**	**612,801,233**	**634,029,864**	**3.46%**
All Funds Total Operations	**1,891,348,914**	**2,115,550,476**	**2,216,447,565**	**4.77%**
Less Duplications Budgeted (All Funds)				
Internal Service and Interfund Transfers	(249,225,835)	(271,592,516)	(282,272,983)	3.93%
Total Net Operations (All Funds)	**1,642,123,079**	**1,843,957,960**	**1,934,174,582**	**4.89%**
Capital Projects Funds				
Winter Park and Recreation Funds	2,658,964	2,529,748	2,674,600	5.73%
Capital Improvements	99,506,431	134,667,533	149,056,384	10.68%
State Conservation Trust Funds (Lottery)	5,778,407	6,616,773	6,627,240	0.16%
Bond Project Funds	18,334,159	160,657,072	103,410,077	(35.63%)
Grant/Other Capital Funds	22,647,771	14,484,581	33,342,210	130.19%
Entertainment and Cultural Capital Funds	3,823,197	8,752,351	9,699,377	10.82%
Subtotal Capital Projects Funds	**152,748,929**	**327,708,058**	**304,809,888**	**(6.99%)**
Wastewater Management	21,450,101	27,350,000	38,450,000	40.59%
Aviation	46,260,957	47,316,700	48,197,707	1.86%
Environmental Services	3,082,825	8,413,589	8,394,657	(0.23%)
Golf	884,450	850,000	500,000	(41.18%)
Subtotal Capital Projects Funds	**71,678,332**	**83,930,289**	**95,542,364**	**13.84%**
Total Capital Projects Funds	**224,427,261**	**411,638,347**	**400,352,252**	**(2.74%)**

FOR CITY SERVICES VISIT DenverGov.org | CALL 311

Personnel Comparison

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

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

The number of FTE shown for each agency includes:

Permanent FTE	The agency's permanent complement
Other FTE	Temporary and on-call employees and seasonal labor
Uniformed FTE	Police officers, firefighters, and deputy sheriffs

The breakdown among the types of FTE can be found on the agency's budget summary page in the Agency Detail section of the budget document.

	2015 Budgeted		2016 Appropriated		2017 Recommended		2017 Change	
Agency/Department	**Perm**	**Temp**	**Perm**	**Temp**	**Perm**	**Temp**	**Perm**	**Temp**
General Fund								
Mayor's Office	15.00	0.00	14.00	0.00	13.00	0.00	(1.00)	0.00
Office of Children's Affairs	9.45	0.00	10.45	0.75	10.45	1.75	0.00	1.00
Office of HOPE	0.00	0.00	0.00	0.00	4.00	0.00	4.00	0.00
Board of Ethics	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Human Rights and Community Partnerships	11.90	0.00	13.40	0.50	16.90	4.30	3.50	3.80
Office of Independent Monitor	11.00	0.00	11.00	2.00	11.00	2.40	0.00	0.40
Emergency Management and Homeland Security	7.00	0.00	7.00	0.00	8.00	0.00	1.00	0.00
Office of Special Events	4.00	0.00	5.00	0.00	6.00	0.00	1.00	0.00
Office of Marijuana Policy	0.00	0.00	1.50	2.00	1.50	3.00	0.00	1.00
Excise & Licenses	34.00	1.60	22.50	8.74	22.50	9.74	0.00	1.00
City Attorney	199.50	7.00	212.50	17.00	214.50	17.00	2.00	0.00
General Administration	**292.85**	**8.60**	**298.35**	**30.99**	**308.85**	**38.19**	**10.50**	**7.20**
Economic Mobility Division	17.00	0.00	18.00	0.00	18.05	0.00	0.05	0.00
Business Development Division	3.00	0.00	9.00	0.00	10.65	0.02	1.65	0.02
Operations and Communications	14.25	0.00	13.25	1.00	12.25	1.00	(1.00)	0.00
Economic Development	**34.25**	**0.00**	**40.25**	**1.00**	**40.95**	**1.02**	**0.70**	**0.02**
Division of the Clerk and Recorder	31.00	3.00	30.00	2.50	30.00	2.50	0.00	0.00
City Council	42.75	0.00	43.75	0.00	57.00	0.00	13.25	0.00
Auditor	52.00	0.00	52.00	0.00	66.00	0.00	14.00	0.00

Agency/Department	2015 Budgeted Perm	2015 Budgeted Temp	2016 Appropriated Perm	2016 Appropriated Temp	2017 Recommended Perm	2017 Recommended Temp	2017 Change Perm	2017 Change Temp
Denver District Attorney	190.00	0.73	192.50	1.00	197.50	1.00	5.00	0.00
Denver County Court	239.00	9.70	239.00	3.65	239.00	2.65	0.00	(1.00)
Office of Municipal Public Defender	8.50	0.00	9.50	1.00	12.50	1.00	3.00	0.00
Office of Human Resources	105.75	0.00	110.50	0.00	112.50	6.00	2.00	6.00
Hearing Office	4.00	0.00	4.00	0.00	4.00	0.00	0.00	0.00
Election Division	21.00	60.00	21.00	55.90	21.00	28.39	0.00	(27.51)
Board of Adjustment for Zoning Appeals	4.25	0.10	4.25	0.12	4.25	0.12	0.00	0.00
Civil Service Commission	9.00	7.25	9.00	5.50	9.00	4.50	0.00	(1.00)
Independent Agencies	**707.25**	**80.78**	**715.50**	**69.67**	**752.75**	**46.16**	**37.25**	**(23.51)**
Office of the Chief Financial Officer	8.00	0.00	9.00	0.00	10.00	0.00	1.00	0.00
Assessment Division	55.00	2.75	55.00	0.80	58.00	0.80	3.00	0.00
Treasury Division	173.00	0.50	185.00	1.50	185.00	1.50	0.00	0.00
Cash, Risk & Capital Funding	16.00	0.00	18.00	0.00	18.00	0.00	0.00	0.00
Controller's Office	89.00	0.00	90.00	0.00	90.00	1.00	0.00	1.00
Division of Real Estate	7.00	0.00	8.00	0.00	7.00	0.00	(1.00)	0.00
Budget and Management	26.50	0.00	26.50	0.00	25.50	0.00	(1.00)	0.00
Finance	**374.50**	**3.25**	**391.50**	**2.30**	**393.50**	**3.30**	**2.00**	**1.00**
Office of the Manager	27.00	0.00	26.00	3.00	29.00	5.00	3.00	2.00
Development Services	152.00	0.00	154.00	16.00	159.00	24.00	5.00	8.00
Planning Services Division	31.00	0.00	33.00	4.00	43.00	4.00	10.00	0.00
North Denver Cornerstone Collaborative	4.00	0.00	1.00	5.00	2.00	5.00	1.00	0.00
Community Planning and Development	**214.00**	**0.00**	**214.00**	**28.00**	**233.00**	**38.00**	**19.00**	**10.00**
General Services Administration	10.25	0.00	10.25	0.00	10.25	0.00	0.00	0.00
Purchasing	25.00	0.00	26.00	0.00	27.00	0.00	1.00	0.00
Strategic Initiatives	7.00	0.00	6.00	0.00	6.00	0.00	0.00	0.00
Facilities Management	101.00	0.00	101.00	0.00	101.00	0.00	0.00	0.00
General Services	**143.25**	**0.00**	**143.25**	**0.00**	**144.25**	**0.00**	**1.00**	**0.00**

FOR CITY SERVICES VISIT DenverGov.org | CALL 311

Agency/Department	2015 Budgeted Perm	2015 Budgeted Temp	2016 Appropriated Perm	2016 Appropriated Temp	2017 Recommended Perm	2017 Recommended Temp	2017 Change Perm	2017 Change Temp
Denver Media Services	10.00	1.50	9.00	5.49	11.00	5.49	2.00	0.00
Office of the Chief Information Officer	17.00	0.00	19.00	0.00	8.00	0.00	(11.00)	0.00
Operations	121.00	0.00	124.00	1.00	135.00	0.00	11.00	(1.00)
Applications Development	103.00	0.00	107.00	1.00	118.00	0.00	11.00	(1.00)
Denver 311	30.00	2.00	30.00	3.10	30.00	3.10	0.00	0.00
Technology Services	**281.00**	**3.50**	**289.00**	**10.59**	**302.00**	**8.59**	**13.00**	**(2.00)**
Safety Management	28.00	0.00	38.00	0.00	40.00	0.00	2.00	0.00
Safety Programs	52.00	34.50	57.00	33.50	63.00	33.50	6.00	0.00
Police Department Administration - Civilian	162.00	0.00	188.00	0.00	186.00	15.00	(2.00)	15.00
Police Department Administration - Uniform	108.00	0.00	95.00	0.00	103.00	0.00	8.00	0.00
Police Department Operations - Civilian	149.00	0.00	140.00	1.00	142.00	0.00	2.00	(1.00)
Police Department Operations - Uniform	1,331.00	0.00	1,360.00	0.00	1,400.00	0.00	40.00	0.00
Fire Department Administration - Civilian	29.50	0.00	31.00	2.00	32.00	3.00	1.00	1.00
Fire Department Administration - Uniform	129.00	0.00	131.00	0.00	133.00	0.00	2.00	0.00
Fire Department Operations - Civilian	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Fire Department Operations - Uniform	827.00	0.00	865.00	0.00	872.00	0.00	7.00	0.00
Sheriff Administration - Civilian	21.00	0.00	59.20	3.00	76.20	3.00	17.00	0.00
Sheriff Administration - Uniform	35.00	0.00	49.00	0.00	46.50	1.00	(2.50)	1.00
Sheriff Operations - Civilian	184.39	0.00	174.14	0.00	161.14	0.00	(13.00)	0.00
Sheriff Operations - Uniform	706.59	0.00	734.29	0.00	780.34	0.00	46.05	0.00
911 Emergency Communications	68.00	0.00	84.00	0.00	85.16	0.00	1.16	0.00
Public Safety	**3,831.48**	**34.50**	**4,005.63**	**39.50**	**4,120.34**	**55.50**	**114.71**	**16.00**
Denver Public Library	540.25	10.25	551.50	12.25	561.75	12.00	10.25	(0.25)
Parks and Recreation Administration	32.00	0.50	32.00	0.55	33.00	0.55	1.00	0.00
Parks and Planning	255.50	108.29	261.00	131.66	271.50	142.63	10.50	10.97

Agency/Department	2015 Budgeted Perm	2015 Budgeted Temp	2016 Appropriated Perm	2016 Appropriated Temp	2017 Recommended Perm	2017 Recommended Temp	2017 Change Perm	2017 Change Temp
Mountain Parks	6.00	4.00	7.75	2.65	7.75	2.65	0.00	0.00
Buffalo Bill Museum	4.00	0.00	4.00	0.99	4.00	0.99	0.00	0.00
Recreation Division	136.00	200.25	139.00	246.55	142.00	285.99	3.00	39.44
Parks and Recreation and Cultural Facilities	**973.75**	**323.29**	**995.25**	**394.66**	**1,020.00**	**444.82**	**24.75**	**50.16**
Office of the Executive Director	5.25	0.00	6.25	0.00	6.25	0.00	0.00	0.00
Finance and Administration	54.00	0.50	55.00	2.34	56.00	2.34	1.00	0.00
Policy, Planning and Sustainability	10.50	0.00	11.00	1.00	11.00	1.00	0.00	0.00
Right-of-Way Services	147.50	4.00	163.00	12.78	166.00	10.30	3.00	(2.48)
Capital Projects Management	40.00	0.00	42.00	9.00	46.00	10.00	4.00	1.00
Transportation and Mobility	118.00	1.00	128.00	7.12	136.00	7.12	8.00	0.00
National Western Center Office	0.00	0.00	0.00	0.00	2.00	3.00	2.00	3.00
Street Maintenance	174.34	3.00	183.34	7.10	220.34	7.10	37.00	0.00
Solid Waste	173.33	16.00	173.33	23.37	175.33	23.37	2.00	0.00
Fleet Management	89.00	0.00	88.00	0.00	89.00	0.00	1.00	0.00
Public Works	**811.92**	**24.50**	**849.92**	**62.71**	**907.92**	**64.23**	**58.00**	**1.52**
Community Health	8.00	0.00	7.00	1.20	7.00	4.00	0.00	2.80
Public Health Inspection	36.00	0.00	37.00	3.58	37.00	4.00	0.00	0.42
Denver Animal Protection	49.50	2.25	49.50	2.73	49.00	3.06	(0.50)	0.33
Office of the Medical Examiner	21.00	0.40	20.00	7.55	20.00	7.44	0.00	(0.11)
Office of the Executive Director	11.00	0.00	11.00	1.10	9.00	1.10	(2.00)	0.00
Office of Sustainability	3.00	0.00	1.00	2.00	1.00	2.00	0.00	0.00
Environmental Health	**128.50**	**2.65**	**125.50**	**18.16**	**123.00**	**21.60**	**(2.50)**	**3.44**
Total General Fund	**7,792.75**	**481.07**	**8,068.15**	**657.58**	**8,346.56**	**721.40**	**278.41**	**63.83**
Internal Service Funds								
Workers Compensation	18.00	0.00	18.00	0.00	18.00	0.00	0.00	0.00
Asphalt Plant	8.00	0.00	8.00	0.00	8.00	0.00	0.00	0.00
Total Internal Service Funds	**26.00**	**0.00**	**26.00**	**0.00**	**26.00**	**0.00**	**0.00**	**0.00**
Enterprise Funds								
Wastewater Management	303.33	10.65	294.33	15.05	296.33	16.05	2.00	1.00

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Personnel Comparison

Agency/Department	2015 Budgeted Perm	2015 Budgeted Temp	2016 Appropriated Perm	2016 Appropriated Temp	2017 Recommended Perm	2017 Recommended Temp	2017 Change Perm	2017 Change Temp
Aviation	1,237.00	38.25	1,237.00	38.25	1,237.00	38.25	0.00	0.00
Environmental Services	40.34	1.00	38.00	7.25	39.00	7.25	1.00	0.00
Golf	46.00	162.12	41.00	59.72	46.00	58.88	5.00	(0.83)
Total Enterprise Funds	**1,626.67**	**212.02**	**1,610.33**	**120.27**	**1,618.33**	**120.43**	**8.00**	**0.17**
Special Revenue Funds								
General Government	5.00	0.00	6.60	0.00	13.00	0.00	6.40	0.00
Public Safety	110.00	0.00	119.55	2.75	99.13	4.17	(20.42)	1.42
Human Services	1,020.00	0.00	1,027.00	106.27	1,148.75	81.63	121.75	(24.64)
Health	8.00	0.00	7.00	1.50	7.00	1.67	0.00	0.17
Culture and Recreation	129.00	0.00	112.25	43.98	111.75	40.73	(0.50)	(3.25)
Economic Development	18.50	0.00	0.00	21.58	9.62	1.00	9.62	(20.58)
Grants	262.30	1.00	24.79	131.88	72.04	21.61	47.25	(110.27)
Total Special Revenue Funds	**1,552.80**	**1.00**	**1,297.19**	**307.96**	**1,461.29**	**150.81**	**164.10**	**(157.15)**
Total Other Funds	**3,205.47**	**213.02**	**2,933.52**	**428.22**	**3,105.62**	**271.24**	**172.10**	**(156.98)**
Total Citywide Personnel (All Funds)	**10,998.22**	**694.09**	**11,001.67**	**1,085.80**	**11,452.18**	**992.64**	**450.51**	**(93.16)**

Note: 1) Beginning in 2016, limited positions were moved to the "Temp" column (previously labeled "Other") from the "Perm" column. 2) There are positions in the General Fund, represented in the table above, that are reimbursed by other funds via internal billings. In 2017 the total number of billed positions is 245.75.

General Fund

General Fund Summary

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

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

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

Financial Resources include all revenues received by the General Fund. The sources and amounts are detailed in Schedule 100A.

Uses of Resources summarizes the City's anticipated expenditures.

Annual Appropriations are appropriations to General Fund agencies for operating expenses (personnel, supplies and materials, capital equipment, and internal service charges) and transfers.

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

The **Unspent Agency Appropriations** are subtracted from total possible expenditures to reflect the anticipated total use of resources.

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

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

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

Assigned Fund Balance includes prepaid items and other assignments of fund balance per Governmental Accounting Standards Board (GASB) Statement No. 54.

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

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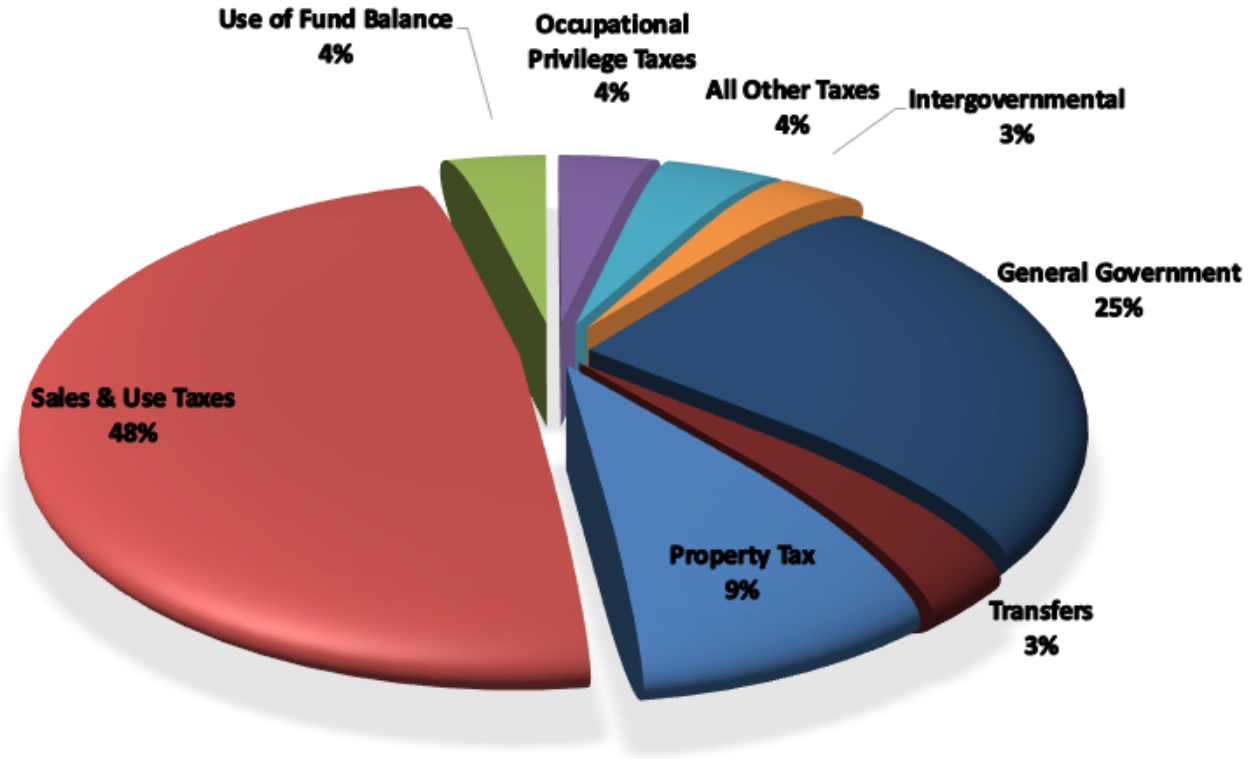
General Fund

General Fund Financial Summary, Schedule 100

In Thousands	2013 Actual	2014 Actual	2015 Actual	2016 Revised	2017 Recommended
Financial Resources					
Fund Revenues	997,190	1,078,417	1,148,464	1,189,910	1,232,213
Transfers	38,648	46,257	55,843	41,817	40,819
Total	**1,035,838**	**1,124,674**	**1,204,307**	**1,231,727**	**1,273,032**
Uses of Resources					
Annual Appropriations	976,095	1,049,731	1,179,766	1,252,485	1,310,258
GASB54Adj	2,570	0	0	0	0
General Contingency	0	0	0	25,356	25,965
Estimated Unspent Appropriations	0	0	0	(12,000)	(12,000)
	978,665	**1,049,731**	**1,179,766**	**1,265,841**	**1,324,223**
Net Increase/(Decrease) in Fund Balance	57,173	74,943	24,541	(34,114)	(51,191)
Unassigned Fund Balance - January 1	**146,695**	**196,943**	**265,762**	**285,552**	**251,438**
(Increase)/Decrease In Designated Reserves	(6,925)	(6,124)	(4,751)	0	0
Unassigned Fund Balance - December 31	**196,943**	**265,762**	**285,552**	**251,438**	**200,247**
Prepaid Items And Other Reserves	38,704	44,828	49,579	49,579	49,579
Total Fund Balance - December 31	**235,647**	**310,590**	**335,131**	**301,017**	**249,826**
GASB 54 Adjustment		52,758	62,246		
Net Non Cash Adjustment		668	(3,177)		
Total CAFR Fund Balance - December 31		**364,016**	**394,200**		

General Fund

General Fund Revenue Summary Chart, Schedule 100A



(In Millions)

Asset Type	Amount
Property Tax	$118.78
Sales & Use Taxes	$638.51
Use of Fund Balance	$51.19
Occupational Privilege Taxes	$49.44
All Other Taxes	$56.76
Intergovernmental	$35.76
General Government	$332.94
Transfers	$40.81
	$1,324.19

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General Fund

General Fund Summary- Estimated Revenues, Schedule 100A

	2015 Actuals	2016 Revised	2017 Projected
Taxes			
Property	108,764,399	117,415,514	118,783,108
Sale and Use	581,922,171	612,701,670	638,511,038
Lodgers	23,072,389	24,226,008	26,037,309
Occupational Privilege	48,292,453	48,858,759	49,445,064
Motor Veh Own Tax/Fee	26,647,260	27,000,100	28,080,061
Telecommunications	2,692,199	2,650,000	2,650,000
Miscellaneous Other	0	0	0
Taxes Subtotal	**791,390,871**	**832,852,051**	**863,506,580**
Intergovernmental			
Payment In Lieu of Taxes	28,716	56,800	56,800
Highway Users	19,008,682	19,843,403	21,093,822
Cigarette	2,224,006	1,890,225	1,890,225
Miscellaneous Other	12,007,153	12,413,670	12,722,834
Intergovernmental Subtotal	**33,268,556**	**34,204,098**	**35,763,681**
General Government			
Licenses and Permits	52,183,590	47,737,494	48,066,094
Fines and Forfeits	55,796,561	55,772,559	56,285,759
Cable Franchise	7,724,947	8,285,668	8,285,668
Interest Income	7,122,861	8,006,284	9,299,727
Fees	69,499,952	66,579,600	66,966,706
Charges for Services	16,252,551	18,499,180	18,970,712
Use Charges	28,394,789	28,305,958	29,910,344
Internal Service and Indirect Cost	75,084,915	77,235,843	83,004,205
Investment Service	892,397	800,000	800,000
Miscellaneous Other	10,852,239	11,630,777	11,353,058
General Government Subtotal	**323,804,801**	**322,853,363**	**332,942,273**
Transfers			
Excise Tax	46,425,668	38,581,698	39,803,527
Miscellaneous Other	9,417,003	3,235,000	1,015,000
Transfers Subtotal	**55,842,671**	**41,816,698**	**40,818,527**
General Fund Total Revenues	**1,204,306,900**	**1,231,726,210**	**1,273,031,061**

Economic Overview

In 2015, Denver's economy exhibited strength across several areas, ranging from housing and construction, to lodging activity, to employment growth and retail trade. Taken together, the strong performance displayed across these sectors pointed to the vibrancy of Denver's growing economy in 2015. Home values increased by an average of 10 percent each month and the City's construction permitting revenue grew by 50 percent. New hotel inventory coupled with rising room rates contributed to a nearly 10 percent increase in the City's lodgers' tax revenue. Employment in the Denver metro area grew by 3.5 percent and the unemployment rate fell from 4 percent at the close of 2014 to 3.1 percent at the close of 2015. Retail trade, as measured by the City's core sales tax collections, continued building off of the momentum of the prior four years, and increased by 4 percent year-over-year.

In the first part of 2016, Denver's economy has continued to do well although some areas point to a moderation of growth. Year-over-year home price appreciation averaged just under 10 percent during the first five months of the year while July year-to-date construction permitting revenue fell by 18 percent. Through July, room rates in Denver-area lodging facilities increased 5.4 percent, slightly behind last year's July year-to-date room rate growth of 8.0 percent. Year-over-year growth in Denver-area employment totaled 3.1 percent through July, down from last year's employment growth of 4.0 percent during the same period. And the City's core sales tax collections through July have outpaced last year's performance, increasing 7.4 percent compared to 3.8 percent growth last year.

The 2016 revised and 2017 beginning revenue forecasts were prepared amid this economic climate that continues to show strength at the same time it shows signs of possible moderation. Forecasts of the City's economically-driven revenue streams assume continued growth in the economy, though at a more moderate pace.

Revised 2016 General Fund Estimate

The revised 2016 General Fund revenue estimate totals $1,231,726,210. This represents an increase of $27,419,310 or 2.3 percent over 2015 actual collections and a $19,628,513 or 1.6 percent increase over the original forecast. Growth over 2015 actuals is the net result of a number of anticipated revenue increases and decreases, including: $41,461,180 in tax revenue growth; a $935,542 increase in intergovernmental revenue; a net decrease of $951,438 in General Government collections; and a $14,025,973 decrease in transfer revenue.

Tax revenue in 2016 is projected to total $832,852,051, representing an increase of $41,461,180 or 5.2 percent over 2015 actual collections and an $11,059,661 or 1.3 percent increase over the original forecast. Projected growth in sales tax collections is responsible for three-fourths of tax revenue growth in 2016. Property tax makes up the next largest share of growth, followed by lodgers' tax, occupational privilege tax, and motor vehicle ownership tax.

The 2016 estimate for intergovernmental revenue totals $34,204,098, reflecting an increase of $935,542 or 2.8 percent over 2015 actual collections. Contributing to this increase is growth in State highway users tax revenue, retail marijuana sales tax that the State shares back with Denver, and local government revenue. Partially offsetting growth are decreases in State severance tax and cigarette tax rebate collections.

General government revenue includes a wide range of revenue streams, including licenses and permits, fines, fees, and charges for services. In 2016, general government revenue is estimated to decrease by a net $951,438 or 0.3 percent compared to 2015 actual revenue. Factors contributing to this decrease include: a reduction in the City's franchise fee revenue from Xcel Energy, a decrease in construction permitting revenue, lower photo radar traffic fine collections, a decrease in revenue from the sale of City vehicles, and miscellaneous other decreases. Partially offsetting these decreases are increases in: billings revenue from other City funds, external service charges tied to the Fire Department's 2016 internal government agreement with the City of Englewood and City of Sheridan, plan checking revenue, investment income, parking fines, and revenue from repair and maintenance charges to non-General Fund agencies for vehicle repairs and fuel.

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In 2016, transfer revenue is estimated to decrease by $14,025,973 or 25.1 percent compared to 2015 actual collections. Three separate factors are driving this decrease: a portion of the Excise Tax Transfer is being dedicated to the National Western Center and Colorado Convention Center projects and bond issuance approved by voters in November 2015; revenue from the Colorado Convention Center special revenue fund is not available for transfer in 2016; and some large one-time transfers from 2015 are not carrying forward into 2016. Partially offsetting these decreases is a transfer to reimburse the General Fund for a contingency outlay in support of a 2015 land acquisition.

Beginning 2017 General Fund Forecast

The General Fund revenue forecast for 2017 totals $1,273,031,061. This is a net increase of $41,304,851 or 3.4 percent over the 2016 revised estimate. Factors contributing to this increase include: $30,654,529 in tax revenue growth; a $1,559,583 increase in intergovernmental revenue; a $10,088,910 increase in General Government collections; and a $998,171 decrease in transfer revenue.

The 2017 forecast for tax revenue is increasing by $30,654,529 or 3.7 percent over the 2016 revised forecast. Most of this projected increase is attributable to growth in sales tax revenue.

Intergovernmental revenue in 2017 is forecasted to increase by $1,559,583 or 4.6 percent. This growth is driven by a projected increase in highway user tax collections.

General government revenue is projected to increase by $10,088,910 or 3.1 percent. Factored into this projection is $3,630,624 in expansion revenue submitted by agencies. Without this revenue, General Government collections would have increased by a projected $6,458,286 or 2.0 percent in 2017.

The 2017 forecast for transfer revenue is decreasing by $998,171 or 2.4 percent from the 2016 revised estimate. Contributing to this decrease is a one-time transfer not carrying forward into 2017. This revenue reduction is partially offset by growth in the Excise Tax transfer to the General Fund.

Taxes

Property Tax

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

According to state statute, all assessable real and personal property must be re-appraised every two years. Property taxes collectable in 2017 are based on values established during the 2015 re-appraisal combined with any physical changes to property, including new construction, completed prior to January 1, 2015.

The Gallagher Amendment requires that residential property carry 45.0 percent of the state-wide burden of all property taxes, with all other property owners (commercial, industrial) carrying a 55.0 percent share. To maintain this balance, the ratio of assessment on residential property is adjusted in re-appraisal years.

Residential assessed values are established by multiplying the actual value (full market value) by the assessment ratio, which is established in re-appraisal years by the State Division of Property Taxation and approved by the Colorado General Assembly. The 2016 General Fund mill levy for property taxes due in 2017 totals 8.942.

In November 2012, voters approved ballot measure 2A, eliminating TABOR growth restrictions on the City's property tax revenue. In place of the TABOR growth cap, property tax revenue to the General Fund and other affected funds is

subject to a cap equal to 6 percent plus local growth. For property taxes due in 2016, this cap was triggered for the first time due to significant increases in property valuation during the 2015 re-appraisal. To stay within the City's allowable growth limit in 2016, 2.848 mills were credited, including 1.403 General Fund mills. For 2017, total property tax collections to the General Fund are not anticipated to exceed the 2A cap.

2016 Estimate

The 2016 estimate for property tax totals $117,415,514, representing an $8,651,115 or 8.0 percent increase over 2015 actual property tax collections. This growth is within the City's allowable growth rate approved by voters in the 2012 ballot measure discussed above.

2017 Forecast

Property tax is projected to increase by $1,367,594 or 1.2 percent in 2017 to $118,783,108. Factored into this estimate are incremental property tax associated with three TIF districts that are expiring in 2016: Pepsi Center, City Park South, and Alameda Square. The incremental property tax from each of these TIF districts flows to the Denver Urban Renewal Authority while the TIF district is active and then returns to the General Fund when the TIF district expires.

*Beginning in 2008, a portion of property tax started going directly to the Capital Improvement Projects fund instead of the General Fund. This change was made in response to no longer diverting one-half of occupational privilege tax to the Capital Improvement Projects fund.

Sales and Use Tax

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

The sales tax is a fixed-rate tax levied on the purchase price of tangible personal property sold at retail. Exempt items include sales to governments and charitable organizations, cigarettes, motor fuel, food sold by grocers, and sales to purchasers outside of the City when delivery is outside the City. Denver's sales tax rate is 3.65 percent, with 3.50 percent distributed to the General Fund and 0.15 percent distributed to a special revenue fund that supports the City's Preschool Program.

The use tax is a fixed-rate tax levied on tangible personal property that is used, stored, distributed or consumed in the City but that is not subject to retail sales tax. Use tax is primarily imposed on construction materials and on heavy

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equipment that make use of public roads but that are not registered as motor vehicles. Denver's use tax is 3.65 percent and is distributed in the same way as sales tax.

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

The short-term car rental tax is applied when automotive vehicles are hired, rented, or leased for 30 days or less. The tax rate is 7.25 percent and is divided among three funds: the General Fund receives 3.5 percent; the Excise Tax Pledged Revenue Fund receives 2.0 percent for the payment of the Colorado Convention Center bonds; and the Convention Center Expansion Fund receives 1.75 percent for the expansion of the Convention Center.

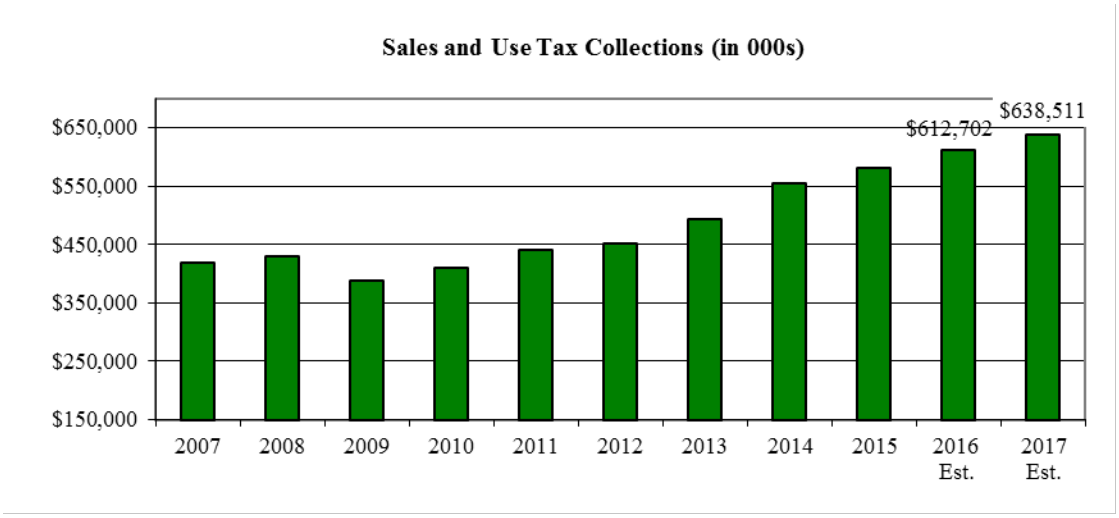
The prepared food and beverage tax applies to food or drink served by or furnished in restaurants, cafes, lunch counters, hotels, drugstores, etc. The tax rate is 4.0 percent and is divided between two funds: the General Fund receives 3.5 percent and the Excise Tax Pledged Revenue Fund receives 0.5 percent for the payment of the Colorado Convention Center bonds.

2016 Estimate

The 2016 revised sales and use tax estimate totals $612,701,670. This is an increase of $30,779,499 or 5.3 percent over 2015 actual collections and an increase of $9,317,423 or 1.5 percent over the original 2016 forecast. The 2016 revised projection assumes core sales tax collections (collections less audits, retained tax and aviation fuel tax) will increase by 6.5 percent. Contributing to this core growth is relatively robust growth in anticipated marijuana sales tax revenue. In 2016, retail marijuana sales tax is projected to increase by 21.7 percent and medical marijuana sales tax is projected to grow by 15 percent. Drawing down on sales tax growth in 2016 is a projected decrease in audit collections.

2017 Forecast

The 2017 sales and use tax projection totals $638,511,038 representing a $25,809,368 or 4.2 percent increase over the 2016 revised estimate. Core collections comprise over 90 percent of this estimate and are projected to grow by 4.25 percent. This core growth rate is in line with what the State and Regional Transportation District are projecting in 2017. Flat audit revenue is partially offsetting the City's sales tax growth in 2017.



Lodgers' Tax

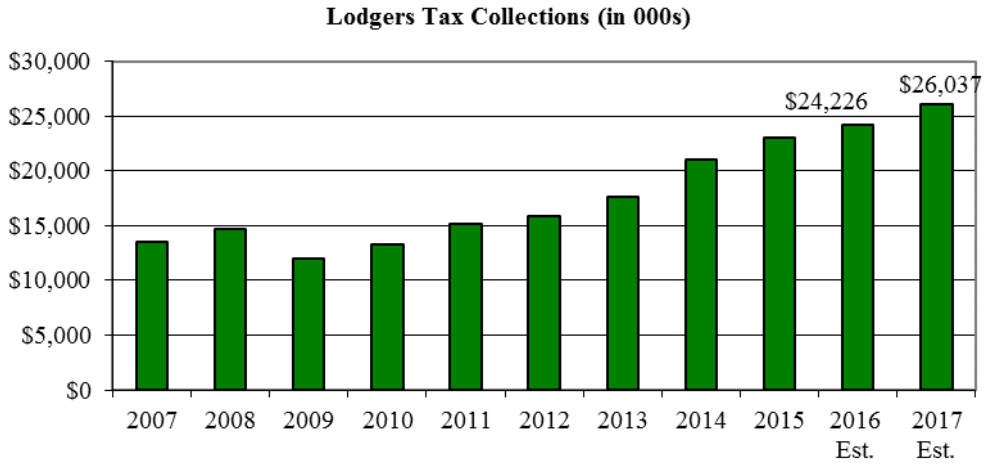
Guests staying in Denver lodging facilities for fewer than 30 consecutive days pay a lodgers' tax on the purchase price of their lodging. Primary exemptions include governmental, religious, and charitable organizations. Denver's lodgers' tax rate is 10.75 percent. Of the total revenues collected at this tax rate, Visit Denver receives 26 percent and the remainder is pledged for the repayment of the City's 2016 excise tax bonds associated with the National Western Center redevelopment project and the expansion of and improvements to the Colorado Convention Center. Pledged revenues exceed what is required for debt service, enabling 30 percent of the total lodgers' tax to be released to the General Fund each month and 44 percent of the total lodgers' tax to remain within the Excise Tax Revenue Fund. The forecasts listed below are the General Fund's portion of lodgers' tax. Any proceeds in the Excise Tax Revenue Fund received from lodgers' tax collections after debt service on the bonds has been paid each year can be found in the transfer revenue section.

2016 Estimate

Lodgers' tax is projected to total $24,226,008 in 2016. This figure reflects a 5.0 percent increase over 2015 actual collections and a $563,258 or 2.4 percent increase over the original forecast. This projection is in line with Visit Denver's 2016 lodgers' tax projection.

2017 Forecast

The 2017 lodgers' tax forecast is projected to total $26,037,309, representing an increase of $1,811,301 or 7.5 percent over the 2016 revised estimate. Impacting growth is the passage of the short-term rental ordinance that is expected to be enforced starting in January 2017. Using data from a University of Denver study on Denver's short-term rental market, an additional $600,000 in General Fund lodgers' tax is expected to be collected from short-term rentals in 2017.



Occupational Privilege Tax

The occupational privilege tax is levied on any person employed within Denver city limits receiving $500 or more a month for services performed and on any business having a fixed or transitory location within the City. Primary exemptions include religious and charitable organizations. In these cases, employers do not pay the tax, but employees still pay their share. Employees pay $5.75 per month and employers pay $4.00 per month for each owner, partner, manager, or taxable employee.

2016 Estimate

The 2016 revised estimate for occupational privilege tax is $48,858,759, which is a $566,306 or 1.2 percent increase over 2015 actual revenue. This estimate is in line with July year-to-date actual collections.

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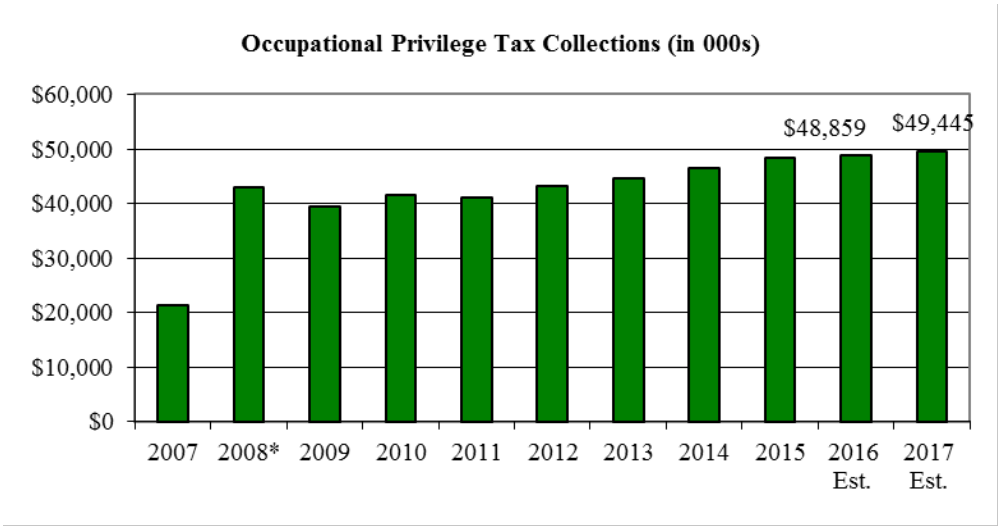
2017 Forecast

In 2017, occupational privilege tax is projected to total $49,445,064, a $586,305 or 1.2 percent increase over the 2016 revised estimate. The 2017 projection assumes continued growth in Denver employment.



*Beginning in 2008, one-half of OPT collections are no longer diverted to the Capital Improvement Projects fund.

Motor Vehicle Ownership Tax (Auto A & B)

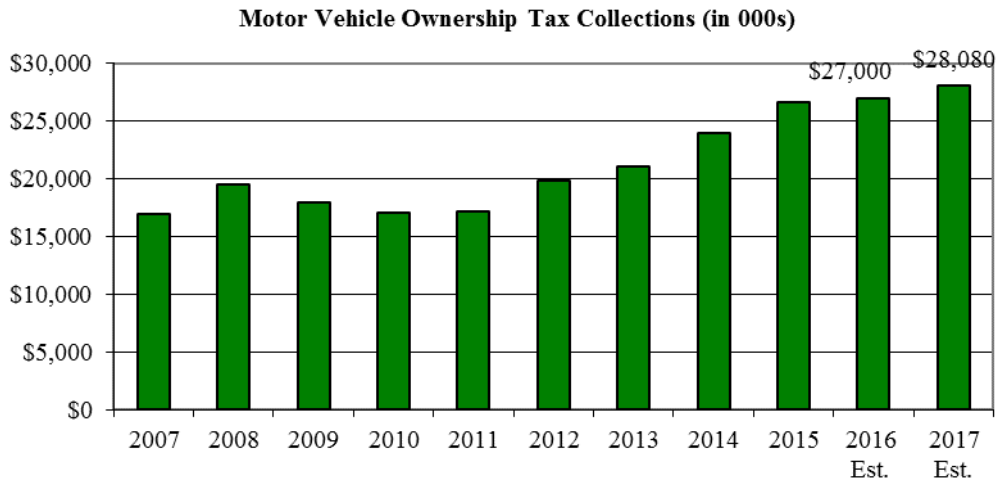
The motor vehicle ownership tax (auto A & B) is levied annually on vehicle ownership and collected when new vehicles are registered or when license plates are renewed. The tax is proportional to the age and value of the vehicle, ranging from 0.45 percent to 2.10 percent of the vehicle's taxable value,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

2016 Estimate

The 2016 motor vehicle ownership tax estimate totals $27,000,100 which is an increase of $352,840 or 1.3 percent over 2015 actual collections. This revised estimate is supported by July year-to-date collections.

2017 Forecast

In 2017, motor vehicle ownership tax is expected to show continued growth, totaling $28,080,061.



Telecommunications Business Tax

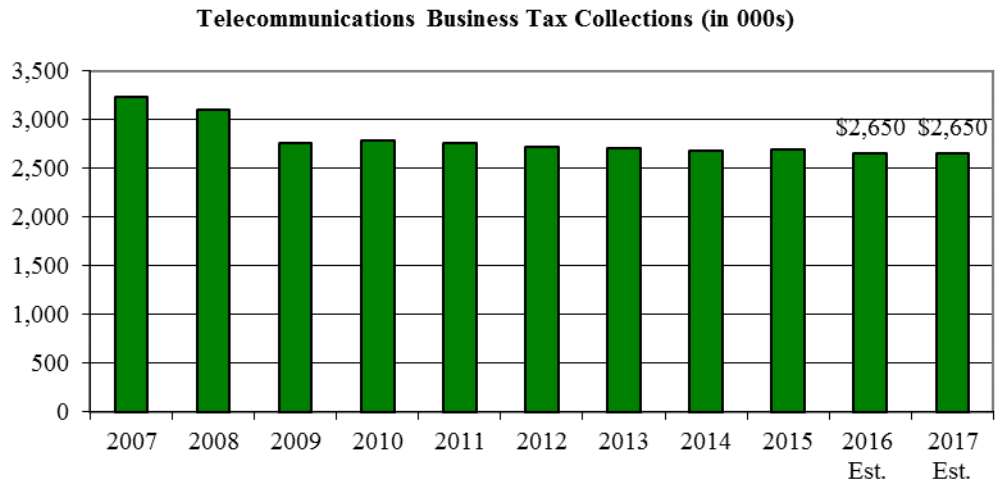
The telecommunications business tax is imposed on all companies that provide local exchange telecommunication service to Denver customers. It is a flat tax of $1.12 per account per month.

2016 Estimate

The 2016 telecommunications business tax estimate is $2,650,000. This estimate is in line with July year-to-date actual revenue.

2017 Forecast

The 2017 forecast is projected to be flat with 2016, totaling $2,650,000. This revenue stream is not expected to grow due to users increasingly making use of wireless communication, which is not subject to the telecommunications business tax.



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Intergovernmental

Highway Users Trust Fund (HUTF)

The highway users tax is state-collected, locally shared revenue that is distributed monthly among the state, counties, and municipalities. Revenue is derived from gasoline taxes, special fuel taxes, motor vehicle registration fees, title fees, license fees, and increases in driver's license fees, motor vehicle registration fees and certain truck registration fees. Highway users tax is distributed to the City's General Fund and Capital Improvement Fund.

2016 Estimate

In 2016, Denver's share of highway users tax is projected to total $28,565,776, up 3.2 percent from 2015 actual highway users tax revenue. This estimate is in line with the Colorado Municipal League's projections. Of the total highway users tax that is projected for 2016, $19,843,403 is budgeted in the General Fund, $7,958,086 is budgeted in the Capital Improvement Fund, and $764,287 is budgeted in the Wastewater Enterprise Fund in order to cover the Wastewater Management Division's share of East Corridor COP lease payments. Compared to 2015 actuals, the General Fund's 2016 share reflects an increase of $834,721 or 4.4 percent.

2017 Forecast

Denver's total highway users tax estimate for 2017 totals $30,054,681, which is a 5.2 percent increase over the 2016 revised estimate. This estimate is in line with the Colorado Municipal League's projections. Of the total highway users tax that is projected for 2017, $21,093,822 is budgeted in the General Fund, $8,198,082 is budgeted in the Capital Improvement Fund, and $762,777 is budgeted in the Wastewater Enterprise Fund. The General Fund's share represents an increase of $1,250,419 or 6.3 percent over the 2016 revised estimate.

Cigarette Tax Rebate

The state levies a flat tax on cigarette sales and rebates a portion of the revenues to municipalities and counties. The tax now equals $.84 for a 20-count pack and $1.05 for a 25-count pack. A ballot measure increased this tax to 4.2 cents per cigarette from 1 cent per cigarette in 2004. All revenues from the 3.2 cent increase go to the state tobacco tax cash fund. However, language in the statute specifies that municipalities and counties shall be proportionately compensated out of these additional revenues from any decrease in their rebate revenue resulting from lower consumption.

2016 Estimate

The cigarette tax rebate estimate for 2016 is $1,890,225, reflecting a slight decrease from 2015 actual collections. Decreasing cigarette sales due to higher taxes and the statewide public smoking ban will restrict growth in this revenue stream for the foreseeable future.

2017 Forecast

The 2017 forecast totals $1,890,225, flat with the 2016 estimate.

Miscellaneous Other Intergovernmental

Miscellaneous intergovernmental revenues include retail marijuana shareback revenue from the State, motor vehicle license fees, indirect cost reimbursement from the State, reimbursement from the State to the Department of Public Works for road maintenance expenditures, Denver's share of the state severance tax, state grants to Environmental Health and the Police Department, and other collections from governmental entities.

2016 Estimate

In 2016, miscellaneous other intergovernmental revenue is estimated to total $12,413,670, a $406,517 or 3.4 percent increase over 2015 actual collections. Growth in the City's retail marijuana shareback revenue from the State and increased local government reimbursements, offset by miscellaneous decreases, are driving this growth.

2017 Forecast

Miscellaneous other intergovernmental revenue is forecast to increase by 2.5% to $12,722,834 in 2017. Most of this growth is attributable to increased retail marijuana State shareback revenue, motor vehicle license fees, and local government reimbursement. The City's retail marijuana shareback estimate factors in the State's retail marijuana tax rate going from 10 percent to 8 percent in July 2017 per House Bill 15-1367.

General Government

Licenses and Permits

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

2016 Estimate

The 2016 estimate for licenses and permits totals $47,737,494. This is a $ 4,446,096 or 8.5 percent reduction from 2015 actual collections and a $2,812,652 or 6.3 percent increase over the original projection. A major cause of the year-over-year decrease is due to a reduction in permit revenue tied to construction and roofing activity.

2017 Forecast

In 2017, revenue from licenses and permits is projected to increase only slightly by $328,600 or 0.7 percent to $48,066,094.

Fines and Forfeits

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

2016 Estimate

In 2016, fines and forfeits are projected to be relatively flat with 2015 actuals, totaling $55,772,559. Restraining growth is an anticipated decrease in photo radar collections due in part to some construction zones ending in 2015. This and other miscellaneous decreases in fine revenue are partially offset by a projected increase in parking fine collections.

2017 Forecast

The 2017 forecast totals $56,285,759, a $513,200 or 0.9 percent increase over the 2016 estimate. Continued growth in parking fine revenue is driving this increase.

Interest Income

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

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2016 Estimate

The 2016 revised estimate for interest income is $8,006,284. This represents an increase of $883,423 or 12.4 percent over 2015 actual collections. The 2016 forecast assumes the Federal Reserve will raise interest rates in 2016 and that changes in the City's investment strategy will contribute to additional investment income.

2017 Forecast

In 2017, investment income is projected to total $9,299,727, a $1,293,443 or 16.2 percent increase over the 2016 revised estimate. This forecast assumes the Federal Reserve raise interest rates again in 2017 and that the City's investment strategy will continue to yield additional investment income.

Fees

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

2016 Estimate

In 2016, the revised estimate totals $66,579,600. This is a decrease of $2,920,352 or 4.2 percent from 2015 actual collections. A projected $3 million dollar decrease in the City's franchise fee payment from Xcel Energy is driving this decrease. Mild weather is the primary cause of this franchise fee decrease.

2017 Forecast

Fee revenue is projected to increase by $387,106 or 0.6 percent to $66,966,706. This increase is primarily due to increases in miscellaneous motor vehicle fee collections and elevator inspection fees.

Charges for Services

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

2016 Estimate

The estimate for 2016 is $18,499,180, representing an increase of $2,246,629 or 13.8 percent over 2015 actual collections. This growth is driven by an increase in the Fire Department's charges to the City of Englewood and City of Sheridan for fire protection services.

2017 Forecast

In 2017, charges for services are projected to increase by $471,532 or 2.5 percent to $18,970,712. This increase is largely due to continued increases in the Fire Department's fire protection charges and increased revenue from the sale of supplies and materials.

Use Charges

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

2016 Estimate

User fees are projected to remain relatively flat in 2016, totaling $28,305,958.

2017 Forecast

The 2017 forecast for user fees is $29,910,344, representing an increase of $1,604,386 or 5.7 percent over 2015 actuals. Growth in membership fees, including membership fees associated with the new Carla Madison Recreation Center, and an increase in parking meter revenue are responsible for most of user fee growth in 2017.

Internal Service Charges and Indirect Cost Billings

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

2016 Estimate

The 2016 estimate totals $77,235,843, reflecting an increase of $2,133,501 or 2.8 percent compared to 2015 actuals. This increase is largely due to an increase in Police and Public Works' billings revenue from other City funds. Partially offsetting this growth are miscellaneous other revenue adjustments in 2016.

2017 Forecast

The 2017 forecast is increasing by $5,768,362 or 7.5 percent to $83,004,205. This growth is primarily due to increased billings revenue from Enterprise Funds, including billings revenue for new FTE that were approved as part of the 2017 budget process.

Investment Service Fees

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

2016 Estimate

The 2016 estimate for investment service fee revenue is $800,000.

2016 Forecast

Investment service fees are projected to be flat in 2016, totaling $800,000.

Cable Franchise Fee

Revenue is derived from a franchise agreement between Comcast (formerly AT&T Broadband) and the City and County of Denver.

2016 Estimate

The 2016 revised estimate for cable franchise fee revenue totals $ 8,285,668. This estimate reflects a $560,721 or 7.3 percent increase over 2015 actual collections. The first two quarterly payments are in line with this estimate.

2017 Forecast

In 2017, cable franchise fee revenue is projected to total $8,285,668, flat with the 2016 estimate.

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Miscellaneous Other General Government

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

2016 Estimate

The 2016 revised estimate totals $ 11,630,777, a $795,964 or 7.3 percent increase over 2015 actuals. Included in this growth is shareback revenue from United Healthcare and other miscellaneous revenue increases that are partially being offset in 2016 by a decrease in revenue from the sale of surplus vehicles and miscellaneous other revenue decreases.

2017 Forecast

The 2017 forecast is decreasing slightly by $277,719 to $11,353,058.

Transfers

Excise Tax Transfer and Other Transfers

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

2016 Estimate

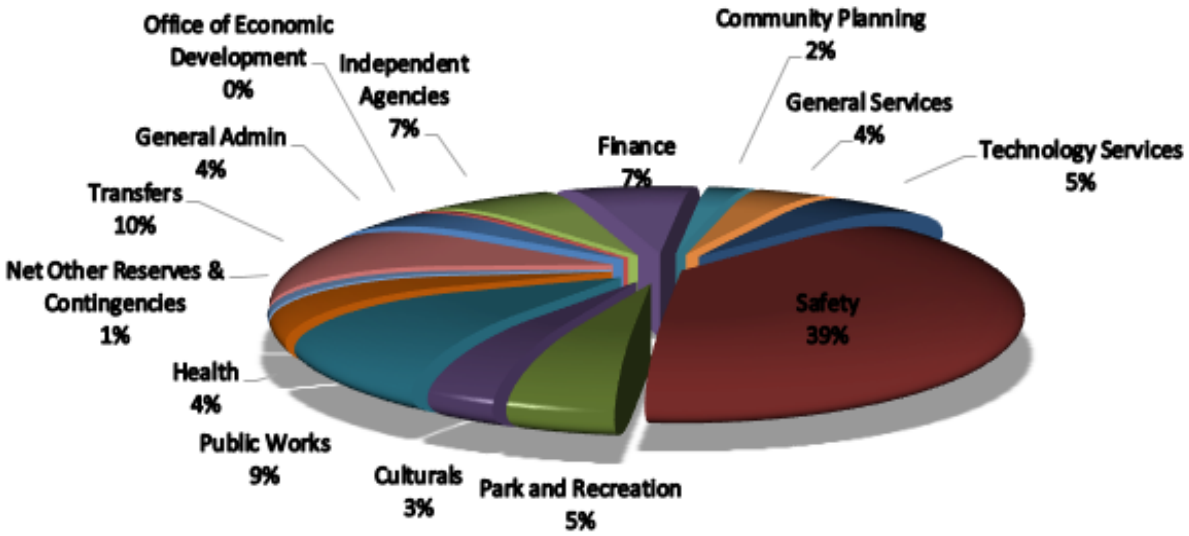
Transfer revenue in 2016 is projected to total $41,816,698. This is a $14,025,973 or 25.1 percent decrease from 2015 actual collections. The following revenue changes are contributing to this decrease: a portion of the Excise Tax Transfer is being dedicated to the National Western Center and Colorado Convention Center projects and bond issuance approved by voters in November 2015; revenue from the Colorado Convention Center special revenue fund is not available for transfer in 2016; and some large one-time transfers from 2015 are not carrying forward into 2016. Partially offsetting these decreases is a transfer to reimburse the General Fund for a contingency outlay in support of a 2015 land acquisition.

2017 Forecast

The 2017 forecast totals $40,818,527, a $998,171 or 2.4 percent decrease from the 2016 revised estimate. This decrease is driven by a one-time transfer not carrying forward into 2017. Partially offsetting this revenue reduction is projected growth in the Excise Tax transfer to the General Fund.

General Fund

General Fund Expenditure Summary by Agency Chart, Schedule 100B



(In Millions)

Asset Type	Amount
General Admin	$48.17
Office of Economic Development	$5.82
Independent Agencies	$88.28
Finance	$92.04
Community Planning	$28.79
General Services	$50.78
Technology Services	$62.63
Safety	$517.66
Park and Recreation	$68.99
Culturals	$46.54
Public Works	$125.48
Health	$47.12
Net Other Reserves & Contingencies	$13.96
Transfers	$127.89
	$1,324.15

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General Fund

General Fund Summary- Expenditures, Schedule 100B

	2015 Actual	2016 Appropriated	2017 Estimated	% Change 16 - 17
General Administration				
Mayor's Office	1,748,731	1,620,798	1,642,395	1.33%
Civic Events	811,271	981,875	1,061,429	8.10%
Office of Children's Affairs	2,070,044	3,113,914	3,357,521	7.82%
Office of HOPE	0	0	650,000	0
Board of Ethics	125,280	129,721	138,857	7.04%
Human Rights and Community Partnerships	1,345,644	1,914,453	2,543,690	32.87%
Office of Independent Monitor	1,353,127	1,482,570	1,558,712	5.14%
Emergency Management and Homeland Security	582,346	692,983	827,221	19.37%
Office of Special Events	344,814	493,685	671,563	36.03%
Office of Marijuana Policy	0	1,210,064	1,628,452	34.58%
Excise & Licenses	3,370,737	3,231,931	3,244,736	0.40%
City Attorney	25,316,981	29,706,566	30,853,815	3.86%
General Administration Total	**37,068,976**	**44,578,560**	**48,178,391**	**8.08%**
Economic Development				
Economic Mobility Division	1,401,143	1,575,149	1,874,510	19.01%
Business Development Division	584,055	1,173,748	1,407,762	19.94%
Operations and Communications	2,894,709	1,990,544	2,538,504	27.53%
Economic Development Total	**4,879,907**	**4,739,440**	**5,820,776**	**22.82%**
Independent Agencies				
Civil Service Commission	1,415,050	1,746,738	1,702,482	(2.53%)
Division of the Clerk and Recorder	2,306,861	2,860,775	2,911,373	1.77%
City Council	4,299,092	4,691,257	6,029,994	28.54%
Auditor	6,193,645	6,866,454	8,695,888	26.64%
Denver District Attorney	21,617,554	22,737,373	24,133,899	6.14%
Denver County Court	21,980,464	23,283,663	23,758,329	2.04%
Office of Municipal Public Defender	880,829	1,028,663	1,317,101	28.04%
Office of Human Resources	7,400,690	7,790,453	9,642,093	23.77%
OHR Human Resource Services	4,151,748	4,657,901	4,661,791	0.08%
Hearing Office	490,675	532,394	563,948	5.93%
Election Division	4,526,216	7,182,327	4,512,195	(37.18%)
Board of Adjustment for Zoning Appeals	304,782	328,120	353,168	7.63%
Independent Agencies Total	**75,567,605**	**83,706,119**	**88,282,261**	**5.47%**
Finance				
Office of the Chief Financial Officer	979,922	11,120,048	1,895,223	(82.96%)
Assessment Division	4,823,230	4,707,827	5,222,837	10.94%
Treasury Division	15,648,574	17,609,645	17,837,692	1.30%
Annual Rental Payments	21,580,957	21,365,400	22,537,200	5.48%

General Fund Summary- Expenditures, Schedule 100B

	2015 Actual	2016 Appropriated	2017 Estimated	% Change 16 - 17
Downtown Historic District Tax Rebate	300,000	300,000	300,000	0.00%
Hotel Tax Increment	2,741,805	2,925,500	2,925,500	0.00%
Payments-Elderly and Disabled	1,595,029	2,525,000	0	0
Unemployment Comp Insurance	700,000	1,200,000	1,200,000	0.00%
Workers' Compensation Billings	6,696,600	10,829,000	10,072,100	(6.99%)
Cash, Risk & Capital Funding	10,792,263	12,884,089	15,437,980	19.82%
Controller's Office	7,281,248	8,019,009	8,505,703	6.07%
Division of Real Estate	1,260,896	1,567,406	2,639,088	68.37%
Budget and Management	3,103,691	3,691,276	3,470,986	(5.97%)
Finance Total	**77,504,215**	**98,744,201**	**92,044,309**	**(6.79%)**
Community Planning and Development				
Office of the Manager	2,920,989	3,522,069	3,579,517	1.63%
Development Services	14,927,095	17,540,464	18,904,481	7.78%
Planning Services Division	2,647,999	3,972,939	5,077,119	27.79%
North Denver Cornerstone Collaborative	788,330	1,018,821	1,233,663	21.09%
Community Planning and Development Total	**21,284,414**	**26,054,293**	**28,794,780**	**10.52%**
General Services				
General Services Administration	765,092	816,082	872,742	6.94%
Purchasing	2,315,348	2,620,046	2,695,880	2.89%
Strategic Initiatives	27,150,026	28,969,329	28,859,175	(0.38%)
Facilities Management	16,614,022	17,684,745	18,357,840	3.81%
General Services Total	**46,844,488**	**50,090,201**	**50,785,637**	**1.39%**
Technology Services				
Denver Media Services	1,539,950	1,451,527	1,741,107	19.95%
Office of the Chief Information Officer	2,760,350	3,575,218	1,837,462	(48.61%)
Operations	25,555,056	27,220,972	33,517,694	23.13%
Applications Development	19,733,669	22,640,929	23,617,855	4.31%
Denver 311	1,881,692	1,944,291	1,918,022	(1.35%)
Technology Services Total	**51,470,716**	**56,832,937**	**62,632,140**	**10.20%**
Public Safety				
Safety Management	3,827,369	4,487,630	5,130,531	14.33%
Safety Programs	6,656,389	7,921,057	8,433,491	6.47%
Police Department Administration	29,142,186	32,564,132	35,053,687	7.65%
Police Department Operations	180,328,939	179,835,214	188,614,665	4.88%
Fire Department Administration	21,546,923	23,933,096	25,427,738	6.25%
Fire Department Operations	103,715,536	104,585,847	108,585,195	3.82%
Sheriff Administration	10,589,481	20,131,065	20,349,229	1.08%
Sheriff Operations	108,030,014	112,182,368	118,456,191	5.59%

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General Fund Summary- Expenditures, Schedule 100B

	2015 Actual	2016 Appropriated	2017 Estimated	% Change 16 - 17
911 Emergency Communications	5,769,820	7,214,834	7,614,518	5.54%
Public Safety Total	**469,606,658**	**492,855,242**	**517,665,245**	**5.03%**
Parks and Recreation and Cultural Facilities				
Parks and Recreation Administration	3,111,959	3,848,645	4,028,407	4.67%
Parks and Planning	30,609,292	37,427,533	39,415,295	5.31%
Mountain Parks	929,396	1,185,446	1,074,613	(9.35%)
CSU Cooperative Extension	155,938	159,400	159,400	0.00%
Buffalo Bill Museum	333,110	365,283	378,384	3.59%
Recreation Division	19,258,053	21,033,598	23,939,562	13.82%
Denver Public Library	41,304,767	43,323,887	46,548,926	7.44%
Parks and Recreation and Cultural Facilities Total	**95,702,515**	**107,343,793**	**115,544,587**	**7.64%**
Public Works				
Office of the Executive Director	800,608	1,182,824	1,382,366	16.87%
Finance and Administration	12,179,479	12,804,440	13,163,982	2.81%
Policy, Planning and Sustainability	1,222,962	1,455,763	1,445,284	(0.72%)
Right-of-Way Services	18,550,905	21,962,450	22,197,593	1.07%
Capital Projects Management	5,722,302	6,882,284	7,260,032	5.49%
Transportation and Mobility	12,286,649	15,018,575	16,092,338	7.15%
Street Lighting	2,611,708	2,600,000	3,100,000	19.23%
National Western Center Office	0	493,500	1,007,624	104.18%
Street Maintenance	16,314,528	16,804,850	19,335,582	15.06%
Solid Waste	20,649,309	21,445,312	24,260,490	13.13%
Fleet Management	12,894,703	16,994,539	16,241,595	(4.43%)
Public Works Total	**103,233,153**	**117,644,537**	**125,486,886**	**6.67%**
Environmental Health				
Community Health	708,750	894,148	1,409,967	57.69%
Public Health Inspection	2,875,611	3,331,141	3,443,368	3.37%
Denver Animal Protection	3,672,979	3,936,655	3,913,708	(0.58%)
Office of the Medical Examiner	2,839,376	3,208,712	3,220,032	0.35%
Office of the Executive Director	1,266,114	1,221,996	991,221	(18.89%)
Office of Sustainability	285,601	293,487	302,204	2.97%
Payment - Denver Cares	4,075,500	3,066,031	0	0
Payment - Medically Indigent	30,777,300	30,777,300	30,777,300	0.00%
Payment - Park Hill Clinic Financing	71,870	123,694	133,076	7.58%
Payment - Poision Center	96,900	207,883	156,900	(24.52%)
Payment - Public Health Clinical	2,630,600	2,713,366	2,775,954	2.31%
Environmental Health Total	**49,300,602**	**49,774,415**	**47,123,730**	**(5.33%)**
General Fund Total Operations	**1,032,463,249**	**1,132,363,738**	**1,182,358,742**	**4.42%**

General Fund Summary- Expenditures, Schedule 100B

	2015 Actual	2016 Appropriated	2017 Estimated	% Change 16 - 17
General Fund Transfers				
Transfer to General Government SRF	148,118	265,019	0	0
Transfer to Alternative Transportation SRF	433,700	483,700	483,700	0.00%
Transfer to Business Incentives SRF	1,200,000	2,400,000	1,200,000	(50.00%)
Transfer to Housing Investment SRF	2,250,000	6,500,000	2,879,600	(55.70%)
Transfer to Safety Special Revenue Fund	67,000	67,000	67,000	0.00%
Transfer to Crime Control & Prevention Fund	3,300,000	3,750,000	5,962,938	59.01%
Transfer to Human Services Special Revenue Fund	75,000	4,970,617	7,300,000	46.86%
Transfer to Arts and Venues Denver	5,781	1,750	0	0
Transfer to Convention Complex SRF	2,500,000	2,500,000	2,500,000	0.00%
Transfer to Economic Opportunity SRF	573,700	573,700	573,700	0.00%
Transfer to Social Impact Bonds SRF	900,000	2,900,000	3,200,000	10.34%
Transfer to Training SRF	75,000	75,000	75,000	0.00%
Transfer to Fleet Replacement SRF	22,056,100	23,485,196	27,371,938	16.55%
Transfer to Liability Claims SRF	3,000,000	3,000,000	2,000,000	(33.33%)
Transfer to Capital Improvement Projects Fund	85,790,000	35,885,000	42,900,105	19.55%
Transfer to CIF - Innovation Projects	10,500,000	11,000,000	11,000,000	0.00%
Transfer to CIF - Radio Replacement	1,652,600	2,552,600	1,552,600	(39.18%)
Transfer to CIF - User Component Repl	1,395,000	1,395,000	1,395,000	0.00%
Transfer to CIF - Infrastructure Repl	1,000,000	2,040,085	2,040,085	0.00%
Transfer to CIF - Strategic Resource	3,800,000	4,400,000	2,650,000	(39.77%)
Transfer to CIF - Sheriff Reform	0	4,130,000	3,075,000	(25.54%)
Transfer to CIF - System Upgrades	0	0	1,000,000	0
Transfer to Convention Center Capital Projects	1,000,000	2,000,000	2,000,000	0.00%
Transfer to Grant/Other CIF	0	0	840,000	0
Transfer to Art Museum	1,325,200	1,378,208	1,398,881	1.50%
Transfer to Museum of Nature & Science	1,032,500	1,068,900	1,084,934	1.50%
Transfer to Botanic Gardens	992,900	1,042,545	1,058,183	1.50%
Transfer to Zoological Gardens	2,113,000	2,139,230	2,173,120	1.58%
Transfer to Four Mile Historic Park	66,600	66,600	66,600	0.00%
Transfer to Municipal Band	51,000	51,000	51,000	0.00%
Transfers Total	**147,303,199**	**120,121,150**	**127,899,384**	**6.48%**
General Fund Annual Appropriations	**1,179,766,448**	**1,252,484,888**	**1,310,258,126**	**4.61%**
General Fund Contingency	0	25,355,781	25,965,000	2.40%
General Fund Total Appropriations	**1,179,766,448**	**1,277,840,669**	**1,336,223,126**	**4.57%**
Estimated Unspent Appropriations	**0**	**(12,000,000)**	**(12,000,000)**	**0.00%**
General Fund Total Expenditures	**1,179,766,448**	**1,265,840,669**	**1,324,223,126**	**4.61%**

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General Fund Transfers to Other Funds

The transfer to the **General Government SRF** provides funding support for various programs within the General Government SRF. Transfers may be budgeted as part of the Annual Appropriation or take place throughout the budget year as requested or needed by agencies. All transfers must be approved by the Mayor and City Council. Examples of programs include the Clerk and Recorder's records conversion project, the Denver Preschool Program, and the Energy Efficiency Assistance Fund. In 2017, there is no budgeted transfer from the General Fund to this Special Revenue Fund.

The transfer to the **Alternative Transportation SRF** provides funding support to encourage city employees to use alternative methods of transportation and reduce automobile usage. Funding for this effort consists of transfers from the General Fund, the Human Services Fund, the Wastewater Management Enterprise Fund, and the Environmental Services Enterprise Fund, as well as contributions from participating employees via payroll deductions and internal billings for Denver International Airport. The Office of Human Resources administers the Alternative Transportation program.

The transfer to the **Business Incentives SRF** provides funding to encourage and develop new investment programs, support the seeding and nurturing of emerging economic and business targets, and support existing high economic impact businesses. These programs are administered by the Office of Economic Development to help meet job and growth requirements. The decrease in funding is due primarily to one-time incentives to attract specific businesses to Denver in 2016.

The transfer to the **Housing Investment SRF** provides funding support for developer incentives related to affordable housing programs as provided in Section 27 of the Denver Revised Municipal Code. Developer payments and other contributions also contribute to funding this effort. In 2017, this $2.9 million transfer will seed the new Affordable Housing Property Tax Revenue SRF, along with a $2.5 million transfer from the Department of Human Services. The decrease is due to a new revenue source to the program, pending City Council approval.

The transfer to the **Public Safety SRF** provides funding for the operations and maintenance of the Rocky Mountain Fire Academy.

The transfer to the **Crime Control and Prevention SRF** provides funding for strategies and programs that reduce crime and recidivism, facilitate coordination among justice system agencies, and support the development of a data-driven criminal justice system. Grants, donations, project incomes, interest earned and private receipts also contribute to funding this effort. In 2016, this program moved from the Department of Safety to the Department of Human Services. The net increase is due primary to moving the Payment to Denver Health for the Denver Cares program to CPCC from the Department of Environmental Health, as well as the transfer for the Office of Drug Strategy and funds for marijuana education initiatives to be implemented within the Office of Behavioral Health Strategies (OBHS). This increase is partially offset by a decrease in the transfer to align revenue with expenditures.

The transfer to the **Human Services SRF** provides funding for the following programs and initiatives: the Solutions Center development and/or implementation ($3.5 million); the Elderly and Disabled Tax Refund Program ($2.6 million; administration of this program moved from the Department of Finance beginning in 2017); one-time funding to support a more cost effective approach to transportation service for homeless sheltering through Denver's Road Home ($700,000); and to support Waste Water Affordability program ($500,000). The decrease is due primarily to one-time transfers in 2016 that occurred when the Crime Prevention and Control Commission (CPCC) Program was moved from Safety to Human Services, which included transfers of marijuana funds for the OBHS that instead will be included in the transfer to CPCC in 2017.

The transfer to **Denver Arts and Venues** is not a budgeted transfer and the actuals represent funds that were transferred to the SRF for one-time initiatives or projects, per ordinance.

The transfer to the **Convention Complex Payments SRF** provides funding support for utilities and other operating expenses at the Colorado Convention Center. Convention Center operations contributes the majority of funding for this effort.

The transfer to the **Economic Opportunity SRF** provides funding for the Employer Recruitment, Training and Retention program and the Summer Youth program managed by the Office of Economic Development.
The transfer to the **Social Impact Bonds SRF** provides the allocation towards creating a multi-year reserve to make performance-based payments to contractors providing housing and case management for chronically homeless individuals. It is anticipated that the Social Impact Bond program will provide housing and case management for up to 300 chronically homeless individuals over the course of six years. Payments will ultimately be made based on performance outcomes for clients and savings to the City.

The transfer to the **Training SRF** provides funding support for professional education and skills training to city employees for the purposes of job enhancement and promotion. Fees paid by participating agencies also contribute to the Training SRF, which is managed by the Office of Human Resources. Examples of training include supervisor, management and leadership training; conflict resolution and negotiation; and computer skills training.

The transfer to the **Planned Fleet Replacement SRF** provides funding for fleet replacement on a periodic cycle. Interest income also contributes to funding this effort. The City's Fleet Management division within Public Works manages this fund and partners with the Police Fleet and Fire Fleet divisions on the fleet replacement program.

The transfer to the **Liability Claims SRF** provides funding for a self-insurance program for settling claims and paying settlements and judgments against the City involving personal injury, property damage, and other damages as provided by law. Claims are paid after they are investigated and approved by the City Attorney's Office. All settlements in excess of $5,000 and all property damage claims in excess of $25,000 require approval by the Mayor and City Council before they are paid. The decrease in funding is due primarily based upon 2017 projected expenditures.

The transfer to the **Denver Art Museum SRF** provides for the general maintenance and upkeep of the museum's galleries and buildings.

The transfer to the **Museum of Nature & Science SRF** provides partial funding for capital and facility maintenance at the museum's campus.

The transfer to the **Botanic Gardens SRF** provides operational support for an adequate supply of water and utilities costs needed to maintain Botanic Gardens' facilities.

The transfer to the **Zoological Gardens SRF** provides operational support for an adequate supply of water and utilities costs needed to maintain Zoological Gardens' facilities. The transfer also funds a small workers' compensation budget maintained for legacy career service employees employed by the Zoological Gardens.

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

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

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General Fund Transfers to Capital Improvement Funds

The transfer to the **Capital Improvement Fund** provides funding support for the City's Capital Improvement Program (CIP). CIP funding is used to replace and maintain city assets, such as buildings, parks, and streets. Property tax, interest income, and highway users trust fund (HUTF) funding also contribute to funding this effort. The increase to the CIF is primarily due to funding several one-time projects. See the Capital Improvement Funds tab of this document for more information and details.

The transfer to the **CIF – Innovation Projects** provides funding for the implementation of projects designed to improve City operations and efficiencies through automation and business process improvements for agencies within the General Fund. The Technology Services Department administers the Innovation Projects program with support from the Innovation Fund Committee.
The transfer to the **CIF – Radio Replacement** provides funding for the scheduled replacement of radios for safety and non-safety agencies and the replacement of police radar equipment within the General Fund. The Technology Services Department manages the citywide radio repair and replacement program. The decrease reflects a one-time 2016 payment that does not occur in 2017.

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

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

The transfer to the **CIF – Strategic Resource Alignment** provides funding for Technology Services' efforts related to critical infrastructure items needed to stabilize and enhance services provided to citizens and employees. The decrease aligns the transfer with the 2017 budget plan.

The transfer to **CIF – Sheriff Reform** provides funding for technology improvements for the Denver Sheriff's Department. The decrease is due to the completion of one-time projects in 2016.

The transfer to **CIF – System Upgrades** provides funding for technological enhancements and improvements of current citywide applications. This was previously funded in Technology Services operating budget.

The transfer to **Grant/Other CIF** provides funding for capital projects that may have other sources of revenue such as grants, program fees, districts, etc.

The transfers to the **National Western Center and Convention Center Capital Project Fund** provides funding for capital improvements at the National Western Center and the Colorado Convention Center which include mechanical, electrical, plumbing, building systems, and structural improvements to update and upgrade infrastructure. This transfer is supported by annual Lodgers Tax revenue.

Special Revenue Funds

Special Revenue Funds

Special Revenue Funds Summary

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

The City currently has approximately 120 non-grant Special Revenue Funds, with estimated expenditures totaling nearly $438 million in 2017. New SRFs must be established by ordinance and approved by City Council. They are set up as either appropriated funds or on a cash basis (non-appropriated). An appropriated SRF's annual budget is set for the budget year by the amount appropriated in the Long Bill or enabling ordinance, and agencies cannot spend more out of the fund than approved by Council unless the fund receives additional spending authority. Examples of appropriated SRFs include federal entitlement programs administered by Denver Human Services, transfers from the General Fund for youth programs overseen by the Office of Economic Development, and the Denver Arts and Venue operating fund, which receives ticket sales revenue from City-owned performing arts centers. Cash basis SRFs, on the other hand, are not appropriated in the Long Bill. Agencies can spend as much out of cash basis SRFs as the funds receive from their dedicated revenue source(s), provided the expenditures fall within the purpose of the fund as established by ordinance. Examples of cash basis SRFs include funds that receive and spend various fees revenue as well as donations funds for the Denver Animal Shelter, Denver Police Department, and other agencies.

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

General Government special revenue funds are for general government special purposes or activities not covered by other funds, including City Attorney, City Council, Clerk and Recorder, Community Planning and Development, Human Rights and Community Partnerships, Finance, Mayor's Office, Office of Children's Affairs, Office of Human Resources, Public Works, and Technology Services. The Mayor, his designees, or other authorized officials are the expending authorities.

Public Safety special revenue funds are for public safety purposes or activities including Police, County Courts, District Attorney, Fire, and the Sheriff. The Mayor or his designees, in particular the Executive Director of Safety and the District Attorney, are the expending authorities.

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

Health special revenue funds are for health purposes and activities, primarily in the Department of Environmental Health. The Mayor or his designees, in particular the Executive Director of Environmental Health are the expending authorities.

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

Economic Development special revenue funds are for economic opportunity and community development purposes or activities, including the administration of Community Development Block Grants, Housing and Neighborhood Development, Workforce Investment Act and Temporary Assistance for Needy Families (TANF). The Mayor or his designees, in particular the Director of the Office of Economic Development, are the expending authorities.

Information on the programs funded or partially funded by these special revenue funds can be found in the agency program section of this document.

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Special Revenue Funds

Special Revenue Funds Financial Summary – All Funds

	2015 Actuals	2016 Appropriated	2017 Recommended
Financial Resources			
Annually Appropriated			
Property	58,057,271	64,609,370	65,527,945
Fees	73,250	50,000	15,000
Charges for Services	84,256	6,782	0
Use Charges	41,912,138	34,930,408	36,502,300
Internal Service and Indirect Cost	1,800,515	0	0
Miscellaneous Other	72,275,818	93,246,278	100,518,057
Total Annually Appropriated SRF Revenues	**174,203,249**	**192,842,838**	**202,563,302**
Uses of Resources			
Annually Appropriated			
Human Services	129,675,673	157,833,962	180,262,592
Culture And Recreation	39,502,517	41,935,319	41,055,615
Economic Development	2,042,203	2,998,440	573,700
Subtotal Annually Appropriated SRF Funds	**171,220,393**	**202,767,721**	**221,891,907**
Other SRF Expenditures			
General Government	92,038,887	101,309,029	103,594,571
Public Safety	64,508,293	53,752,338	57,768,463
Human Services	3,567,862	5,989,000	11,877,191
Health	649,892	675,641	952,576
Culture And Recreation	37,303,309	36,000,107	38,230,259
Economic Development	3,525,924	9,726,721	22,728,511
Subtotal Other SRF Funds	**201,594,167**	**207,452,836**	**235,151,571**
Total SRF Expenditures	**372,814,560**	**410,220,557**	**457,043,478**
Personnel Complement			
General Government	5.00	6.60	13.00
Public Safety	110.00	122.30	103.30
Human Services	1,020.00	1,133.27	1,230.38
Health	8.00	8.50	8.67
Culture And Recreation	129.00	156.23	152.48
Economic Development	18.50	21.58	10.62
Total Personnel Complement	**1,290.50**	**1,448.48**	**1,518.45**

			2015 FTE	2016 FTE	2017 FTE	2015 Actuals	2016 Estimated	2017 Estimated
Community Planning and Development								
Office of the Manager								
11809	0141000	Landmark Preservation Fund	-	-	-	1,137	50,000	50,000
		Subtotal	**-**	**-**	**-**	**1,137**	**50,000**	**50,000**
Finance								
Budget and Management								
11829	2580000	Grant Development	-	-	-	398	111,493	93,127
		Subtotal	**-**	**-**	**-**	**398**	**111,493**	**93,127**
Cash, Risk & Capital Funding								
11835	2550000	Convention Center Hotel - 11835	-	-	-	17,522,094	18,328,616	18,740,152
11860	2550000	Metro Mortgage Assistance Program	-	-	-	1,857,218	2,500,000	2,700,000
11860	9901000	Metro Mortgage Transfer to the General Fund	-	-	-	450,000	-	-
		Subtotal	**-**	**-**	**-**	**19,829,312**	**20,828,616**	**21,440,152**
Office of the Chief Financial Officer								
11863	2501000	Social Impact Bond Program	-	-	-	-	900,000	900,000
		Subtotal	**-**	**-**	**-**	**-**	**900,000**	**900,000**
Risk Management								
11838	2557000	Risk Management SRF	-	-	-	1,089,561	775,000	775,000
		Subtotal	**-**	**-**	**-**	**1,089,561**	**775,000**	**775,000**
Treasury Division								
11851	2540000	Denver Preschool Program	-	-	-	18,830,656	19,890,917	20,602,245
		Subtotal	**-**	**-**	**-**	**18,830,656**	**19,890,917**	**20,602,245**
General Administration								
City Attorney								
11717	4511000	Lehmann CAO HS Legal Services Donations	-	-	-	1,666	-	-
11827	4511000	Liability Claims	-	-	-	2,727,341	4,908,919	2,000,000
		Subtotal	**-**	**-**	**-**	**2,729,007**	**4,908,919**	**2,000,000**
Human Rights and Community Partnerships								
11859	0150000	Energy Efficiency Assistance Fund	1.00	1.60	2.00	2,275,809	2,293,343	2,002,950
15704	0150000	Human Rights/Community Relations	-	-	-	31,904	20,000	20,000
11713	0150000	Strategic Partnership Donation	-	-	-	3,021	5,000	-
		Subtotal	**1.00**	**1.60**	**2.00**	**2,310,735**	**2,318,343**	**2,022,950**

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General Government Estimated Expenditures

			2015 FTE	2016 FTE	2017 FTE	2015 Actuals	2016 Estimated	2017 Estimated
Mayor's Office								
11808	0101000	City Team Week	-	-	-	37,365	50,000	-
11715	0101000	Mayor's Office Donations	-	-	-	108,766	110,000	153,340
		Subtotal	**-**	**-**	**-**	**146,130**	**160,000**	**153,340**
Office of Children's Affairs								
11704	0103000	Education/Advocacy Donations	-	-	-	409	100	150
		Subtotal	**-**	**-**	**-**	**409**	**100**	**150**
General Services								
Convention & Visitors Bureau								
11845	3012000	Convention Marketing/Tourism	-	-	-	21,050,035	21,721,460	21,721,460
		Subtotal	**-**	**-**	**-**	**21,050,035**	**21,721,460**	**21,721,460**
Independent Agencies								
City Council								
11701	9901000	City Council SRF Transfer to General Fund	-	-	-	24,493	-	-
11701	9912000	City Council SRF Transfer to Safety SRF	-	-	-	28,647	-	-
11701	9931000	City Council SRF Transfer to Capital Improvement Projects	-	-	-	23,829	-	-
11701	9964000	City Council SRF Transfer to Parks and Recreation	-	-	-	36,465	-	-
11701	0201103	City Council District SRF	-	-	-	177,577	150,000	150,000
11719	0201000	City Council Personal Meals Fund	-	-	-	1,884	2,000	2,000
11720	0201000	City Council Special Programs	-	-	-	18,766	35,000	35,000
		Subtotal	**-**	**-**	**-**	**311,661**	**187,000**	**187,000**
Division of the Clerk and Recorder								
11836	0130000	Electronic Filing Technology	-	-	-	-	250,000	250,000
		Subtotal	**-**	**-**	**-**	**-**	**250,000**	**250,000**
Office of Human Resources								
11846	0601000	Alternative Transportation	-	-	-	1,656,689	2,556,893	2,171,800
11806	0601000	Career Service Training	-	-	-	180,712	110,000	110,000
11801	0601000	Education Refund Program	-	-	-	692	-	-
		Subtotal	**-**	**-**	**-**	**1,838,093**	**2,666,893**	**2,281,800**
Public Works								
Finance and Administration								
11702	5012000	City Neighborhood Partner Project	-	-	-	1,275	6,000	6,000
		Subtotal	**-**	**-**	**-**	**1,275**	**6,000**	**6,000**

			2015 FTE	2016 FTE	2017 FTE	2015 Actuals	2016 Estimated	2017 Estimated
Fleet Management								
11804	5053000	Fleet Replacement	-	-	-	19,448,406	23,485,196	27,391,938
		Subtotal	**-**	**-**	**-**	**19,448,406**	**23,485,196**	**27,391,938**
Solid Waste								
11862	5052000	Composting Fund	4.00	5.00	11.00	1,576,122	833,742	1,679,409
		Subtotal	**4.00**	**5.00**	**11.00**	**1,576,122**	**833,742**	**1,679,409**
Technology Services								
Communication Services								
11832	3072000	Communications Charges	-	-	-	871,665	500,000	500,000
		Subtotal	**-**	**-**	**-**	**871,665**	**500,000**	**500,000**
Denver Media Services								
11711	3041000	I-NET Special Revenue Fund	-	-	-	694	-	-
11706	3041000	Public Access TV Support	-	-	-	1,988,557	1,666,350	1,500,000
11841	3041000	Technology Services Fund	-	-	-	15,032	49,000	40,000
		Subtotal	**-**	**-**	**-**	**2,004,284**	**1,715,350**	**1,540,000**
		Total	**5.00**	**6.60**	**13.00**	**92,038,887**	**101,309,029**	**103,594,571**

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Community Planning and Development

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

Department of Finance

The **Grant Development Fund** pays for the City's contract with a firm to pursue new grant funding. This special revenue fund makes payments to the contractor. In 2016 this fund was also used to procure a grant management system.

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

The **Denver Metro Mortgage Assistance Plus Program** provides up to a 4 percent down payment assistance (DPA) grant for mortgage loans targeted to low income homebuyers. The program began in April of 2013. The fund is an administrative mechanism for the financial transactions to facilitate this HUD allowed program. The program requires a revolving fund to cover expenditures (primarily the 4 percent DPA), which are reimbursed when the loans are pooled and sold as GNMA Certificates. Funded by the proceeds from the sale of loans.

The **Social Impact Bond Program** is an initiative aimed at measurably improving the lives of people most in need by driving resources towards better, more effective programs. Social Impact Bonds are a unique type of performance-based contract where private and/or philanthropic lenders loan funds to accomplish a specific objective and are repaid based on whether the program achieves its goals. Denver's Social Impact Bond program will use funds from lenders to provide housing and supportive case management services to homeless individuals who frequently use the city's emergency services, including police, jail, the courts, and emergency rooms.

The **Risk Management Fund** pays deductibles for various insurance programs in the event of a loss. It also pays the replacement cost of City-owned vehicles involved in auto accidents. Funded by insurance reimbursements and subrogation claims.

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

City Attorney

The **Lynn W. Lehmann City Attorney-Human Services Legal Services Donations Fund** accepts private donations within the Human Services Legal Services division of the City Attorney's Office to provide training opportunities for attorneys within the division. Funded by a private grant donation from the Lynn W. Lehmann Estate.

The **Liability Claims Fund** provides a self-insurance program for settling claims and paying settlements and judgments against the City involving personal injury, property damage, and other damages as provided by law. Claims are paid

after they are investigated and approved by the City Attorney's Office. All settlements in excess of $5,000 and all property damage claims in excess of $25,000 require approval by the Mayor and City Council before they are paid. Funded by a General Fund transfer.

Human Rights and Community Partnerships

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

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

The **Office of Strategic Partnerships Donations Fund** is used to support workshops, events, and programming in accordance with donor direction and outside the regular core funding support in place for the office. Funded by private donations from individuals, foundations, and corporations made to the Office of Strategic Partnerships.

Mayor's Office

The **City Team Week** program provides funding for City Spirit activities including a City Spirit picnic, free days at various city venues, and for the purchase and re-sale of City Spirit store items. Funded by private donations from City and County of Denver benefit providers and City Spirit Store funds.

The **Mayor's Office Donations** fund was established to receive private grants or donations in support of Mayor's Office priorities and initiatives. Funded by private donations.

Office of Children's Affairs

The **Education and Advocacy Donations Fund** provides funding for a variety of educational and children's programs. Funded by private donations.

General Services/Visit Denver

The **Convention Marketing and Tourism Promotion Fund** accounts for Visit Denver's share of the lodgers' tax which consists of 25.6 percent of proceeds collected from the levy of the 10.75 percent lodgers' tax. The Executive Director of General Services makes payments according to the City's agreement with Visit Denver. Funds are used to promote cultural tourism in local, regional, national, and international markets and develop corporate sponsorships of City facilities and events.

City Council

The **City Council District Special Revenue Funds** is used for activities that benefit a Council member's district or the City as a whole. Authorized expenditures are solely for capital improvements or capital equipment; for travel by the Council member or staff to attend conferences, training, meetings, or events (provided such travel is in compliance with City fiscal rules and is related to the official or ceremonial duties of the traveler); for communication from the Council or Council member to the public; or to pay the salary of temporary staff in the event of long-term leave or disability of permanent staff. Funded by unspent appropriation in the City Council General Fund budget at year-end.

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The City Council Personal Meals Fund pays for occasional meals for City Council members and staff when there are late-night Council meetings. City Council members and staff donate into the fund from their campaign or personal accounts. A donation to the fund must be made in order to participate in the dinner program.

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

Office of Clerk and Recorder

The **Electronic Filing Technology Fund** collects revenue pursuant to State House Bill No. 02-1119 which required that beginning September 1, 2002, the County Clerk and Recorder collect a surcharge for each document received for recording. The funds are used to defray the costs of implementing and providing electronic filing and recording capabilities. In 2004, the law was amended extending the collection of the fee through June 30, 2017. Funded by the document surcharge.

Office of Human Resources

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

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

The **Educational Refund Program,** in alignment with the city's Learning and Development focus, provided for partial reimbursement of qualified and approved coursework taken and certifications received by city employees at accredited educational and/or trade school institutions. Funded by a transfer from the General Fund.

Public Works

The **City Neighborhood Partners Project** provides for imaginative and innovative graffiti curtailment and litter control through education initiatives. Funded by private grants and donations.

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

The **Composting Program Fund** provides funding for the operations and expansion of the City's voluntary, fee-based composting program. Funded by a loan from the Department of Environmental Health's Environmental Services Enterprise Fund and customer subscription fees.

Technology Services

The **Communications Charges** Special Revenue Fund provides for charge back of the cost of additions, moves, and changes to agency voice and data wiring. Funded by billing the costs back to user agencies.

The **Institutional Network (I-Net) Special Revenue Fund*** helps construct and maintain the fiber-optic Denver Institutional Area Network Environment (DIANE) linking the Public, Education, and Government (PEG) entities (Denver Open Media, Denver Public Schools, and Denver 8 TV) and other City-related sites. It also pays the yearly Comcast lease for rack space at the four "secondary hub sites," which directed all DIANE voice, video, and data traffic over the network.

The **Public Access TV Support Special Revenue Fund*** provides funds to acquire capital equipment for the public access, education access, and government access cable casting operations.

*Comcast provides annual funding to the City, via the PEG (Public, Education, and Government) Fee, for TV *Support which was split between the Public Access TV Support and the Institutional Network (I-Net) Special Revenue funds. $48,000 per year was put toward the I-Net fund for maintenance of secondary hub sites and the balance of PEG Fee funding continues to go to Public Access TV Support.*

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

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Public Safety Estimated Expenditures

			2015 FTE	2016 FTE	2017 FTE	2015 Actuals	2016 Estimated	2017 Estimated
Independent Agencies								
Denver County Court								
12807	0501000	Outstanding Judgement/Warrants	4.00	4.00	4.00	352,616	455,101	459,174
12808	0501000	Public Service Programs	7.00	5.00	5.00	368,188	285,993	302,476
		Subtotal	**11.00**	**9.00**	**9.00**	**720,804**	**741,093**	**761,650**
Denver District Attorney								
12701	0401000	District Attorney Donations	-	-	-	10,514	7,600	7,600
12010	0401000	Property Confiscation	-	-	-	1,179,773	750,000	600,000
12811	0401000	Victim Assistance-D.A.	1.00	1.75	1.75	152,133	149,639	151,722
12707	0401000	Victim Services Donations	-	1.00	2.42	332,499	62,819	141,097
		Subtotal	**1.00**	**2.75**	**4.17**	**1,674,919**	**970,058**	**900,419**
Public Safety Agencies								
Fire Department Administration								
12706	3521000	Fire Prevent/Invest Donation	-	-	-	13,414	25,500	18,915
12824	3521000	Police/Fire Pension	-	-	-	15,912,096	17,042,000	23,773,929
12819	3521000	Rocky Mountain Fire Academy	-	-	-	175,175	142,000	75,000
		Subtotal	**-**	**-**	**-**	**16,100,685**	**17,209,500**	**23,867,844**
Fire Department Operations								
12804	3522000	Fire Regional Service	-	-	-	270	5,000	4,424
12825	3522000	Wildland Fire Reimb. Fee Prgm	1.00	1.00	2.00	2,585,969	1,825,663	2,665,310
		Subtotal	**1.00**	**1.00**	**2.00**	**2,586,239**	**1,830,663**	**2,669,734**
Police Department Administration								
12824	3511000	Police/Fire Pension	-	-	-	18,976,794	18,987,268	18,896,155
12702	3513000	Police Donations	-	-	-	57,671	4,583	4,583
12703	3513000	Police Equestrian Patrol	-	-	-	75	2,488	2,488
12704	3513000	Police K-9 Unit	-	-	-	25,791	2,043	2,043
		Subtotal	**-**	**-**	**-**	**19,060,332**	**18,996,382**	**18,905,269**
Safety Management								
12821	3501000	Crime Prevention/Control Fund	4.00	17.75	-	2,727,887	3,171,876	-
56540	3501000	911 Emergency Communications Trust	70.00	72.00	68.33	15,633,587	6,104,119	5,897,659
12804	3501000	Fire Regional Service	-	-	-	41,497	10,478	9,226
12805	3501000	Police Regional Service	-	-	-	62,021	50,000	50,000
		Subtotal	**74.00**	**89.75**	**68.33**	**18,464,992**	**9,336,474**	**5,956,885**
Safety Programs								
12823	3504000	Diversion & Youth Development	-	-	-	-	5,000	-
12711	3504000	Safety Private Donations Fund	-	-	-	8,369	5,000	5,000
		Subtotal	**-**	**-**	**-**	**8,369**	**10,000**	**5,000**

Public Safety Estimated Expenditures

			2015 FTE	2016 FTE	2017 FTE	2015 Actuals	2016 Estimated	2017 Estimated
Sheriff Administration								
12822	3531000	Inmate Processing Fees	1.00	-	-	452,021	457,771	629,047
		Subtotal	**1.00**	**-**	**-**	**452,021**	**457,771**	**629,047**
Sheriff Operations								
12816	3532000	Sheriff Inmate Welfare/Recreat	-	1.80	1.80	1,808,921	1,507,303	1,414,860
12009	3532000	Sheriff Regional Service	22.00	18.00	18.00	3,631,012	2,693,094	2,657,755
		Subtotal	**22.00**	**19.80**	**19.80**	**5,439,933**	**4,200,398**	**4,072,615**
		Total	**110.00**	**122.30**	**103.30**	**64,508,293**	**53,752,338**	**57,768,463**

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County Court

The **Outstanding Judgments and Warrants Program** funds positions to upgrade and maintain County Court's computer system. Revenue comes from a $30 administrative fee charged for each outstanding warrant on a traffic violation. Fees are collected when drivers renew their driver's licenses and are evenly divided between the State Motor Vehicle Division and County Court.

The **Public Service Program** provides for the placement of approximately 2,300 alcohol-related defendants in public and not-for-profit organizations to perform free public service. The remaining portion is used to cover the program's personnel costs. Funded by a $75 fee paid by each person sentenced to the program.

District Attorney

The **District Attorney Donations** fund is used for the implementation of special projects to further the goals of the agency. Funded by contributions, donations, project incomes, and other private sources.

The **Property Confiscation Fund** supports activities of the Police Department and the District Attorney. By municipal ordinance, the funds can be used for training, equipment, and victim reimbursement. Funded by the sale of civil property that is seized by court order; the proceeds are deposited in the fund by the Police Property Bureau.

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

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

Fire Administration

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

The **Police/Fire Pension Fund** provides funds for the Police and Fire pensions, both old and new-hires, and is funded by revenue generated by the Police and Fire Pension dedicated mill levy. The funds are used to pay out all annual payments for both police and fire pension payments respectively, including the 8 percent employer contribution for current police officers and firefighters. This change eliminated the General Fund contribution for the City's new-hire Police and Fire pension. For more information, please see the complete details under the Appendices Tab, Police/Fire Pension Plan of this document. This is the Fire portion of the pension.

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

Fire Operations

The **Fire Regional Services Program** provides funds for the training of firefighters and for construction, remodeling, repair, maintenance, and/or financing of the Denver Fire training facility and is funded by payment from other fire jurisdictions that train their firefighters at this facility.

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

Police Administration

The **Police/Fire Pension Fund** provides funds for the Police and Fire pensions, both old and new-hires, and is funded by revenue generated by the Police and Fire Pension dedicated mill levy. The funds are used to pay out all annual payments for both police and fire pension payments respectively, including the 8 percent employer contribution for current police officers and firefighters. This change eliminated the General Fund contribution for the City's new-hire Police and Fire pension. For more information, please see the complete details under the Appendices Tab, Police/Fire Pension Plan of this document. This is the Police portion of the pension.

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

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

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

Safety Management

The **Crime Prevention and Control Commission** is focused on reducing crime, reducing recidivism, facilitating coordination among justice system agencies, and supporting the development of a data-driven criminal justice system. The Commission facilitates discussions and decisions regarding effective criminal justice policy development, jail population management, and evaluation of sanctions and programs to hold offenders accountable. To minimize jail bed days, the Commission encourages alternatives to sentencing, where appropriate. This program is supported by General Fund transfers as well as grants, donations, project incomes, interest earned, and private receipts. This function is transferred to Denver Human Services in 2016.

The **911 Emergency Communications Trust Fund** provides funding for operating the 911 Communications Center and is funded by a surcharge on all telephone bills of citizens.

The **Fire Regional Services Program** provides funds for the training of firefighters and for construction, remodeling, repair, maintenance, and/or financing of the joint Denver/Aurora training facility. Funded by payments from other fire jurisdictions that train their firefighters at this facility.

The **Police Regional Services Program** provides funds for training police officers and for the purchase and financing of equipment for the training facility and the forensic laboratory. Funded by reimbursement from other jurisdictions for

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services such as training, crime laboratory testing, video training, flm production, and vehicle identification number inspections.

Safety Programs

The **Diversion and Youth Development Program** provides the youth input needed to assist Denver Public Safety Youth Programs Office (DPSYPO) in developing and prioritizing resources as well as targeting areas and implementing strategies to achieve the agency's goal of reducing youth crime and violence. The program identifies resources, implements trainings, and plans and coordinates the annual Safe City Youth Summit to give youth a chance to discuss and identify ways that adults can support programs and policies that better the lives of youth.

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

Sheriff Administration

The **Inmate Processing Fee Fund** accounts for receipts and disbursements of the processing fee that is charged to convicted inmates. By state statute, 60 percent of the total revenue may be transferred to the General Fund to offset costs; 20 percent is used for training of law enforcement personnel; and the remaining 20 percent is used for a community-based treatment program for the inmates. Funded by the Inmate Processing fee, which is set by state statute at $30 per arrest incident.

Sheriff Operations

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

The **Sheriff Regional Services Fund** provides funds for services directly related to the care and custody of inmates, including inmate programs. Funded by federal, state and local agencies for the room and board of inmates from various other jurisdictions held in the Denver County Jail.

			2015 FTE	2016 FTE	2017 FTE	2015 Actuals	2016 Estimated	2017 Estimated
Appropriated Special Revenue Funds								
Child Care								
13017	5524000	Child Care	15.50	15.00	15.00	2,227,079	3,342,770	3,446,342
		Subtotal	**15.50**	**15.00**	**15.00**	**2,227,079**	**3,342,770**	**3,446,342**
Family Crisis Center								
13005	5532000	Family Crisis Center	62.50	63.39	-	5,267,340	5,951,427	1,050,200
		Subtotal	**62.50**	**63.39**	**-**	**5,267,340**	**5,951,427**	**1,050,200**
Child Welfare Services								
13005	5533000	Child Welfare Services	294.00	345.50	371.00	28,990,272	36,102,338	41,965,949
		Subtotal	**294.00**	**345.50**	**371.00**	**28,990,272**	**36,102,338**	**41,965,949**
Service Delivery and Administration								
13008	5511000	Administration	27.00	37.00	35.00	13,555,411	16,770,949	20,527,448
13008	5513000	Business Management	16.00	16.00	17.00	5,688,498	7,530,272	7,515,209
13008	5515000	Information System and Technology	-	-	-	826,578	1,598,996	1,980,200
13008	5516000	Financial Services	48.00	51.28	45.28	3,672,895	4,412,109	3,937,256
13008	5517000	Performance Improvement and Accountability	84.00	98.11	113.11	6,375,253	7,237,532	8,814,323
13008	5521000	Family and Adult Assistance Services	337.00	362.99	390.91	34,457,677	37,164,086	37,662,691
13008	5522000	Child Support Enforcement	107.00	113.00	128.00	7,250,603	8,207,662	9,439,463
13008	5523000	Adult Protection Services	20.00	21.00	23.00	1,715,153	1,913,151	2,150,617
13008	5526000	Community Outreach and Resource Engagement	-	-	59.00	-	2,336,692	4,811,364
		Subtotal	**639.00**	**699.38**	**811.30**	**73,542,068**	**87,171,450**	**96,838,571**
Transfer from Service Delivery and Administration								
13008	9911400	Transfer to Alternative Transportation SRF	-	-	-	75,000	88,500	88,500
13008	9913200	Transfer to Crime Prevention and Control Fund	-	-	-	-	-	250,000
13008	9911800	Transfer to Housing Investment SRF	-	-	-	-	1,500,000	2,500,000
		Subtotal	**-**	**-**	**-**	**75,000**	**1,588,500**	**2,838,500**
Human Services State and Local Programs								
13302	5543000	Aid to the Blind	-	-	-	156	1,000	1,000

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Human Services Estimated Expenditures

			2015 FTE	2016 FTE	2017 FTE	2015 Actuals	2016 Estimated	2017 Estimated
13303	5541000	Aid to Needy Disabled	-	-	-	830,663	1,000,000	1,000,000
13304	5553000	Developmental Disabilities	-	-	-	11,330,050	14,551,414	14,581,654
13813	5581000	Senior/Disabled Rebate Prgm	-	-	-	-	-	2,600,000
13813	5582000	Wastewater Affordability Prgm	-	-	-	-	-	500,000
		Subtotal	**2.00**	**2.00**	**2.00**	**13,613,047**	**17,134,442**	**20,374,386**
Denver's Road Home								
13306	5552000	Denver's Road Home	7.00	8.00	5.00	5,960,866	6,543,035	6,548,644
13812	5557000	Homeless Services	-	-	-	-	-	7,200,000
		Subtotal	**7.00**	**8.00**	**5.00**	**5,960,866**	**6,543,035**	**13,748,644**
Non-Appropriated Special Revenue Funds								
13301	5511000	Parental Fees Incentive	-	-	-	73,917	100,000	100,000
13502	5511000	Integrated Care Management Incentive	-	-	-	203,365	58,000	230,000
13701	5511000	AmeriCorps - Donations	-	-	-	119,585	-	-
13703	5511000	Drug Strategy Donations	-	-	-	5,381	9,000	6,000
13704	5511000	Homeless Services Donations	-	-	1.0	1,391,241	5,565,000	80,255
13704	9911800	Homeless Services Donations Transfer to Housing Investment SRF	-	-	-	1,500,000	-	-
13706	5511000	DHS Volunteer Services Donation Fund	-	-	-	17,846	50,000	18,000
13802	5511000	Family Crisis Project	-	-	-	10,519	7,000	7,000
13808	5511000	Energy Assistance	-	-	-	129,800	100,000	130,000
13811	5511000	Assistance Incentive Program	-	-	-	116,208	100,000	100,000
13310	5511000	Child Welfare Services	-	-	-	-	-	3,000,000
		Subtotal	**-**	**-**	**1.0**	**3,567,862**	**5,989,000**	**3,671,255**
Office of Behavioral Health Strategies								
13821	5554000	Crime Prevention and Control Fund	-	-	25.08	-	-	8,205,936
		Subtotal	**-**	**-**	**25.08**	**-**	**-**	**8,205,936**
		Total	**1,020**	**1,133.27**	**1,230.38**	**133,243,535**	**163,822,962**	**192,139,783**

Appropriated in the Long Bill

The **Child Care Program** pays vendors and providers for the day care of children whose eligible parent(s) meet one of the following criteria: they are eligible for benefits under the Temporary Assistance to Needy Families (TANF) program and are enrolled in an approved education or training program; they are employed and meet County set income guidelines; they need assistance in caring for their special needs handicapped children; or they are in a transitional period after having become ineligible for TANF assistance payments. Funded by a combination of state/federal allocations, county match, and other local revenue.

The **Family Crisis Center** provided short-term therapeutic shelter and residential care for children removed from their homes due to reported severe physical or sexual abuse or due to being behaviorally beyond the control of their caretakers. It was licensed to serve up to 64 youth. Funded by a combination of state/federal allocations, county match, and other local revenue. The Family Crisis Center closed in 2016. (See DHS program section for further information.)

Child Welfare Services provides services to children and youth in need of protection or with disabilities; provides programs for adolescents in need of protection or who are in severe conflict with the community or their parents; provides protection and/or out-of-home (OOH) placement of young children who have been abused, neglected, and/or abandoned; and develops permanency planning options for children who cannot be returned to their homes. Funded by a combination of state/federal allocations, county match, and other local revenue.

Service Delivery and Administration is the primary operational division of Denver Human Services. Funded by a combination of state/federal allocations, county match, and other local revenue.

Transfer - Alternative Transportation SRF provides the Human Services Department's share of funding for the alternative transportation program. Funded by the Service Delivery and Administration SRF.

Transfer - Crime Prevention and Control Commission is a transfer from the appropriated Service Delivery and Administration to the Crime Prevention and Control Commission to fund the Office of Drug Strategy within the Office of Behavioral Health Strategies. DHS' Business Management division also provides approximately $100,000 in contract compliance services to the Office of Behavioral Health Strategies.

Transfer – Housing Investment SRF provides funding to the Office of Economic Development's Housing Investment Fund. Funded by the appropriated Service Delivery and Administration SRF. For 2017, this transfer will go to the Affordable Housing Property Tax Special Revenue Fund to supplement the City's dedicated affordable housing revenue.

The **Aid to the Blind Program** provides financial and medical benefits to eligible blind resident applicants, as well as occasionally providing medical treatment. The State of Colorado funds 80 percent of actual grant payments, which are paid directly to clients. Funded by local revenue.

The **Aid to the Needy Disabled Program** provides assistance to people who are unemployed due to mental or physical disability and who do not have sufficient income or resources to meet their basic living requirements. In some circumstances, these funds supplement federal benefits; in others, the funds provide interim assistance while federal benefit applications are being reviewed to determine eligibility. The State of Colorado funds 80 percent of actual grant payments, which are paid directly to clients. Funded by local revenue.

The Board for **Developmental Disabilities** provides funding, including matching funds for State-funded programs, for children and adults served by the Community Centered Board for Developmental Disabilities. These programs include temporary emergency housing, case management services, day program services, residential services, transportation services, and administrative support. Funded by a dedicated mill levy. Increases in 2016 reflect the increase in property tax collections.

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The **General Assistance Program** assists clients needing food or shelter. Funds can be used for one to three months by individuals who have a temporary need of shelter or food assistance. Needy Denver residents may be assisted with funeral and burial expenses based on available income and resources of the applicants and the deceased. Funded by local revenue.

The **Senior/Disabled Rebate Program** assists senior citizens and people with disabilities who are living on fixed incomes to lower their property tax or rental payments. The program utilizes a progressive payment system that increases payments to eligible residents in the lowest income categories. The program's income limits are indexed to the Social Security Cost of Living Adjustment index. Beginning in 2017, the Department of Human Services will take over all aspects of this program including conducting the elegibility determination function and issuing actual payments. Funding for DHS to administer the program and make payments to eligible applicants will come from a transfer from the general fund.

The **Wastewater Affordability Program** provides a benefit to low-income residents subject to wastewater charges. This program is new for 2017.

Denver's Road Home Program addresses issues affecting Denver's homeless. Activities include education to and about these special populations and implementation of prevention and support services for homelessness, drug abuse, and veterans. Funded by a combination of state/federal allocations, county match, and other local revenue.

Homeless Services funds services and initiatives related to homelessness. It is funded by General Fund transfers and the countywide indirect cost reimbursement from the State. In 2017, $7.2 million is appropriated for Solutions Center operations ($3.5 million), sheltering and supportive services ($3.0 million), and shelter transportation ($700,000).

Other Special Revenue Funds/Grants

Parental Fees Incentives were made for collections of parental fees, collected through Court order, from non-custodial parents to offset the cost of care of out-of-home placement that would otherwise be paid in part by the City and County of Denver.

Integrated Care Management Incentives provides funds for family re-stabilization services such as 24-hour respite care, in-home services such as kinship care, and counseling and other services that assist families to reintegrate following separation or out-of-home placement. Funded by a state grant from the Colorado Department of Human Services.

AmeriCorps Donations provided a cash match for the AmeriCorps grant. Funded by private donations.

Drug Strategy Donations fund receives contributions, donations, project incomes, and other sources of private receipts for drug strategy programs and efforts.

Homeless Services Donations fund was established for contributions, donations, and private/public receipts made for the provision of services for the homeless in Denver. Funded by private donations.

Transfer – Housing Investment SRF provided funding to the Office of Economic Development's Housing Investment Fund for Affordable Housing.

Volunteer Services Donations (GIVE Denver Center) serves as a drop-off and distribution center for donations, which are given to at-risk individuals helped by Denver Human Services (DHS). Donations are given to vulnerable children, adults and families including the homeless, foster children, veterans, at-risk and disabled seniors, and those living on the brink of poverty.

Family Crisis Project supported special projects in the Family Crisis Center. Funded by private donations.

Energy Assistance provides low-income energy assistance in accordance with the Low-Income Energy Assistance and Energy Conservation Contribution agreement between the City and County of Denver and the Public Service Company of Colorado to be used for low income energy efficiency programs and for individuals and non-profit agencies. Public Service Company of Colorado matches the City's contribution.

Assistance Incentive Program was established for incentives received from the State of Colorado for assistance programs. In accordance with statute, both for past and future contributions; the funding can be used to support clients for activities associated with Medicaid and other assistance programs. Funded by performance incentives earned from the State of Colorado for meeting medical assistance program performance objectives.
Child Welfare Services will receive additional non-appropriated funding in 2017 to provide additional services to children and youth in need of protection or with disabilities; the program also offers programming for adolescents in need of protection or who are in severe conflict with the community or their parents; it provides protection and/or out-of-home (OOH) placement of young children who have been abused, neglected, and/or abandoned; it develops permanency planning options for children who cannot be returned to their homes. Funded by Managed Care Savings program from prior state fiscal years where there were surpluses in the Child Welfare allocations.

The **Crime Prevention and Control Commission Fund** is focused on reducing crime, reducing recidivism, facilitating coordination among justice system agencies and supporting the development of a data-driven criminal justice system. The Commission facilitates discussions and decisions regarding effective criminal justice policy development, jail population management, and evaluation of sanctions and programs to hold offenders accountable. To minimize jail bed days, the Commission encourages alternatives to sentencing, where appropriate. This program is supported by General Fund transfers as well as grants, donations, project incomes, interest earned, and private receipts. This function was transferred from the Department of Safety to Denver Human Services in 2016.

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			2015 FTE	2016 FTE	2017 FTE	2015 Actuals	2016 Estimated	2017 Estimated
Environmental Health								
Community Health								
14702	6501000	Environmental Health Donations	1.00	1.50	1.67	154,248	109,680	296,638
		Subtotal	**1.00**	**1.50**	**1.67**	**154,248**	**109,680**	**296,638**
Public Health Inspection								
14903	6502000	Child Care Facility Inspection	7.00	7.00	7.00	490,249	565,961	655,938
14801	6502000	Environmental Health & Safety	-	-	-	5,395	-	-
		Subtotal	**7.00**	**7.00**	**7.00**	**495,644**	**565,961**	**655,938**
		Total	**8.00**	**8.50**	**8.67**	**649,892**	**675,641**	**952,576**

Environmental Health

The **Environmental Health/ACC Donations** fund was established in 2002 to support emergency preparedness and response planning projects for Public Health Inspection and Animal Care and Control, and is funded by private donations.

The **Child Care Licensing and Inspections Fund** provides financial resources for the Child Care Facility Inspection Program, which conducts original licensure, renewals, and investigations for family child care homes, school age programs, child care centers, day treatments, and children's resident camps located in the City and County of Denver. Funded by an annual state contract with the Colorado Department of Human Services.

The Environmental Health Department's Public Health Inspection division is using the **Environmental Health & Safety SRF** for **Additional Lead Testing** opportunities for disadvantaged families and to update and maintain a blood lead surveillance database that can be used to better target Denver's lead program activities. Funded by the U.S. Council of Mayors.

			2015 FTE	2016 FTE	2017 FTE	2015 Actuals	2016 Estimated	2017 Estimated
General Services								
DAV - Projects								
15717	3050102	Quigg Newton Auditorium Donations	-	-	-	-	200,000	200,000
		Subtotal	**-**	**-**	**-**	**-**	**200,000**	**200,000**
Denver Arts and Venues Special Revenue Fund								
15607	3050000	Convention Complex Payments	-	-	-	26,644,229	24,634,000	26,704,814
15815	3050000	Denver Arts and Venues	72.00	102.07	104.07	32,577,891	32,736,641	35,055,615
15714	3050000	Preserve the Rock	-	-	-	26,590	40,000	15,000
15815	9938000	Transfer to Grant/Other CIF	-	-	-	6,924,626	9,198,678	6,000,000
		Subtotal	**72.00**	**102.07**	**104.07**	**66,173,335**	**66,609,319**	**67,775,429**
Parks and Recreation and Cultural Facilities								
Botanic Gardens								
15803	7027000	Denver Botanical Gardens	-	-	-	942,643	1,042,545	1,058,183
		Subtotal	**-**	**-**	**-**	**942,643**	**1,042,545**	**1,058,183**
Denver Art Museum								
15802	1200000	Denver Art Museum	3.00	3.00	-	1,366,399	1,378,208	1,398,208
		Subtotal	**3.00**	**3.00**	**-**	**1,366,399**	**1,378,208**	**1,398,208**
Denver Public Library								
15706	0801000	Capital Campaign Contributions	-	-	-	340	-	-
15807	0801000	Library - Special Trust Fund	8.25	8.25	7.50	2,165,022	2,015,526	1,993,023
		Subtotal	**8.25**	**8.25**	**7.50**	**2,165,362**	**2,015,526**	**1,993,023**
Other Cultural Facilities Support								
15804	1000000	Denver Museum of Nature and Science	-	-	-	1,048,583	1,068,900	1,084,934
		Subtotal	**-**	**-**	**-**	**1,048,583**	**1,068,900**	**1,084,934**
Parks and Planning								
15825	7021000	Denver Mountain Parks	3.00	4.21	4.71	440,574	465,000	534,212
15810	7021000	Four Mile Historic Park	-	-	-	66,600	66,600	66,600
		Subtotal	**3.00**	**4.21**	**4.71**	**507,174**	**531,600**	**600,812**
Parks and Recreation Administration								
15817	7010000	Cableland Trust Expenditures	-	-	-	197,500	200,000	245,000
15824	7010000	Citywide Sports Program	3.00	3.00	3.00	791,648	750,000	762,920
15827	7010000	Denver Employee Fitness Center SRF	4.25	2.70	2.70	134,564	179,326	168,835
15823	7010000	Event Facility	2.50	5.50	5.50	395,394	350,000	345,080
15821	7010000	Facility Rental Program	-	-	-	238,176	350,000	375,000
15812	7010000	Lookout Mountain Development	-	-	-	242,175	60,000	60,000
15813	7010000	Municipal Band	-	-	-	51,000	51,000	51,000
15709	7010000	Night Moves	-	-	-	6,295	-	-

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Culture and Recreation Estimated Expenditures

			2015 FTE	2016 FTE	2017 FTE	2015 Actuals	2016 Estimated	2017 Estimated
15710	7010000	Park/Rec Private Donations	1.00	0.50	-	311,440	750,000	750,000
15814	7010000	Parks/Rec Property Damage	-	-	-	43,062	35,000	35,000
15716	7010000	Skatepark Maintenance	-	-	-	-	9,330	9,330
56700	7010000	Special Events	-	-	-	26,167	61,672	-
15711	7010000	Tree Removal/Replacement	-	-	-	55,984	155,000	200,000
		Subtotal	**10.75**	**11.70**	**11.20**	**2,493,404**	**2,951,328**	**3,002,165**
Zoo								
15806	7026000	Denver Zoological Foundation	32.00	27.00	25.00	2,108,926	2,138,000	2,173,120
		Subtotal	**32.00**	**27.00**	**25.00**	**2,108,926**	**2,138,000**	**2,173,120**
		Total	**129.00**	**156.23**	**152.48**	**76,805,826**	**77,935,426**	**79,285,874**

Denver Arts and Venues

The **Transfer to DAV Capital Fund** provides for the capital improvement program for Denver Arts and Venues facilities including Boettcher Concert Hall, Buell Theatre, Ellie Caulkins Opera House, Denver Coliseum, Red Rocks Amphitheatre, Colorado Convention Center, and the McNichols Building. Revenue is a transfer from the agency's operating fund.

The **Quigg Newton Auditorium Donations Fund** provides for remodeling and improvements to the Quigg Newton Auditorium. Funded by contributions, donations, project incomes, and interest earnings.

The **Convention Complex Payments Special Revenue Fund** accounts for the operating expenses at the Colorado Convention Center. Funded by Convention Center operations and a General Fund transfer.

The **Denver Arts and Venues Special Revenue Fund** is the main operating fund for the Denver Arts and Venues agency. It accounts for all revenue generated at the facilities and expenditures associated with the operations of the venues. Details on the program can be found in the Agency Detail section of this document.

The **Preserve the Rocks Donations Fund** was established in June 2002 for the purpose of preserving the Red Rocks Park and Amphitheatre. Funded by private donations, contributions, project income, and other private receipts.

Denver Botanic Gardens

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

Denver Art Museum

The **Denver Art Museum** strives to enrich the lives of present and future generations through the acquisition, presentation and preservation of works of art, supported by exemplary scholarship and public programs related both to its permanent collections and to temporary exhibitions presented by the Museum. The Denver Art Museum provides accessible and diverse recreational and cultural opportunities to Denver residents. Funded by a General Fund transfer.

Denver Public Library

The **Capital Campaign Contributions** were used to purchase furniture, equipment, and other items. The Denver Public Library Friends Foundation raises funds in support of capital improvements at the Denver Public Library. Funded by private donations.

The **DPL Special Trust Fund** supports various collections and activities relating to library services. Activities include acquisition and restoration of artifacts donated to the Western History Collection; collection of overdue library fees and fines; provision of additional staffing and supplies for the summer youth reading program and after school programs; and purchase of books and supplies for the library. Funded by private donations, contributions, book sales, photocopier fees, and meeting room rentals.

Denver Museum of Nature and Science

The **Denver Museum of Nature and Science** is the Rocky Mountain region's leading resource for informal science education through a variety of exhibitions, programs, and activities that inspire curiosity and excite minds of all ages. Though the Museum is an independent non-profit, the City and County of Denver owns the buildings in which it operates and provides partial funding for capital and facility maintenance through a General Fund transfer.

Parks and Planning

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The **Denver Mountain Parks Fund** develops programs to increase public awareness, visitation, and publicity for the Denver Mountain Parks. Expenditures are for managing and overseeing operations of various sites, such as Chief Hosa Lodge and Echo Lodge, throughout the year. Funded by facility fees, contributions, donations, project incomes, and partnerships.

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

Parks and Recreation

The **Cableland Trust Expenditures Fund** supports operating and maintenance of the Cableland properties that were donated to the City and County of Denver. Funded by interest earned on the Cableland Trust Fund.

The **Citywide Sports Program** pays for expenditures related to the operation of the citywide sports program and tournaments. Funded by fees charged for citywide sports activities and tournament receipts.
Denver Employee Fitness Center provides health and wellness programs and services to all City employees. The Center is located in the Wellington Webb Municipal Office Building. Funded by membership fees.

The **Event Facility** fund provides funds to operate, maintain, and improve facilities at the Chief Hosa Lodge and Campground, the Washington Park Boathouse, the City Park Pavilion, the Montclair Civic Building, the Pavilion at Central Park, and the Fleming Mansion. Funded by fees generated at these facilities.

The **Facility Rental Program** allows for revenue generated from facility rentals to be deposited into this account and related expenditures to be paid out of this account. Expenditures are for staffing for after-hours events, replacement of tables and chairs, janitorial services, and other related expenditures.

The **Lookout Mountain Development Fund** provides operating and capital improvement funds for the Buffalo Bill Museum located on Lookout Mountain. Funded by on-site concessionaire payments and donations.

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

The **Night Moves Fund** supported programming that provided recreational opportunities for at-risk youth. Funded by private donations from the Denver Nuggets.

The **Parks and Recreation Private Donations Fund** purchases equipment, furniture, supplies, and services for special programs and events conducted by the Department of Parks and Recreation. Funded by private donations and partnerships.

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

The **Skatepark Maintenance Fund** is funded by contributions, donations, project incomes, special events, concessions, programs, sponsorship or other sources of private receipts for the purpose of providing repair and maintenance for the Skate Park, and providing programs, special events, and other amenities common to Skateboard Park facilities.
Parks and Recreation Special Events Fund was used to purchase venue admissions for field trips. Funded by contributions, donations, special events, programs, sponsorships or other sources of private receipts.

The **Tree Removal/Replacement Fund** removes and replaces trees lost or damaged during City and private construction projects on street rights-of-way. Funded by private donations, project incomes, and reimbursements.

Denver Zoo

The **Denver Zoo** provides a modern zoological park for the residents of Denver and the surrounding region and features recreation, education, conservation, and research programs. Denver Zoo inspires a lifelong passion for discovery and exploration in every generation through an array of interactive experiences, connections, and memories. The Denver Zoo receives some operational support from the General Fund via a transfer for an adequate supply of water and all other utilities needed to maintain the Facility. Operational costs include payroll for full-time city employees that are paid through the Denver Zoo special revenue fund.

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Special Revenue Funds

Economic Development Estimated Expenditures

			2015 FTE	2016 FTE	2017 FTE	2015 Actuals	2016 Estimated	2017 Estimated
Appropriated Special Revenue Funds								
17401	0117000	Employment First	15.00	19.28		1,440,925	1,609,427	-
17601	0117000	Employer Recruitment, Training and Retention Program	2.50			304,788	277,500	277,500
17603	0117000	Summer Youth Program	1.00	1.00		296,490	296,200	296,200
16606	0145000	Affordable Housing Property Tax Revenue Fund	-	-	9.10	-	-	12,021,300
16607	0145000	Affordable Housing Linkage Fee Revenue Fund	-	-	-	-	-	3,500,000
		Subtotal	**18.50**	**20.28**	**9.10**	**2,042,203**	**2,183,127**	**16,095,000**
Business Development Division								
11842	0114000	Enterprise Zone	-	-	-	236,270	70,000	70,000
11847	0114400	Business Incentives				503,800	1,850,000	650,000
		Subtotal	**-**	**-**	**-**	**740,070**	**1,920,000**	**720,000**
Denver Housing Division								
16803	0145000	Affordable Housing and Remediation Fund	-	-	-	29,978	185,000	500,000
16702	0145000	Community Development-Donation	-	-	-	24,200	22,752	22,752
16808	0145000	Housing Incentive Program	-	1.30	0.52	129,606	1,623,212	1,559,469
16810	0145000	Revolving Afford Housing Loan	-	-	1.00	200,479	3,230,000	2,848,549
11814	0145000	Revolving Loan Fund	-	-	-	100,809	163,628	163,628
11819	0145000	Skyline - Administration	-	-	-	7,156	10,000	10,000
11820	0145000	Skyline - Economic Development Project	-	-	-	900,000	796,128	796,128
11821	0145000	Skyline - Housing	-	-	-	875,000	1,700,000	530,000
		Subtotal	**-**	**1.30**	**1.52**	**2,267,228**	**7,730,720**	**6,430,526**
Operations and Communications								
11855	0115000	Marketing Sponsorships	-	-	-	-	16,000	16,800
		Subtotal	**-**	**-**	**-**	**-**	**16,000**	**16,800**
Workforce Development Division								
17904	0117000	DETA Special Projects	-	-	-	64,922	60,000	39,885
17802	0117000	MOWD General Cost Pool				453,704	-	-
		Subtotal	**-**	**-**	**-**	**518,626**	**60,000**	**39,885**
		Total	**18.50**	**21.58**	**10.62**	**5,568,127**	**11,909,847**	**23,302,211**

Appropriated in the Long Bill

The **Employment First Program** provides employment services to assist recipients of food stamps in becoming self-sufficient. Revenues to this fund are transferred from the Department of Human Services' Adult Services program through a memorandum of understanding. The fund is appropriated annually and lapses at year end. This program discontinues in 2017.

The **Employer Recruitment, Training and Retention (GF) Program** establishes direct relationships with industry consortiums, determines their workforce needs and develops specific recruitment, training and retention programs to create employment opportunities for the working poor. Revenue to this program is a transfer from the General Fund. This Special Revenue Fund is appropriated annually.

The **Summer Youth Program** provides employment opportunities for youth interested in a government-assisted summer work experience. Revenues to this program are transferred from the General Fund. The special revenue fund is appropriated annually and lapses at year end.

The **Affordable Housing Property Tax Revenue Fund** is established in 2017 for the purpose of supporting the development and preservation of affordable housing for low and moderate income residents of the City and County of Denver. The funds are dedicated to the production and/or preservation of rental and for-sale housing, the funding of rental assistance and homebuyer assistance programs, the development of permanent supportive housing for homeless persons and/or at-risk individuals in danger of losing their existing homes, homeowner emergency repairs, and other supportive services directly associated with assisting low income households obtain rental housing. The Special Revenue Fund is appropriated in 2017, and includes transfers from the general fund and the Department of Human Services. This fund will be used for a dedicated half mill from property tax. This fund will have an appropriation in 2017. Please see the affordable housing section of this budget book for more details.

The **Affordable Housing Linkage Fee Revenue Fund** is established in 2017 for the purpose of supporting the development and preservation of affordable housing for low- and moderate-income residents of the City and County of Denver. The funds are dedicated to increase the supply of affordable rental housing, the funding of renter assistance programs, to increase the supply of for-sale affordable housing, and to support homebuyer assistance programs. Linkage fees range from $0.40 to $1.70 per square foot depending on the type of development. The Special Revenue Fund will be appropriated in 2017 and revenue is derived from an established linkage fee on development within the City and County of Denver beginning in 2017. Please see the affordable housing section of this budget book for more details.

Business Development Division

The **Enterprise Zone Program** manages the nonprofit portion of Enterprise Zone activity and markets the Enterprise Zone program. Enterprise Zones are targeted areas, whose boundaries are determined by the State, that are eligible to receive economic incentives based on factors including poverty and unemployment rates in those areas. Revenue to this fund comes from a percentage fee assessed to nonprofit organizations that are certified as Enterprise Zone projects in the City and County of Denver, as well as State or private contributions.

The **Business Incentives Fund** encourages and develops new investment programs, supports the seeding and nurturing of emerging economic and business targets, and supports existing high economic impact businesses. A decrease in expenditures in the Business Incentives Fund is due to an increased number of unanticipated projects in 2016 limiting the amount of funds available in 2017. Funded by a transfer from the General Fund.

Denver Housing Division

The **Affordable Housing and Remediation Fund** was established in 2001 as part of the implementation of the City's Housing Plan. The project supports the development of affordable housing for low and moderate-income residents of

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the City and County of Denver. The Affordable Housing Fund rehabilitates single family and multi-family residences, both owner-occupied and rental housing; develops housing for populations with special needs and helps to fund the removal and reduction of lead-based paint hazards. Revenue to this fund comes from developer contributions.

The **Community Development Donations Program** allows for the acceptance of funds from private sources to implement special projects and fund multifamily housing bond contracts.

The **Housing Incentive Program Fund** collects and disburses monies paid by developers in lieu of building moderately priced dwelling units, and pays incentives to developers and other costs related to affordable housing programs as provided in Section 27 of the City Code. Funded by developer payments and other contributions.

The **Revolving Affordable Housing Loan Fund** provides funding for new affordable housing for the workforce rental population in Denver. The funding is intended to provide gap financing for the acquisition and rehabilitation of affordable housing units. Funded by transfers from the General Fund and other City Special Revenue Funds, this fund also leverages private funds. Note there are no transfers to this fund in 2017.

The **Revolving Loan Fund** provides for revitalization loans to low-income homeowners and businesses in economic development target areas. Funded by a one-time federal grant. Loan payments are returned to the fund and reused.

The **Skyline Administration Fund** provides for administration of other Skyline grants. The Office of Economic Development (OED) is required to maintain separate funds for administration expenses related to the Economic Development and Housing projects.

The **Skyline Economic Development Project** encourages anchor projects in Neighborhood Business Revitalization (NBR) areas, as well as non-NBR areas, and makes business loans available through a shared risk pool with a participating bank in a target area where conventional financing is not readily available. The purpose of the project is to foster the revitalization of neighborhood business areas and the surrounding neighborhoods; to generate employment for Denver residents; to increase tax revenues; and to improve the services available to neighborhood residents. Funded by a settlement with the federal government.

The **Skyline Housing Project** provides additional housing opportunities for low- and moderate-income families and aims to revitalize neighborhoods through new housing development and the rehabilitation of existing units. It encourages innovative housing solutions within the community; returns vacant and boarded up buildings to use by providing funds for purchase or repair; finances the rehabilitation of rental apartment buildings and single-family homes; finances construction of new housing; and provides grants for selected projects including housing for low-income households. A decrease for 2017 in the Skyline Housing Special Revenue Fund expenditures is due to increased funding projections in 2016 for planned housing development activity. Funded by a settlement with the federal government.

Operations and Communications

The **Marketing Sponsorships Fund** supports and promotes citywide initiatives, goals, and programs, such as the City Spirit employee-appreciation initiatives and programs that cross multiple departments such as the station parties around the opening of the RTD West Line. Funded through various sponsorships and private donations.

Division of Workforce Development

The **Denver Employment and Training Administration (DETA) Special Projects Funds** are used for special projects to further economic opportunity. Funded by contributions, special donations, and a transfer from the airport.

The **MOWD General Cost Pool** was utilized to accumulate costs that were allocated to its grants and programs based upon OED's cost allocation plan. The fund is no longer used this way as funds are allocated directly to grants.

Grants

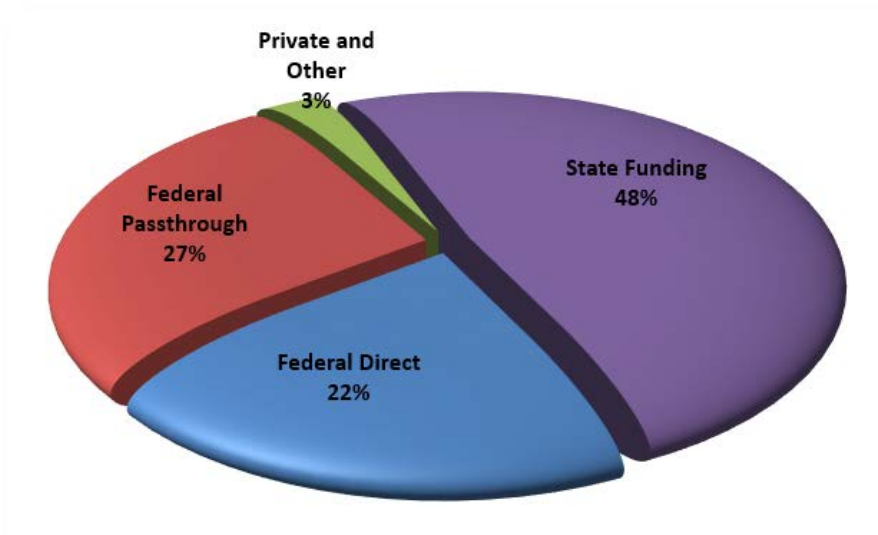
Grants

Grant Program Overview

On an annual basis the City and County of Denver manages approximately 200 active grant awards totaling $100-$200 million. City agencies with the largest grant portfolios are the Office of Economic Development, Department of Public Works, Office of Children's Affairs, Department of Environmental Health, Department of Safety and Denver Human Services. Starting in summer 2013, the citywide grant community has undergone an exciting and intensive refocusing process lead by the Grant Policy Advisory Committee and supported by the Budget and Management Office (BMO) and the City's grant writing contractor. Key themes of this process are inter-agency collaboration, increased coordination, compliance with Fiscal Accountability Rules, and overall strategic alignment. For the purpose of the budget book, actual expenditures and FTE are reported for the prior year. Estimated expenditures are reported for the current and future years. The current and future year estimated expenditures are based on awards and letters of intent received before June 13, 2016. As a result, it may appear some grants are not continued from 2016 to 2017, but this may not be the case as an award may have been received after June 13, 2016.

In addition, due to the implementation of a new budget system in 2015, grant FTEs for 2015 are not displayed in the 2017 budget book. Questions about FTE or estimated expenditures may be addressed to grants@denvergov.org.

Grants are a type of Special Revenue Fund that account for the proceeds of federal, state, local, and private funds awarded to the City or its departments to carry out a specific purpose and/or administer a program or service delivery on behalf of the federal or state government. Grant funds are restricted to their intended purpose as defined by the grantor in the award and contract process. Grant application and award, grant management, and grant closure are governed by Fiscal Accountability Rule 9 – Grants. As Special Revenue Funds, grants are categorized according to the same fund plan as other, non-grant Special Revenue Funds, and as defined in Section 20-18 of the Denver Revised Municipal Code. Please see the Special Revenue Fund section of this book for a description of the fund plan. Department of Aviation grants are not included in this summary due to divergent grant accounting methodology.



Asset Type	Amount
Federal Direct	31,779,181
Federal Pass-through	37,796,977
Private and Other	3,618,625
State Funding	68,777,522
	141,972,305

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Grant Expenditures by Funding Source

	2015 Actuals	2016 Estimated	2017 Estimated
Federal Direct	54,747,364	46,473,912	31,779,181
Federal Pass-through	27,310,351	32,462,644	37,796,977
Private and Other	9,474,822	8,428,926	3,618,625
State Funding	25,652,821	42,368,365	68,777,522
Total	**117,185,359**	**129,733,847**	**141,972,305**

Grant Expenditures by Agency

Fund	Org. Number	Grant Program Name	2016 FTEs	2017 FTEs	2015 Actuals	2016 Estimated	2017 Estimated
Mayor's Office							
11605	0101101	Bike Safety Task Force and Act	0.00	0.00	20,528	0	0
11605	0101101	Front Range By-Product Synergy	0.00	0.00	25,000	0	0
Subtotal			**0.00**	**0.00**	**45,528**	**0**	**0**
Office of Children's Affairs							
11002	0104101	Head Start	7.30	7.30	9,681,555	9,076,322	4,481,080
11301	0103101	Child and Adult Care Food Program (Snacks and Supper)	0.00	0.00	178,476	210,000	100,000
11301	0103101	Summer Food Service Program	0.00	0.00	173,939	348,140	0
11605	0103101	Afterschool Meals Program	0.00	0.00	28,725	0	0
11605	0103101	Culture of Wellness	0.00	0.00	128,728	292,297	0
11605	0103101	Denver Education Compact	0.00	0.00	0	563,500	0
11605	0103101	Head Start	0.00	0.00	0	8,000	0
11607	0103101	Out of School Time	0.25	0.25	38,700	290,917	302,489
11607	0103103	Wallace Foundation Cash Match	0.00	0.00	59,959	0	0
11861	0103101	Denver Education Compact	0.00	0.00	170,811	0	0
Subtotal			**7.55**	**7.55**	**10,460,893**	**10,789,176**	**4,883,569**
Office of Economic Development							
11301	0114101	Enterprise Zone	0.00	0.00	16,500	16,800	16,800
Subtotal			**0.00**	**0.00**	**16,500**	**16,800**	**16,800**
Division of Workforce Development							
17007	0117101	Disabled Vets Outreach Program (DVOP)	0.00	0.00	18,792	32,000	28,000
17007	0117101	Local Veterans Employment Representative (LVER)	0.00	0.00	2,194	8,000	7,000

Fund	Org. Number	Grant Program Name	2016 FTEs	2017 FTEs	2015 Actuals	2016 Estimated	2017 Estimated
17007	0117101	Veterans Workforce Investment Program	0.00	0.00	19,088	0	0
17008	0117101	Governor's Summer Job Hunt	0.50	0.75	43,596	44,000	44,000
17008	0117101	TAA Case Management	0.00	0.00	2,899	16,768	16,768
17008	0117101	Wagner-Peyser	11.33	4.80	1,585,271	1,297,101	1,294,673
17100	0117101	EDW Hire for Colorado Initiative	0.00	0.00	43,034	137,832	0
17100	0117101	Ex-Offender Services for Youth	0.00	0.00	726,054	0	0
17100	0117101	H-1B Ready to Work Grant	3.46	3.46	549,208	1,892,635	1,683,391
17100	0117101	H-1B Technical Skills Training Grant	0.00	0.00	129,696	0	0
17100	0117101	TAA Case Management	0.00	0.00	3,164	0	0
17100	0117101	WIA Title I Adult	11.23	0.00	1,480,409	526,000	0
17100	0117101	WIA Title I Dislocated Workers	7.99	0.00	547,038	200,000	0
17100	0117101	WIA Title I Youth	0.00	0.00	1,287,453	396,000	0
17100	0117101	WIOA Adult	0.00	3.48	393,046	1,069,277	1,178,604
17100	0117101	WIOA Dislocated Worker	0.00	2.84	238,725	771,514	952,149
17100	0117101	WIOA Youth	5.20	3.89	462,687	1,466,231	1,476,050
17100	0117101	WOIA Workforce Performance Incentive	0.00	0.00	0	0	21,462
17301	0117101	Employment Support Fund	11.00	3.63	858,704	1,032,885	1,060,011
17405	0117101	TANF Case Mgmt/Employ/Training	42.05	13.46	8,762,698	7,500,000	7,500,881
17602	0117101	Career Opportunities in Retail	0.00	0.00	0	0	422,000
17602	0117101	Denver Urban Renewal Authority (DURA) Construction Sector	0.00	0.00	98,951	0	0
Subtotal			**92.76**	**36.31**	**17,252,708**	**16,390,244**	**15,684,989**
Community Planning and Development							
11301	0141101	Historic Structure Assessment	0.00	0.00	6,931	0	0
11605	0141101	Bosler House Preservation Project	0.00	0.00	0	7,000	0
11605	0141101	Certified Local Government (CLG) "Saving Places Conference"	0.00	0.00	0	681	0
11605	0141101	Western Lands and Comm. Exploratory Scenario Plan	0.00	0.00	0	10,000	0
Subtotal			**0.00**	**0.00**	**6,931**	**17,681**	**0**
Denver Housing Division							
16002	0145101	CDBG - Administration	22.63	16.25	2,381,593	2,294,585	1,934,327
16002	0145101	CDBG - Program	7.70	4.52	12,916,121	12,062,000	11,958,393
16004	0145101	HOME Program	1.70	1.91	4,304,750	3,212,000	3,243,389
16005	0145101	Clocktower Lofts Section 108	0.00	0.00	3,424,982	0	0

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Fund	Org. Number	Grant Program Name	2016 FTEs	2017 FTEs	2015 Actuals	2016 Estimated	2017 Estimated
16005	0145101	Sec 108 NE Park Hill	0.00	0.00	8,520	0	0
16005	0145101	Stapleton Section 108	0.00	0.00	1,658,643	0	0
16005	0145101	Taxi Building III	0.00	0.00	560,032	0	0
16005	0145101	YMCA/Section 108	0.00	0.00	1,502,434	200,996	0
16006	0145101	HOPWA Program	0.00	0.00	1,245,284	1,545,000	1,545,000
16011	0145101	Neighborhood Stabilization Program I	0.00	0.00	0	2,500	2,500
16013	0145101	Neighborhood Stabilization Prgm III	0.00	0.00	1,399	0	15,326
16217	0145101	ARRA Neighborhood Stabilization	0.00	0.00	0	320,855	255,704
16807	0145101	H&NDS Housing for Mentally Ill	0.00	0.00	0	40,000	431,398
Subtotal			**31.03**	**22.67**	**28,003,757**	**19,677,935**	**19,386,037**
Human Rights/Community Partnership							
11001	0150101	National Council on Aging	0.00	0.00	5,000	0	0
11605	0150101	Age Matters Needs Assessment	0.00	0.50	0	40,000	95,065
11605	0150101	Denver Impact Investing Initiatives	0.00	0.00	24,900	0	0
11605	0150101	Living Cities Financial Empowerment Centers	0.00	0.00	244,343	0	0
Subtotal			**0.00**	**0.50**	**274,243**	**40,000**	**95,065**
Office of the Independent Monitor							
12001	0157101	Bridging the Gap	0.75	0.00	67,037	54,166	12,150
Subtotal			**0.75**	**0.00**	**67,037**	**54,166**	**12,150**
Emergency Management							
11008	0160101	Denver Hazard Mitigation Plan Update	0.00	0.00	0	12,761	10,000
11008	0160101	Emergency Management Performance	0.00	0.00	125,438	341,009	251,455
11008	0160101	Hazard Mitigation Grant	0.00	0.00	0	50,045	200,000
12100	0160101	Urban Area Security Initiative	0.00	0.00	2,217,871	3,115,181	2,203,780
38393	0160102	FEMA Flood Projects	0.00	0.00	1,851,623	91,344	300,000
38394	0160102	FEMA Flood Projects	0.00	0.00	308,604	0	0
Subtotal			**0.00**	**0.00**	**4,503,536**	**3,610,340**	**2,965,235**
District Attorney Office							
12012	0401101	Juvenile Diversion ARTT/Mentoring	0.00	0.50	91,746	100,000	50,930
12250	0401101	DA Family Violence	0.00	0.00	177,962	61,245	0
12250	0401101	DA Witness Protection Program	0.00	0.00	91,383	86,148	0

Fund	Org. Number	Grant Program Name	2016 FTEs	2017 FTEs	2015 Actuals	2016 Estimated	2017 Estimated
12250	0401101	Federal Crime Victim Compensation	1.00	0.00	1,180,000	625,000	600,000
12250	0401101	Integrated Intervention Program	0.00	1.00	0	115,423	93,869
12250	0401101	Rose Andom Center Denver Family Justice Ctr	0.00	0.50	0	95,389	95,442
Subtotal			**1.00**	**2.00**	**1,541,092**	**1,083,205**	**840,241**
County Court							
12301	0501101	Drunk Driver Intervention	0.00	0.00	154,567	110,000	110,000
Subtotal			**0.00**	**0.00**	**154,567**	**110,000**	**110,000**
Denver Public Library							
15301	0801101	Carrito Librito	0.00	0.00	18,825	0	0
15301	0801101	Putting SPELL into Action	0.00	0.00	1,948	7,052	0
15301	0801101	State Grants for Libraries	0.00	0.00	107,466	46,200	0
Subtotal			**0.00**	**0.00**	**128,239**	**53,252**	**0**
Denver Arts and Venues							
11001	3050101	Promotion of the Arts	0.00	0.00	22,000	0	0
11605	3050101	Culture of Cash Program	0.00	0.00	413	0	0
11605	3050101	Public Art Project at Confluence Park	0.00	0.00	0	10,000	10,000
Subtotal			**0.00**	**0.00**	**22,413**	**10,000**	**10,000**
Safety Programs and Management							
12210	3501101	2nd Chance Reentry Program	0.00	0.00	257,202	13,378	0
12210	3501101	Justice Reinvestment Act - Front End User Program	0.00	0.00	299,092	0	0
12210	3501101	PHASE Day Reporting Program	0.00	0.00	102,335	97,000	0
12210	3501101	SMART Pre-Trial	0.00	0.00	85,367	8,000	0
12210	3504101	Gang Reduction Initiative	3.00	3.00	216,692	289,852	321,851
12302	3501101	Community Corrections	7.00	6.00	16,499,339	17,790,900	17,751,962
Subtotal			**10.00**	**9.00**	**17,460,027**	**18,199,130**	**18,073,813**
Police Department							
12002	3518101	H.I.D.T.A.	0.00	1.00	817,633	934,426	256,645
12220	3518101	3-Dimensional Imaging Validation Grant	0.00	0.00	0	79,150	0
12220	3518101	CDOT: BAT Van	0.00	0.00	302,856	0	0
12220	3518101	CDOT: Distracted Driving Enforcement	0.00	0.00	54,410	44,469	0
12220	3518101	CDOT: DUI Enforcement	0.00	0.00	279,589	213,345	0

FOR CITY SERVICES VISIT DenverGov.org | CALL 311

Fund	Org. Number	Grant Program Name	2016 FTEs	2017 FTEs	2015 Actuals	2016 Estimated	2017 Estimated
12220	3518101	CDOT: Focused Speed Enforcement	0.00	0.00	52,576	73,805	0
12220	3518101	CDOT: Night Time Click It Or Ticket	0.00	0.00	0	4,000	0
12220	3518101	CDOT: Pedestrian Safety	0.00	0.00	88,574	73,347	0
12220	3518101	Click it or Ticket	0.00	0.00	3,420	0	0
12220	3518101	COPS Community Policing and Development	0.00	0.00	0	45,000	30,000
12220	3518101	Coverdell Forensic - Federal	0.00	0.00	1,062	172,905	0
12220	3518101	Coverdell Forensic - State	0.00	0.00	25,883	0	0
12220	3518101	Denver Juvenile Drug Court	0.00	0.00	19,466	140,034	0
12220	3518101	Denver OCDETF Strike Force	0.00	0.00	6,622	4,966	0
12220	3518101	DNA Backlog Reduction	0.00	0.00	188,527	159,217	109,820
12220	3518101	Familial DNA Database Search	0.00	0.00	20,843	97,477	0
12220	3518101	Family Integrated Treatment Court (FITC)	0.00	0.00	69,094	0	0
12220	3518101	Justice Assistance Grant	0.75	1.88	398,689	497,617	394,823
12220	3518101	Latent Print Identification	0.00	0.00	0	70,475	70,475
12220	3518101	LISC Peer Learning Small Grant	0.00	0.00	0	1,174	0
12220	3518101	Optimal Extraction Methods of THC From Infused Products	0.00	0.00	0	69,233	69,233
12220	3518101	Optimized, Semi-Automated Differential DNA Extraction	0.00	0.00	0	25,850	25,850
12220	3518101	Project Safe Neighborhoods	1.00	0.00	174,846	430,342	0
12220	3518101	Solving Cold Cases with DNA	0.00	0.00	112,949	58,090	0
12220	3518101	State JAG Grant	0.00	0.00	2,400	17,155	0
12220	3518101	Sun Valley Policing Project	0.00	0.00	76,815	530,620	397,965
12601	3518101	Demand Reduction Grant	0.00	0.00	11,896	11,271	939
Subtotal			**1.75**	**2.88**	**2,708,150**	**3,753,969**	**1,355,750**
Fire Department							
12230	3521101	FEMA Assistance to Firefighters	0.00	0.00	0	0	0
12230	3521101	Firefighter Safety & Disease Prevention	0.00	0.00	0	22,700	0
Subtotal			**0.00**	**0.00**	**0**	**22,700**	**0**
Sheriff							
12240	3531101	Colorado Brain Injury Program	0.00	0.00	24,003	10,668	2,667
12240	3531101	Court Security Cash Grant	0.00	0.00	25,000	0	0
Subtotal			**0.00**	**0.00**	**49,003**	**10,668**	**2,667**

Fund	Org. Number	Grant Program Name	2016 FTEs	2017 FTEs	2015 Actuals	2016 Estimated	2017 Estimated
City Attorney Office							
11001	4511101	Coordinated Elder Abuse Prevention	2.00	2.00	46,744	312,120	308,902
11001	4511101	Specialized Domestic Violence Prosecution	0.00	0.00	95,490	162,093	16,262
11001	4511101	Wraparound Legal Services	0.00	0.00	18,000	6,000	0
Subtotal			**2.00**	**2.00**	**160,234**	**480,213**	**325,164**
Public Works							
11001	5011101	Environmental Education Regional Grant	0.00	0.00	7,440	0	0
11605	5011101	SEP - NE Denver Recycling & Training	0.00	0.00	27,100	26,900	0
38191	5011102	Traffic Signals SH 30,40,&26	0.00	0.00	(3,294)	0	0
38237	5011102	DENVER TSSIP Design	0.00	0.00	(2,609)	0	0
38256	5011102	ITS Systems	0.00	0.00	45,625	88,171	0
38267	5011102	Stapleton Infrastructure/Facilities	0.00	0.00	91,433	100,000	100,000
38288	5011102	DRCOG TIP	0.00	0.00	1,166,197	0	0
38312	5011102	Confluence Bike/Ped Ramps TIP	0.00	0.00	296,603	19,918	0
38314	5011102	DENVER TSSIP	0.00	0.00	106,441	200,000	200,000
38319	5011102	Peoria St. Grade Separation	0.00	0.00	(331,401)	0	0
38320	5011102	Peoria St. Grade Separation	0.00	0.00	(118,194)	0	0
38321	5011102	Peoria St. Grade Separation	0.00	0.00	714,800	0	0
38323	5011102	Denver-RTD FasTracks	0.00	0.00	1,300,000	0	0
38326	5011102	Evergreen Lake Park Bridges	0.00	0.00	33,107	229,883	0
38328	5011102	Colfax Transit	0.00	0.00	259,744	137,233	137,233
38330	5011102	DRCOG TIP	0.00	0.00	0	391,662	391,662
38342	5011102	DENVER TSSIP	0.00	0.00	343,335	400,000	400,000
38344	5011102	ITS Systems	0.00	0.00	19,786	0	0
38345	5011102	DRCOG TIP	0.00	0.00	1,311,262	0	0
38350	5011102	I-70/Central Park Interchange	0.00	0.00	64,231	0	0
38354	5011102	Safety Hazard Elimination	0.00	0.00	1,175,000	0	0
38355	5011102	DENVER TIP Signal System	0.00	0.00	455,807	0	0
38356	5011102	DRCOG TIP	0.00	0.00	37,002	0	0
38369	5011102	DENVER TSSIP Design	0.00	0.00	7,438	27,000	27,000
38371	5011102	Safety Hazard Elimination	0.00	0.00	28,933	1,000,000	1,000,000
38372	5011102	FASTER - CDOT Signals	0.00	0.00	402	400,000	400,000
38373	5011102	Levitt Pavilion	0.00	0.00	81,992	0	0
38375	5011102	RAMP 1 - CDOT Signals	0.00	0.00	918,027	381,972	0

FOR CITY SERVICES VISIT DenverGov.org | CALL 311

Grant Program Overview

Fund	Org. Number	Grant Program Name	2016 FTEs	2017 FTEs	2015 Actuals	2016 Estimated	2017 Estimated
38377	5011102	RAMP 1 - CDOT Signals	0.00	0.00	439,648	60,351	0
38379	5011102	RAMP-Fed. Blvd	0.00	0.00	45,196	11,616,288	0
38382	5011102	Denver-RTD FasTracks	0.00	0.00	1,350,000	0	0
38384	5011102	Denver-RTD FasTracks	0.00	0.00	1,093,103	1,730,867	0
38385	5011102	DRCOG Traffic Signal System Equipment	0.00	0.00	77,512	0	0
38386	5011102	DENVER TIP Signal System	0.00	0.00	175,540	1,100,000	1,100,000
38392	5011102	Safety Hazard Elimination - Traffic Signal Upgrade	0.00	0.00	138,206	500,000	500,000
38400	5011102	HSIP Havana/Hampden Sidewalk	0.00	0.00	195,660	0	0
38405	5011102	Evergreen Road Bridge	0.00	0.00	16,586	0	0
38416	5011102	P2P	0.00	0.00	0	0	1,900,000
38810	5011102	Beyond Traffic: The Smart City Challenge Phase 1 Award	0.00	0.00	0	100,000	0
38820	5011102	CDBG-DR Infra: Sanderson Gulch Reach 1 Improvements	0.00	0.00	0	0	881,767
38820	5011102	Denver ITS CTC Visability	0.00	0.00	0	80,000	80,000
38820	5011102	DENVER TIP 2015	0.00	0.00	0	205,200	820,801
38820	5011102	Denver TSSIP	0.00	0.00	0	215,600	862,400
38820	5011102	DRCOG TIP	0.00	0.00	242,685	949,535	2,250,000
38820	5011102	DRCOG TIP 2016-2021 Martin Luther King Blvd. Extension	0.00	0.00	0	0	7,172,000
38820	5011102	DRCOG TIP 2016-2021 SB I-25 On Ramp & Broadway Recon.	0.00	0.00	0	6,540,000	4,000,000
38820	5011102	Weir Gulch (3rd/Hooker)	0.00	0.00	0	118,721	0
38830	5011102	Colfax & Lipan Auraria Higher Education Center	0.00	0.00	0	0	400,000
38830	5011102	P2P	0.00	0.00	0	7,500,000	46,100,000
38840	5011102	15th St Protected Bike Lane	0.00	0.00	0	20,000	0
38840	5011102	21st Street Wynkoop Urban Design	0.00	0.00	0	50,000	0
38840	5011102	52nd Ave over Clear Creek Bridge	0.00	0.00	60,000	0	0
38840	5011102	Cherry Creek Tower Grant for Parking Lot Improvements	0.00	0.00	0	0	200,000
38840	5011102	Federal Blvd and 52nd Ave Median	0.00	0.00	0	69,390	0
38840	5011102	Inca Street (38th Ave - 45th Ave)	0.00	0.00	22,337	0	0
38840	5011102	Westwood Healthy Places	0.00	0.00	100,000	0	0
Subtotal			**0.00**	**0.00**	**11,992,681**	**34,258,691**	**68,922,863**

Fund	Org. Number	Grant Program Name	2016 FTEs	2017 FTEs	2015 Actuals	2016 Estimated	2017 Estimated
PW Wastewater Management Division							
72510	5061101	Learning at the Water Source: Expanded Outdoor Classroom	0.00	0.00	54,466	105,994	0
Subtotal			**0.00**	**0.00**	**54,466**	**105,994**	**0**
Service Delivery and Admin							
13001	5511101	2nd Chance Reentry Program	0.00	0.00	0	136,852	150,230
13001	5511101	AmeriCorps	0.00	0.00	168,171	0	0
13001	5511101	Connect for Health	0.00	0.00	89,033	0	0
13001	5511101	Denver Prevention Partnership for Family Success	0.00	0.00	15,835	62,726	0
13001	5511101	Homeless Veterans Per Diem	0.00	0.00	108,647	99,000	33,000
13001	5511101	Justice Assistance Grant	0.00	0.00	46,019	0	0
13001	5511101	Justice Reinvestment Initiative/Recovery Court Pgm	0.00	0.00	0	59,880	28,242
13001	5511101	National School Lunch Program	0.00	0.00	18,409	0	0
13001	5511101	Now is the Time	0.00	0.75	0	79,991	93,631
13001	5511101	Pathways to Success	0.00	0.75	0	75,083	112,555
13001	5511101	PHASE Day Reporting Program	0.00	0.00	0	77,557	174,557
13001	5511101	Promoting Safe and Stable Families	0.00	0.00	348,733	375,184	201,875
13001	5511101	Resources for Awareness and Prevention at Denver Public Schools (RAP@DPS)	0.00	0.00	13,233	150,000	50,000
13001	5511101	SMART Pre-Trial	0.00	0.00	0	111,714	0
13001	5511101	Trauma Focused Child Protection	1.50	0.00	128,846	71,287	0
13001	5511101	Unaccompanied Refugee Minors	0.00	0.00	147,234	114,603	0
13007	5511101	Community Services Block Grant	0.00	0.00	834,126	703,528	884,385
13009	5511101	Emergency Solutions (formerly Shelter)	0.00	0.00	589,450	724,868	390,996
13012	5511101	CoC Anchor Project	0.00	0.00	76,519	(7,028)	60,861
13012	5511101	CoC Chronically Mentally Ill Women (Lowry)	0.00	0.00	394,703	423,797	457,472
13012	5511101	CoC Criminal Justice	0.00	0.00	137,855	173,482	84,235
13012	5511101	CoC Dave's Place	0.00	0.00	59,548	66,750	34,887
13012	5511101	CoC Housing First	0.00	0.00	2,212,498	2,028,544	1,040,767
13012	5511101	CoC Mariposa	0.00	0.00	135,175	166,736	77,345
13012	5511101	CoC Rowan Gardens	0.00	0.00	178,719	233,545	109,533
13012	5511101	CoC Seniors	0.00	0.00	165,361	218,390	116,782

FOR CITY SERVICES VISIT DenverGov.org | CALL 311

Fund	Org. Number	Grant Program Name	2016 FTEs	2017 FTEs	2015 Actuals	2016 Estimated	2017 Estimated
13012	5511101	CoC Starting Treatment & Recovery	0.00	0.00	110,984	132,092	73,033
13012	5511101	CoC Veterans	0.00	0.00	29,356	31,532	40,573
13019	5511101	Homeless Veterans Reintegration	0.00	0.00	79,522	1,636	0
13501	5511101	CO Infant Toddler Quality Improvement Program	0.50	0.00	51,578	3,581	0
13501	5511101	Community Assistance for Gaining Eligibility	0.00	0.00	0	60,500	0
13501	5511101	Expelled and At-Risk Student Services	0.75	0.00	120,805	122,813	0
13501	5511101	Personal Responsibility and Education Program	1.50	1.50	146,135	145,331	116,350
13601	5511101	Parent Partner Program	0.00	0.00	0	15,000	0
13601	5511101	Prevention Institute	0.00	0.00	0	16,844	0
13601	5511101	SNAP into Health	0.33	0.00	262,944	201,434	0
Subtotal			**4.58**	**3.00**	**6,669,438**	**6,877,251**	**4,331,309**
Department of Environmental Health							
14001	6501101	Childhood Lead Poisoning Prevention Program	0.00	0.00	5,618	26,382	0
14001	6501101	Denver Safe Routes to School	0.00	0.00	58,804	51,996	43,000
14001	6501101	FDA Tobacco Retail Inspections	0.00	0.00	124,266	104,652	0
14002	6501101	Ryan White/HIV Emergency Relief	3.25	4.25	8,529,459	6,491,188	1,479,590
14301	6501101	Cancer Cardiovascular Pulmonary Disease	0.00	1.00	47,102	177,991	188,884
14301	6501101	Denver Safe Routes to School	0.00	0.00	2,953	0	0
14301	6501101	Metro Denver Healthy Beverage Partnership	0.00	0.50	2,136	64,365	47,977
14601	6501101	Adoption and Foster Program	0.00	0.00	0	4,500	0
14601	6501101	Animal Control Officer Training	0.00	0.00	26,643	0	0
14601	6501101	Animal Spay/Neuter Program	0.00	0.00	0	4,167	833
14601	6501101	Community Outreach Program	0.00	0.00	0	137,507	0
14601	6501101	CPOF License Plate Grant	0.00	0.00	10,000	0	0
14601	6501101	Denver Healthy Food Access	0.00	0.00	48,777	39,427	0
14601	6501101	Denver Microchips	0.00	0.00	4,789	3,198	0
14601	6501101	Evolvement Denver: Youth Tobacco Policy Change	0.00	0.00	1,613	0	0
14601	6501101	Expenses for Training by Emancipet	0.00	0.00	12,491	1,159	0
14601	6501101	Healthy Childcare Makes a Heal	0.00	0.00	43,216	90,000	0

Fund	Org. Number	Grant Program Name	2016 FTEs	2017 FTEs	2015 Actuals	2016 Estimated	2017 Estimated
14601	6501101	Lil Bub	0.00	0.00	0	1,000	0
14601	6501101	Partnerships for Healthy Food Retail	0.00	0.50	292,204	150,506	132,828
14601	6501101	Shelter Cat Pilot	0.00	0.00	7,728	0	0
Subtotal			**3.25**	**6.25**	**9,217,801**	**7,348,038**	**1,893,112**
Environmental Quality Division							
11217	6504101	EECBG Banking Fees	0.00	0.00	30,000	30,000	30,000
14001	6504101	Brownfields Colfax Assessment Fund	0.00	0.00	71,386	150,000	0
14001	6504101	Charge Ahead Colorado	0.00	0.00	4,300	0	0
14001	6504101	Denver Sustainability Plan	0.00	0.00	2,571	0	0
14001	6504101	Ebola Phase II	0.00	0.00	11,136	10,864	0
14001	6504101	Emergency Preparedness & Response	1.00	0.50	77,537	68,756	88,677
14001	6504101	FY 2015 EPA Brownfields Assessment Grant	0.00	0.00	7,062	175,000	135,000
14001	6504101	Radium Contamination	0.00	0.00	1,498	0	0
14001	6504101	Swansea Air Quality Monitoring	0.00	0.00	0	70,000	70,000
14217	6504101	Clean Energy Loan Program Denver Energy Challenge	0.00	0.00	440,755	400,000	700,000
14301	6504101	Air Pollution Control	0.99	1.00	188,494	238,982	212,391
14601	6504101	Denver Energy Efficiency	0.00	0.00	0	16,000	12,000
14601	6504101	Denver Neighborhood Climate and Health Vulnerability Project	0.00	0.00	0	18,000	4,000
Subtotal			**1.99**	**1.50**	**834,739**	**1,177,602**	**1,252,068**
Department of Parks and Recreation							
15001	7011101	O'Fallon Park Fire Mitigation	0.00	0.00	249,583	0	0
15001	7011101	South Platte Watershed Urban Forestry Enhancements	0.00	0.00	50,442	0	0
15001	7011101	Urban Conservation Treaty for Migratory Birds	0.00	0.00	16,721	83,279	0
15301	7011101	Bear Creek Watershed Improvement	0.00	0.00	78,458	19,086	104,400
15301	7011101	Heller/Heron Pond Natural Area	0.00	0.00	(5,124)	0	0
15301	7011101	Purge the Spurge	0.00	0.00	6,278	25,000	0
15301	7011101	Samuels Elementary	0.00	0.00	0	33,060	0
15301	7011101	Stapleton Xeriscape Garden	0.00	0.00	515	10,000	0
15301	7011101	Wood Utilization and Capacity Building	0.00	0.00	42,934	15,066	0

FOR CITY SERVICES VISIT DenverGov.org | CALL 311

Grant Program Overview

Fund	Org. Number	Grant Program Name	2016 FTEs	2017 FTEs	2015 Actuals	2016 Estimated	2017 Estimated
15601	7011101	Buffalo Bill Museum	0.00	0.00	34,093	44,947	30,000
15605	7011101	Colorado Open Lands	0.00	0.00	38,262	9,653	0
38278	7011102	Mountain Parks Genesee Overlook	0.00	0.00	75,281	0	0
38282	7011102	Barnum East Park Redesign	0.00	0.00	34,572	50,000	50,000
38343	7011103	River Vision - UDFCD	0.00	0.00	422,952	583,861	187,117
38346	7011102	Central Park Fountain	0.00	0.00	6,415	14,259	14,259
38357	7011103	River Vision - Greenway Foundation	0.00	0.00	160,565	0	0
38359	7011103	Rvr Vision Grant Frontier RMNA	0.00	0.00	62,285	1,500,000	0
38360	7011103	River Vision - GOCO	0.00	0.00	1,325,890	631,474	133,595
38370	7011102	Genesee Mountain Trail Project	0.00	0.00	57,356	58,453	0
38380	7011102	Westerly Creek Greenway	0.00	0.00	500,000	0	500,000
38387	7011102	Beaver Brook Trail and Trailhead	0.00	0.00	52,249	100,000	100,000
38389	7011102	Downtown Area Parks Open Spce Plan	0.00	0.00	56,195	66,254	0
38395	7011102	Ruby Hill Bike Park and Loop Trail	0.00	0.00	78,799	312,749	0
38407	7011102	River North Improvements	0.00	0.00	0	112,102	112,102
38409	7011102	North Westerly Creek	0.00	0.00	350,000	0	0
38411	7011102	Westerly Creek North Project	0.00	0.00	150,000	0	0
38414	7011102	Westerly Creek North Park and Prarie Upland Park	0.00	0.00	1,709,772	73,376	0
38417	7011102	Sullivan Gateway Preservation	0.00	0.00	0	200,000	0
38730	7011102	GOCO Planning Grant - ELK Site Plan	0.00	0.00	0	631,474	30,000
38730	7011102	Re-Imagine Play at Paco Sanchez	0.00	0.00	0	0	350,000
38740	7011102	Bible House Interior Project	0.00	0.00	0	0	200,000
38740	7011102	Dedisse Park Evergreen Lake Bridge Replacement	0.00	0.00	6,883	0	0
38740	7011102	GOCO Inspire Initiative	0.00	0.00	0	72,698	0
38740	7011102	Paco Sanchez Playground	0.00	0.00	0	1,000,000	0
Subtotal			**0.00**	**0.00**	**5,561,375**	**5,646,791**	**1,811,473**
Total			**156.67**	**93.65**	**117,185,359**	**129,733,847**	**141,972,305**

Note: Negative dollar amounts in the 2015 Actuals column are due to year-end timing issues related to accruing expenses back to the prior year.

City Attorney

The **Coordinated Elder Abuse Prevention Program** provides funding to create and sustain a multidisciplinary Elder Abuse Prevention Steering Committee to coordinate services and strengthen policies designed to help older victims. The grant also provides training to law enforcement, prosecution, judicial, and community-based program staff on elder abuse and best practices recommendations as well as services to victims of domestic violence, sexual assault, neglect, and exploitation who are over age fifty. Funded by a federal grant from the U.S. Department of Justice.

The **Specialized Domestic Violence Prosecution Grant** funds a portion of the full-time domestic violence prosecutor and a part-time victim specialist for the outreach office. This grant also funds the Division of Prosecution and Code Enforcement's (PACE) statewide abuse in later life training team. Funded by a state grant from the Colorado Division of Criminal Justice, which administers S.T.O.P. Violence Against Women Act funding.

The **Wraparound Legal Services Grant Project** was designed to fill gaps in legal services needed by Denver's crime victims. This collaborative project brings together system-based and nonprofit organizations to design a sustainable program and/or training project that will educate legal and non-legal partners in victim-centered and trauma-informed care. The training will be provided to those who can provide free or low-cost legal services to victims in Denver. Funded by a state grant from the Colorado Division of Criminal Justice.

Community Planning and Development

The **Bosler House Preservation Project Grant** funded the construction document for the Bosler House. Funded by the National Trust for Historic Preservation.

The **Certified Local Government (CLG) "Saving Places Conference" Grant** funded conference registration fees for city staff who attended the conference. Funded by the State Historical Fund.

The **Historic Structure Assessment Grant** was awarded by History Colorado to CPD Landmark Preservation for the purpose of conducting a Historic Structure Assessment of the Bosler House in Denver, CO. This was a condition assessment of the structure, which had been left open to the elements for several years.

The **Western Lands and Community Exploratory Scenario Planning Grant** is funded by the Sonoran Institute.

Human Rights and Community Partnerships

The **Age Matter Needs Assessment Program** provides a program administrator to conduct an assessment on the planning needs of older adults with over 15 city agencies. The assessment will yield policy and program recommendations to serve the needs of the older adult population in Denver. Funds are provided by AARP and the Colorado Health Foundation.

The **Denver Impact Investing Initiatives Grant** funded the Denver Office of Strategic Partnerships to develop social impact investing opportunities within city government to attract private investors in funding social programs that save public funds. Funded by private grants from the Piton Foundation, Kaiser and others.

The **Living Cities Financial Empowerment Centers Grant** provided funding to support oversight and coordinate implementation of the Financial Empowerment Centers Program in Denver, including provision of financial counseling and integrated services to help support low-income residents in moving toward financial self-sufficiency. Funded by private grants from Living Cities and Bloomberg Philanthropies.

The **National Council on Aging Grant** was provided to cities across the country to help educate and engage older adults in important programs that impacts their health and well-being. The City and County of Denver, Office on Aging utilized this grant in 2015 to support the Seniors in September event. Funded by a federal direct grant.

Mayor's Office

The City's first **Bike Safety Plan** addresses safety concerns that remain a barrier to getting more people out of cars and onto bikes. The Bike Safety Plan, released in late 2015, describes multiple strategies that the City will pursue to reduce accidents involving cyclists, including changes in street design, traffic signals and ordinances, as well as educational initiatives that will help drivers and cyclists alike become more adept at co-existing on our roads. Funded by a private grant from Anadarko.

The **Front Range Synergy Network** is an organization of business entities in the region from Ft. Collins to Pueblo that exchange information about their waste streams and feedstock needs, so that materials that are currently shipped to landfills can instead be used as feedstock. Efforts to organize this Network have been funded through a grant by Anadarko Petroleum. CH2M is working on a partial pro bono basis to get the Network up and running in 2016. Funded by a private grant from Anadarko.

Office of Children's Affairs

The **Child and Adult Care Food Program** provides food during the school year. The food is served in areas where there are a significant percentage of students who are eligible for free or reduced priced school meals. While this state program funds adults in need, Denver's program currently only provides meals for children. Funded by a state grant from the Colorado Department of Health Care Policy and Financing.

The **Cities Combating Child Hunger through Afterschool Meal Programs (CHAMP)** initiative leverages partnerships across the city to increase access to healthy, fresh food for Denver's students during Out of School programs by increasing the number of participants in the federal Afterschool Meal Program. Funded by a private grant from the National League of Cities.

The **Culture of Wellness in Preschools Program** is a collaborative intervention aimed at promoting a culture of wellness in Head Start preschools, including Denver Great Kids Head Start. The COWP provides staff and families with an overview of wellness and an opportunity to participate in programs proven to support healthy lifestyle changes. The program focuses on healthy eating and staying active as a family. Funded by federal grants from the U.S. Department of Health and Human Services, and U. S. Department of Agriculture.

The **Denver Education Compact** leveraged cross-sector leadership to create a robust educational continuum for Denver's youth from cradle to career – where all students enter kindergarten prepared, graduate from high school prepared, complete a post-secondary pathway and obtain a job. Funded by a collaboration of private grants from the Denver Foundation as the fiscal sponsor.

The **Head Start Program** provides quality early childhood education and comprehensive services to more than 1,153 preschool children and their families residing in Denver. This program fosters healthy development in children living in low-income settings. Five community-based delegate agencies provide a range of individualized services, including education and early childhood development; medical, dental and nutrition services; mental health and disabilities services; and family support services. Funded by a federal grant from the U.S. Department of Health and Human Services. In addition, private grants fund complementary services like mental health services.

The **Out of School Time (OST)** grants support the Denver Afterschool Alliance. Funding for these grants come from multiple sources, including The Piton Foundation, The Denver Foundation, Anschutz, and many others. The Denver Afterschool Alliance aligns stakeholders to develop a sustainable citywide afterschool system to increase access to and participation in quality afterschool programs for all of Denver's youth in order to keep kids safe, inspire kids to learn, and prepare them for the future. Funded by a private grant from the Wallace Foundation.

The **Summer Food Service Program** provides food during the summer. The food is served in areas where there are a significant percentage of students who are eligible for free or reduced priced school meals. This program provides meals for children at various city recreation centers and a few nonprofit youth serving organization sites. Funded by a state grant from the Colorado Department of Education.

The **Wallace Foundation Cash Match** is required as part of the Out of School Time grant from the Wallace Foundation. The matching funds are to be used to support the objectives of the Denver Afterschool Alliance. The cash match is being provided by The Piton Foundation, the Denver Public Schools Foundation, Mile High United Way and the Tim and Bernadette Marquez Family Foundation.

Public Works

The **15th St Protected Bike Lane Grant** funds the evaluation of different separation treatments for Protected Bike Lanes which will enable the establishment of design standards to be implemented citywide for the 15th St Protected Bike Lane project and future projects. Funded by People for Bikes.

The **21st Street Wynkoop Urban Design Grant** funds will pay for the design of the Arapahoe Protected Bike Lane for the 21st Street Wynkoop Urban Design project. Funded by Downtown Civic Ventures.

The **52nd Avenue and Federal Boulevard Median Improvements Grant** funds the construction of the medians at 52nd Ave and Federal Boulevard near Regis University. Funded by Regis University.

The **52nd Ave over Clear Creek Bridge Grant** provides Jefferson County's contribution toward rehabilitating the 52nd Avenue Bridge, which is jointly owned by the City and County of Denver and Jefferson County. CCD will administer the construction work.

Denver was one of 5 U.S. cities to receive the **Beyond Traffic: The Smart City Challenge Phase 1 Award** and was invited to complete for the Smart Cities Challenge grant, which was ultimately awarded to Columbus, Ohio. Funded by the Department of Transportation.

The **CDBG-DR Infra: Sanderson Gulch Grant** funds the Infrastructure program which will focus on disaster recovery and projects that build resilience for the CDBG-DR Infra: Sanderson Gulch Reach 1 Improvements project. Funded by the Colorado Division of Emergency Management.

The **CDOT Contribution to Weir Gulch (3rd/Hooker) Grant** funds the construction of the drainage culvert in the Weir Gulch drainage Structure at 3rd Avenue and Hooker Street. Funded by the Colorado Department of Transportation.

The **Charge Ahead Colorado Grant** funds the Mayor's 2020 Sustainability Goals; help advance fleet leadership by example (electric vehicle rather than gasoline fueled vehicles) for the Charge Ahead Colorado project.

The **Cherry Creek Tower Grant for Parking Lot Improvements Grant** funds the construction of parking lot improvements for the Cherry Creek Tower building in conjunction with the Cherry Creek Drive South Phase 3 project. Funded by the Cherry Creek Tower Condominium Association.

The **Colfax and Lipan AHEC Grant** funds the construction of intersection improvements at Colfax Avenue and Lipan Street project. Funded by the Colorado Department of Education.

The **Colfax Transit Grant** is funding through the Transit Administration (FTA) for the evaluation of transit alternatives on East Colfax Avenue and a new generation transportation demand model developed by the DRCOG for the region.
The **Confluence Bike/Ped Ramps TIP Grant** supports the reconstruction of bicycle and pedestrian ramps in Confluence Park, where the South Platte River and Cherry Creek converge. Funded by a federal pass- through grant from the Denver Regional Council of Governments (DRCOG), Transportation Improvement Program (TIP).

The **Denver RTD FasTracks Grant** assists Denver in construction of infrastructure needed to accommodate the FasTracks rail system improvements. Funded by the Regional Transportation District (RTD).

The **Denver TIP Signal System Grant** supports the design of signal system infrastructures and the installation of system software and equipment, signal equipment, communication devises and communication media. Funded by a federal grant passed through the Colorado Department of Transportation (CDOT).

The **Denver TSSIP Design Grant** provides professional services for design, technical, administrative and program support to implement the Traffic Signal System Improvement Program (TSSIP). Funded by DRCOG.

The **Denver TSSIP** was established in 1989 to improve inter-jurisdictional traffic signal timing and coordination on arterial roadways, and traffic signal system improvements. Denver receives an annual allocation to fund various project sites. Funded by federal grants passed through DRCOG.

The **Denver Water: Funding for NB Univ. Bridge over Cherry Creek Grant** funds the construction cost of relocating the Denver Water's water main over the Cherry Creek at University Boulevard. Funded by Denver Water.

The **DRCOG STAMP Grant** funds multiple Station Area Master Plans. Current projects include 40th Avenue and Colorado Boulevard, the I-25 Station Area Master Plan, among others. Funded by DRCOG.

DRCOG TIP is a federal funding program for the Transportation Improvement Program (TIP) which is administered by DRCOG to plan, design, and construct multimodal transportation improvements.

The **DRCOG Traffic Signal System Equipment Grant** funds traffic signalization to improve traffic flows in Denver. Studies have shown that effective signalization not only reduces air pollution but also eliminates the need for building additional lanes to increase capacity. Funded by DRCOG.

The **Environmental Education Regional Grant** provided funding to develop and implement in-depth waste and recycling education programs to improve recycling rates at 12 Denver Public Schools. Projects were designed to enhance awareness among students and parents and to implement services such as composting collection. Revenues to this fund came from a federal grant from the Environmental Protection Agency.

The **Evergreen Road Bridge Grant** supported the financing, design, and construction of the Dedisse Park Evergreen Lake House Road bridge replacement, which was falling into disrepair. Funds provided by CDOT.

The **Evergreen Lake Park Bridges Grant** supported repair of Evergreen Lake Park bridges. Funded by CDOT.

The **FASTER- CDOT Signals Grant** provides for traffic signal upgrades. Funded by DRCOG.

The **HSIP Havana/Hampden Sidewalk Project** provides sidewalks along SH30 to improve safety and improve pedestrian connectivity. Funding is provided by the US DOT through CDOT.

The **I-70/Central Park Interchange Grant** provides federal funds through CDOT toward the design and construction of the Central Park Boulevard and I-70 interchange, with a share of up to $30 million from the Better Denver Bond Program.

The **Inca Street (38th Ave - 45th Ave) Grant** is funded by Denver Water.

The **ITS Systems Project** funds implementation of the DRCOG Intelligent Traffic System Pool Project.

The **Learning at the Water Source Grant** provides funds from the U.S. EPA to build a more efficient water quality education and outreach program under the City and County of Denver's MS4 permit.

The **Levitt Pavilion Grant** supports the construction of the Levitt Pavilion in Ruby Hill Park, which is being completed in coordination with the Better Denver Bond program. Funded by a private grant from the Levitt Foundation.

The **P2P Project** (Platte to Park Hill) is comprised of multiple projects. In 2016 and 2017, CDOT funded the acquisition of Right of Way for the Platte to Park Hill wastewater conveyance program, and construction of the drainage culvert under Brighton Boulevard for the Globeville Landing Outfall project. The Platte to Park Hill program also consists of the following projects: 39th Avenue open channel, Park Hill Golf Course Improvements and City Park Golf Course Improvements.

The **Peoria Street Grade Separation Project** is the design and construction of a grade separation for Peoria Street over the Union Pacific Railroad and future light rail tracks near Smith Road. Funded by grants from the City of Aurora, Regional Transit District (RTD), and CDOT.

RAMP-Fed. Blvd Grant funding will be used to support the construction of Federal Boulevard from 6th Avenue to Howard. This appropriation leverages funding from the CDOT Responsible Acceleration of Maintenance and Partnerships (RAMP) funding.

RAMP 1- CDOT Signals Grant funding upgrades traffic signals that were originally constructed in the 1950s along Colfax, Almeda Knox Ct., Santa Fe and Evans Streets. Funding provided by CDOT.

The **Safety Hazard Elimination Program** is an annual allocation for signal upgrades at intersections throughout Denver. Funded by a federal grant passed through the CDOT.

Safety Hazard Elimination – Traffic Signal Upgrade Grant supports new traffic poles, mast arms, controllers, UPS, ethernet switches, cabinets and bases, conduits, signal and pedestrian displays, and traffic signs and striping. Funding will also allow for upgrade of ADA ramps, sidewalks, medians, curb, gutters and travel lanes to meet federal standards. Funded by federal funds passed through the CDOT.

The **SEP-Northeast Denver Recycling & Training Grant** provide funds to educate residents about property recycling and waste services. Funding provided by the Colorado Department of Public Health.

The **Stapleton Infrastructure/Facilities Grant** provides a match for the Federal Grant for improvements to 56th and Havana. Funded by the Stapleton Business Center District.

The **Sullivan Gateway Preservation Grant** supports Denver Parks and Recreation's efforts to restore portions of the Sullivan Gateway terra cotta walls and fountains at the City Park Esplanade. Funded by the State Historical Society of Colorado (History Colorado).

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The **Traffic Signals SH 30,40, and 26 Grant** provides federal and state funds for six new traffic signals on Federal at 44th Avenue, on Hampden at Poplar, Akron, and Florence and on Colfax at Krameria and Glenarm/Fox. Funds provided through CDOT.

The **Westwood Healthy Places Grant** provides funds for a signal and two bulbouts at this intersection for improvements for pedestrians at the Morrison Rd. and Perry Intersection. Funds provided by the Colorado Health Foundation.

County Court

The **Drunk Driver Intervention Program** provides reimbursement for persistent drunk drivers who are unable to pay for the required intervention or treatment services for clients of Denver County Court Probation. Under which, the Alcohol and Drug Abuse Division (ADAD) will reimburse Denver for such services pursuant to HB 06-1711. Funded by a grant from the State of Colorado Department of Human Service's Alcohol and Drug Abuse Division.

District Attorney

The **DA Witness Protection Program** funds an investigator position to assist the Witness Protection Team. Funded by a federal grant passed through from the Department of Justice to the State of Colorado's Department of Public Safety.

The **Denver DA FVU (Family Violence Victim Unit) Advocate Program** provides funding for a victim advocate position to provide services to victims of domestic violence and sexual assault; specifically, on children cases filed in the Denver District Court. Funded by a federal VOCA pass through grant from the State of Colorado Division of Criminal Justice.

The **Federal Crime Victim Compensation Program** supports eligible victims of crime within Denver. Funded by a federal pass through grant to fund the Crime Victim Compensation Program in the Second Judicial District.

The **Integrated Intervention Program** provides enhanced collaboration and system response to Domestic Violence and Sexual Assault Cases prosecuted by the Denver District Attorney's office. Funded by a federal VAWA pass through grant from the Colorado Division of Criminal Justice.

The **Acquiring Restitution through Talent (ARTT) / Mentoring Program** assists juveniles in earning money to pay their restitution and provides mentoring and programs to help youth participants make positive life choices. Funded by a State of Colorado grant.

The **Rose Andom Denver Family Justice Center Grant** provides funds to expand partnerships to coordinate community response to domestic violence, improve outcomes to victims and increase offender containment and accountability, and increase access to and utilization of the criminal justice system and community-based services for victims of domestic violence.

Fire Administration

The **Colorado Firefighter Safety and Disease Prevention Grant** supports local jurisdictions with the purchase of necessary equipment to protect the communities it serves. Grant funds will be used to purchase spec pak systems used during vehicle extractions to allow for the safe movement of victims in emergencies and decrease the risk of exacerbation of trauma. Funded by a state grant from Division of Fire Prevention and Control.

Office of Emergency Management and Homeland Security

The **Denver Hazard Mitigation Plan Update Grant** funds are used to develop a FEMA approved local Hazard Mitigation Plan Update with adherence to the most current FEMA guidance, and utilization of best available risk assessment data. Funded by a federal Homeland Security grant that passes through the Colorado Department of Local Affairs/Division of Emergency Management.

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The **Emergency Management Performance Grant (EMPG) Program** reimburses the Office of Emergency Management and Homeland Security for eligible operational costs related to administration, emergency planning, training, exercises, hazard mitigation, disaster response and recovery, as well as for the procurement of equipment and services. Funding for the Emergency Operations Center (EOC) and Duty Officer Program are part of this grant program. Funded by a federal Homeland Security grant that passes through the Colorado Department of Local Affairs/Division of Emergency Management.

The **Hazard Mitigation Grant Program** is funded by the U.S. Department of Homeland Security passed through the Colorado Division of Homeland Security and Emergency Management. There are two grants associated with this grant program that OEMHS has received. The funds for the first one will be used to procure a contract to purchase and install two 100 KW generators and transfer switches at the Denver Fire Department Headquarters and Denver Police Department District 5 Station. In addition to the purchase and installation of the generators and transfer switches, other costs anticipated include construction management provided by the City and County of Denver.

The **Urban Area Homeland Security Initiative (UASI) Program** is a multi-jurisdictional grant intended to enhance the Denver metro area's capacity to prevent terrorist attacks. This includes funds for planning, conducting exercises, training, and purchasing equipment. Funded by a U.S. Department of Homeland Security grant passed through the State of Colorado.

The **FEMA Flood Projects** are funded by the Presidential Disaster Declaration Grant, funded by the U.S. Department of Homeland Security and passed through the Colorado Division of Homeland Security and Emergency Management. Grants are used for Colorado flooding, severe storms and landslides that occurred in May and June of 2015. This grant reimburses the grantee for 75% Federal share of the eligible FEMA Public Assistance program expenditures incurred in response to and recover from the disaster.

Police

The **3-Dimensional Imaging Validation Grant** provides funds from the National Institute of Justice to study to efficacy of the Denver Crime Lab's HD3D system in validating evidence. The project then compares the technology's successfulness to current microscope methodologies.

The **CDOT BAT Van Project** provides for the purchase of a new Blood Alcohol Testing (BAT) Van to replace the current vehicle which is: limited in space for intoxilyzers, does not allow for fully electronic paperwork submission, is poorly ventilated, lacks space for a medic to do blood draws, and is unable to transport necessary checkpoint equipment such as lighting, generator, and processing stations. Funded by a federal pass through grant from the Colorado Department of Transportation.

The **CDOT Click It or Ticket Program** enables local law enforcement operations to focus enforcement on driver seatbelt use concurrent with statewide "Click it or Ticket" awareness campaigns. Grants fund both night time and day time enforcement. Funded by a federal pass through grant from the Colorado Department of Transportation.

The **CDOT Distracted Driving Enforcement Grant** supports dedicated enforcement of distracted driving violations. Funded by a federal pass through grant from the Colorado Department of Transportation (CDOT).

The **CDOT DUI Enforcement Grant Program** provides funds to reduce alcohol-related crashes in Denver through a variety of enforcement strategies (sobriety checkpoints, saturation patrols) and supplies. Funded by both federal pass through and state direct grants from the Colorado Department of Transportation.

The **CDOT Focused Speed Enforcement Grant** performs focused speed enforcement on Denver's high risk roadways with particular emphasis on I-25 and I-70 (where the largest portion of speed-related crashes occurs). Funded by a federal pass through grant from the Colorado Department of Transportation.

The **CDOT Pedestrian Safety Grant** focuses on the prevention of pedestrian/automobile collisions. The grant enables the Police Department to proactively conduct outreach to the public through educational enforcements, community meetings, and printing of educational flyers to reduce the number of pedestrian/ auto collisions. Funded by a federal pass through grant from the Colorado Department of Transportation (CDOT).

The **COPS Community Policing Development Grant** supports evaluation of best practices in recruiting for midsize departments with limited recruitment budgets with the goal of developing the most effective strategies for community based outreach and recruiting. Funded by a federal grant from the U.S. Department of Justice, Community Oriented Policing Services (COPS).

The **Coverdell Federal Forensic Science Improvement Grant** is federally funded by the U.S. Department of Justice, National Institute of Justice. It provides support to improve the timeliness and quality of forensic science services provided by the Denver Police Department Crime Laboratory. This grant provides funding to support technology to improve the forensic imaging processes.

The **Coverdell State Forensic Science Improvement Grants** support investments to improve the quality and timeliness of laboratory forensic services. State grant funds support scientist training, annual laboratory accreditation costs, and the retention of administrative staff for the Denver Police Department Crime Laboratory. Funded by a federal pass through grant allocated by the Colorado Division of Criminal Justice.

The **DNA Backlog Reduction Program Grants** support forensic staff, supplies, equipment, and analyst training to reduce the backlog of cases that await DNA analysis in the Denver Police Department Crime Laboratory. Funded by a federal grant from the U.S. Department of Justice, National Institute of Justice.

The **Denver Juvenile Drug Court Grant** provides funds to select off-duty police officers to assist in providing face-to-face support, mentoring, and guidance to assist individuals to complete probation and meet court orders. They will also assist by helping clients find resources, such as employment and housing. Funds are provided by the Colorado Division of Criminal Justice.

The **Demand Reduction Grant** allows DPD officers to conduct reverse sting operations targeted at online purchases of commercial sex with particular emphasis on those seeking minors, who are automatically considered victims of human trafficking. Funded by a private pass through grant from the Denver Victim Assistance and Law Enforcement (VALE) Board.

The **Familial DNA Database Search Project** supports the development of a familial DNA database search tool that can help criminal justice and military practitioners rapidly search a DNA database to discover familial relationships. Funded by a federal grant administered by the US Department of Defense via the Army Research Office.

The **Family Integrated Treatment Court (FITC) Denver Youth Health Connections** serves non-violent, post adjudicated juveniles who suffer from treatment level substance abuse and mental health issues. Grants provide funding for two police officers to work overtime to assist in curfew and welfare checks. Funded by federal pass through grants from the Colorado Judicial Department, Denver Juvenile Drug Court and includes support for Project M.A.T.C.H. (Mentors About Teaching and Coaching for Hope) and Denver Safe Start.

The **High Intensity Drug Trafficking Area (H.I.D.T.A.) Program Grants** provide funding to expand the collaborative enforcement of drug offenses in the area through increased information sharing. The HIDTA effort

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improves cooperation with the North Metro Task Force as well as other federal and local agencies in narcotics enforcement. Funded by a federal grant from the Office of the President, Office of National Drug Control Policy.

The **Justice Assistance Grant (JAG)** support the City's most critical projects in law enforcement and prosecution. These revenues are awarded annually to Denver via a federal formula grant from the United States Department of Justice, Bureau of Justice Assistance. They support projects in both the Police Department and the District Attorney's Office. Initiatives funded by annual JAG formula grants include the Victim Services Network of the Denver District Attorney's Office, and the DPD ShotSpotter expansion program.

The **Latent Print Identification Grant** is a research project aimed at evaluating a statistical model for (a) Reducing the variability in the decision-making process between multiple examiners when examining the same latent print; (b) Supporting and documenting the decisions made by examiners during the entire examination process (Analysis, Comparison and Evaluation); (c) And for determining statistical corroborative evidence from currently unreported latent prints. Funded be the National Institute of Justice.

The Criminal Justice Innovation Program **LISC Peer Learning Small Grant** provides travel funds for DPD officers to attend peer-to-peer learning conferences in conjunction with the Byrne Criminal Justice Innovation program. Funded by a federal grant from the Bureau of Justice Assistance.

The **Organized Crime Drug Enforcement Task Forces (OCDETF) Strike Force Strategic Programs Grant** provides funding to support one leased vehicle for organized crime drug enforcement task forces. Funded by a federal grant from the U.S. Department of Justice.

The **Project Safe Neighborhoods (PSN)** Federal grant for Violent Gang and Gun Reduction supports the regional Crime Gun Intelligence Center in Denver. Funds support targeted investigations and prosecutions, formalized partnerships with ATF, the Denver District Attorney, Lakewood Police, Aurora Police, and State Parole, and enhance gun tracing and ballistic data. Funded by a federal grant from the Bureau of Justice Assistance.

The **Research and Development for Publically Funded Forensic Science Laboratories to Assess the Testing and Processing of Physical Evidence, Optimized, Semi-Automated Differential DNA Extraction Grant** supports forensic scientists' research that contributes to the forensic community's best practices, creates replicable validation methods, and increases laboratory efficiency. This grant is focused on improving DNA extraction in sexual assault cases. Funded by a federal grant from the U.S. Department of Justice, National Institute of Justice.

The **Research and Development for Publically Funded Forensic Science Laboratories to Assess the Testing and Processing of Physical Evidence, Benefits and Limitations of the Statistical Methodology in Determining Evidentiary Value of Latent Print Identification: A Prospective Evaluation Grant** supports forensic scientists' research that contributes to the forensic community's best practices, creates replicable validation methods, and increases laboratory efficiency. This grant studies the value of latent print identification. Funded by a federal grant from the U.S. Department of Justice, National Institute of Justice.

The **Research and Development for Publically Funded Forensic Science Laoratories to Assess the Testing and Processing of Physical Evidence, Optimal Extraction Methods of THC from Infused Products Grant** supports forensic scientists' research that contributes to the forensic community's best practices, creates replicable validation methods, and increases laboratory efficiency. This grant funds the development of a method for extracting and quantifying the amount of THC in edible marijuana products. Funded by a federal grant from the U.S. Department of Justice, National Institute of Justice.

The **State JAG Grant** ensures the quality and timeliness of Denver's forensic services. Funded by a federal pass through grant from the Colorado Division of Criminal Justice.

The **Solving Cold Cases with DNA Grant** supports forensic scientists' analysis of cold case sexual assault and homicide cases; investigative review of cold case homicides; and supplies and equipment for the crime laboratory to solve cold cases. Funded by a federal grant from the U.S. Department of Justice, National Institute of Justice.

The **Sun Valley Partnership Policing Project** is a joint effort between the Denver Housing Authority, the Denver Police Department, Servicios de la Raza, and TASC. This program targets the Sun Valley neighborhood for high visibility policing efforts. This project approaches crime prevention through environmental design, data driven policing, and youth and family engagement through restorative justice practices. Funded by a federal grant from the Department of Justice/Byrne Criminal Justice Innovation Grant.

Safety Programs and Management

The **2nd Chance Reentry Program** provides funding for adult offenders with co-occurring substance abuse and mental health disorders. Funded by a federal grant from the U.S. Department of Justice.

The **Community Corrections Program** administers services for residential programs at halfway houses and administers substance abuse treatment for diversion and transitional placements in the community. The level of funding is determined by billings for services provided and annual state appropriations. Funded by a grant from the Colorado Department of Public Safety, Division of Criminal Justice and the Colorado Department of Corrections.

The **Gang Reduction Initiative of Denver (GRID) Grant** provides funds to support the expansion of the GRID model and to develop a strategic plan in an effort to reduce gang violence in target neighborhoods. Funded by a federal grant from the United States Department of Justice.

The **Probation and Parole Accountability and Stabilization Enhancement (PHASE) Day Reporting Program**. The Denver Crime Prevention and Control Commission, in collaboration with the Mental Health Center of Denver, the University of Denver and key criminal justice stakeholders will provide best practice and evidence-based stability services that will enable these individuals to develop the self-management skills necessary to successfully engage in intensive behavioral health services and complete the requirements of their probation or parole. Funded by federal grant from the Department of Justice.

The **Justice and Reinvestment Act - Front End User Program Grant** reduces costs and increases compliance for county court violators. Funds provide supportive housing, treatment, non-Medicaid covered behavioral health treatment services including mental health and substance abuse treatment. Funds are from the U.S. Department of Justice.

The **Smart Pretrial Demonstration Initiative** is a grant through the Department of Justice that Denver was awarded in 2014. The grant provides the opportunity to measure and analyze the pretrial system process and identify areas where additional pretrial best practices can be applied. Funded by a federal grant from the U.S. Department of Justice.

Independent Monitor

The Bridging the Gap Grant seeks to proactively improve relationships between youth and law enforcement in Denver by educating youth on their rights and responsibilities when in contact with law enforcement, and educating officers on key aspects of adolescent development and de-escalation techniques when contacting youth. The grant is provided by the Colorado Department of Public Safety.

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Sheriff

The **Court Security Cash Grant** is provided by the Colorado Judicial Branch to counties to support court security staffing, equipment, and training.

The **Traumatic Brain Injury Support Program** is a partnership between Denver Sheriff Department (DSD) and the Colorado Brain Injury Program, which is administered by the State of Colorado Division of Vocational Rehabilitation at the Colorado Department of Human Services. The grant allows for the implementation of protocols for screening, identifying, assessing, and supporting those with traumatic brain injury (TBI) and co-occurring behavioral health conditions, specifically among inmates in the Denver County Jail. This grant specifically adds 4 hours a week to a part time Jail Psychologist to perform such screenings and report to and work in coordination with the Colorado Brain Injury Program to best serve the needs of these clients.

Office of Economic Development

The **Enterprise Zone Program** manages the nonprofit portion of Enterprise Zone activity and markets the Enterprise Zone program. Enterprise Zones are targeted areas, whose boundaries are determined by the State, that are eligible to receive economic incentives based on factors including poverty and unemployment rates in those areas. Revenue to this fund comes from a percentage fee assessed to nonprofit organizations that are certified as Enterprise Zone projects in the City and County of Denver, as well as State or private contributions.

Division of Workforce Development

The **Career Opportunities in Retail Grant** was awarded to institute and operate retail sector workforce strategies in Denver. The program establishes a retail sector partnership to form a career pathway and pipeline for local talent in retail. The grant is provided by the Chicago Cook Workforce Partnership.

The **Disabled Veterans Outreach Program (DVOP)** provides outreach to disabled veterans, identifying those with the most significant barriers to employment, and providing intensive, client-centered, mediated services to assist veterans in becoming employed. Funded by federal pass through grant funds from the Colorado Department of Labor and Employment.

The **DURA Construction Sector Grant** provides enhanced training opportunities for potential and existing employees of construction firms. Funded by a private grant from the Denver Urban Renewal Authority.

The **EDW Hire for Colorado Grant** is part of the Governor's Long Term Unemployed Initiative. This grant award from the Colorado Department of Labor and Employment is to help Denver's long-term unemployed get back to work.

The **Employment Support Fund** provides labor market exchange services to employers and job seekers. Funded by a grant from the State of Colorado Department of Labor and Employment.

The **Ex-Offender Services for Youth** objectives included preventing in-school youth from dropping out of school, increasing the employment rate of out-of-school youth, increasing the reading and math skills of youth, reducing the involvement of youth in crime and violence, and reducing the recidivism rate of youth. This program was funded by a grant from the U.S. Department of Labor.

The **Governor's Summer Job Hunt Program** supports the Governor's Summer Job Hunt program and provides job placement assistance to youth during the summer. Funded by federal pass through grant funds from the Colorado Department of Labor and Employment.

The **H-IB Ready to Work Grant** is a targeted industry sector initiative that will build the information technology (IT) and advanced manufacturing (AM) sectors through an industry and employer-driven approach that develops an education and training career pathway, leading to employment of LTUs and incumbent workers in middle-to high-skilled jobs in IT and AM. Funded by a federal direct grant from the U.S. Department of Labor.

The **H-IB Technical Skills Training Grant** provided training and financial incentives to all partners who train, retain, or hire workers in positions that might otherwise be filled by H-1B foreign workers. Colorado built off of the best practices of past grant initiatives, including the sector-based strategies that have been implemented throughout the state. Regions expanded partnerships with employers by offering advanced skills education that keeps Colorado's workers employed. This program was funded by federal pass through grant funds from the Colorado Department of Labor and Employment.

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The **Local Veterans Employment Representative (LVER) Program** provides funding for employment services for all veterans and other eligible applicants. These services include registration, counseling and referral to supportive services; job development and labor market information; resume development, case management, job search assistance, and referral to training. Funded by federal pass through grant from the Colorado Department of Labor and Employment.

The **Trade Adjustment Assistance (TAA) Case Management Program** supports case management of Trade Adjustment Assistance customers. The TAA program is a federal entitlement program that assists persons who have lost employment due to foreign trade. Funded by federal pass through grant funds from the Colorado Department of Labor and Employment.

The **Temporary Assistance for Needy Families (TANF) Case Management, Employment and Training** programs provides employment training services and case management functions to assist TANF families in becoming self-sufficient. This fund was created to appropriate program funds based on the State's fiscal year and to consolidate employment services in one agency. Over the past four years DHS has received reduced federal funding due to an allocation formula change. Funded by a transfer from the TANF Block Grant through a memorandum of understanding (MOU) with the Denver Department of Human Services.

The **Veterans Workforce Investment Program** provides veterans with training opportunities. Funded by federal pass through grant funds from the Colorado Department of Labor and Employment.

Wagner-Peyser is a year-round program for unemployed workers, which provides basic work registration and labor exchange services. This federally funded program includes unemployment insurance claimant services. Funded by federal pass through funds grant from the Colorado Department of Labor and Employment.

The **Workforce Investment Act (WIA) Programs** were authorized by Congress in 1998. Through these programs, the Federal government works with states and local communities to design a revitalized workforce investment system that provides workers with the information, advice, job search assistance, and training they need to obtain and keep good jobs and to provide employers with skilled workers. Funded by federal pass through grant funds from the Colorado Department of Labor and Employment.

The **WIA-Title I Adult Program** provides year-round training and placement for unemployed adult residents of Denver. The federal government reauthorized this program's funding under WIOA in July of 2015.

The **WIA-Title I Dislocated Workers Program** provides training to people who have been laid off and require additional training to become reemployed. The federal government reauthorized this program's funding under WIOA in July of 2015.

The **WIA-Title I Youth Program** provides year-round employment and training services to youth age 21 and younger. The federal government reauthorized this program's funding under WIOA in July of 2015.

The **Workforce Investment and Opportunities Act (WIOA) Adult Program** reinforces the partnerships and strategies necessary for one-stops to provide job seekers and workers with the high-quality career services, education and training, and supportive services they need to get good jobs and stay employed, and to help businesses find skilled workers and access other supports, including education and training for their current employees. Funded by federal pass through grant funds from the Colorado Department of Labor and Employment.

The **WIOA Dislocated Workers Program** reinforces the partnerships and strategies necessary for one-stops to provide dislocated workers with the high-quality career services, education and training, and supportive services they need to get good jobs and stay employed, and to help businesses find skilled workers and access other supports, including

education and training for their current employees. Funded by federal pass through grant funds from the Colorado Department of Labor and Employment.

The **WIOA Performance Incentive Grant** funds are used to carry out employment and training and workforce development activities in the Local Area. Performance Incentive funds are used for any activities allowed under WIOA in support of the Local Area's one-stop services. The grant is funded through the Colorado Department of Labor Employment.

The **WIOA Youth Program** provides youth and young adults with career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations, and culminating with a good job along a career pathway or enrollment in post-secondary education. Funded by federal pass through grant funds from the Colorado Department of Labor and Employment.

Denver Housing and Neighborhood Development

The **ARRA Neighborhood Stabilization Program** addresses the effects of abandoned and foreclosed properties in the nation's communities. This program funds single and multiple family foreclosed home acquisition and rehabilitation. Funded by a federal grant from the U.S. Department of Housing and Urban Development. In 2016, funding this program was increased to address affordable housing issues.

Community Development Block Grant (CDBG):

CDBG Administration funds the management and coordination of the CDBG and other federally funded programs. Federal regulations allow CDBG money to fund positions that are assigned to communities that have populations with median incomes below 80 percent of the median income for Denver. Funded by a federal grant from the U.S. Department of Housing and Urban Development.

CDBG Program funds the goals of the CDBG program that are to provide decent, safe, and sanitary housing, provide suitable living environments, and expand economic opportunities. CDBG stimulates the economy through measures that modernize the nation's infrastructure, improve energy efficiency and expand educational opportunities and access to health care. Funded by a federal grant from the U.S. Department of Housing and Urban Development and return on economic investment opportunities.

Clock-tower Lofts Section 108 supports the Clocktower Lofts affordable housing project. Funded by a federal loan guarantee from the U.S. Department of Housing and Urban Development.

The **HOME Program** rehabilitates single family and multi-family residences, both owner-occupied and rental housing; acquires and rehabilitates vacant and boarded-up buildings; develops housing for populations with special needs; and provides tenant rental assistance. These activities are designed to implement specific strategies outlined in Denver's approved comprehensive Housing Affordability Strategy, with emphasis on preservation of existing affordable housing stock through rehabilitation. The HOME project augments existing Community Development Block Grant and Skyline housing programs. Funded by a federal grant from the U.S. Department of Housing and Urban Development and return on housing investment opportunities.

The **Housing Opportunities for Persons with AIDS (HOPWA) Program** provides loans to offer housing assistance and support services for persons with AIDS or related diseases and their families. Funds are used for rental assistance and grants for the development of housing for individuals with HIV. Funded by a federal grant from the U.S. Department of Housing and Urban Development.

The **H&NDS Housing for Mentally Ill** - The H&NDS Housing for Mentally Ill addresses the housing and service needs for severe and persistent mentally ill populations via partnerships with non-profit housing and service providers. Funded

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initially with City funds as a result of the 1983 Goebel Settlement that required Denver to provide 250 housing units for populations with serious and persistent mental illness, current funding is primarily from on-going proceeds from property sales as they occur.

The **Neighborhood Stabilization I and III** programs address the effects of abandoned and foreclosed properties in Denver's areas of greatest need. Funded by federal grants from the U.S. Department of Housing and Urban Development.

The **NE Park Hill Section 108** – Denver Health and Hospital Authority (DHHA) program provided construction and construction related services for the Park Hill Family Health Center. Revenue for this fund is from HUD Section 108 loan guarantees. The loans will be repaid through payments by the borrower.

The **Stapleton Section 108 Program** supports the Stapleton affordable housing project. Revenue to this fund is a federal loan guarantee from the U. S. Department of Housing and Urban Development.

The **Taxi Building III Section 108 Program** provided construction and construction related services for the Taxi Building Development. Funded by a federal grant from the U.S. Department of Housing and Urban Development.

YMCA Section 108 supports the YMCA affordable housing project. Funded by a federal loan guarantee from the U.S. Department of Housing and Urban Development.

Environmental Health

The **Adoption and Foster Program** is funded by several private grants and encourages animal adoption and foster from the Denver Animal Shelter. Activities include enhanced behavior programs and training adoption counselors.

The Animal Assistance Foundation umbrella grant **Animal Control Officer Training/Behavior Manager** funds the salary and materials of behavior manager position for Denver Animal Protection. This position is funded by a private grant from the Animal Assistance Foundation.

The **Animal Spay/Neuter Program** is funded by private grants from the Colorado Pet Overpopulation Fund and the American Society for the Prevention of Cruelty to Animals.

The **Cancer, Cardiovascular Disease and Pulmonary Disease Project** serves to target families in Denver's low-income neighborhoods that are disproportionately affected by resource-poor environments and negative health outcomes. The strategic framework aligns with the Chronic Disease State Plan with CPDHE. Funded by a state grant from the Colorado Department of Public Health and Environment (CDPHE).

The **Community Outreach Program** is funded by private grants from PetSmart Charities and the Animal Assistance Foundation. Funding is used for a Community Outreach Coordinator and other outreach efforts.

The **Childhood Lead Poisoning Prevention Program (CLPPP)** funds local public health agencies that experience the largest burden of elevated childhood blood lead cases. The grant provides funding and resources to each local health department to provide proper care, education and information about lead poisoning to children and their families identified with an elevated blood lead level. The grant also requires universal data collection and sharing between CDPHE and local health departments for lead poisoning surveillance across the state. Funding originates at the Centers for Disease Control to CDPHE and passes to local health departments.

The **CPOF License Plate Grant** helps to pay for spay/ neuter surgeries and other medical procedures that must be completed outside of Denver Animal Shelter. The surgeries and other medical services will be provided by PetAid and other relief veterinarians. These surgeries are necessary for all canines and felines prior to adoption.

The **Denver Healthy Food Access Program** helps to increase access to healthy foods in under-served Denver neighborhoods by identifying city-level barriers and opportunities to encourage food retail development and by implementing policy for reducing barriers. Funded by a private grant from the Colorado Health Foundation.

The **Denver Microchips** grant promotes current microchipping services to the general public, provides funding for the purchase of microchip supplies, scanners, and educational literature. Funded by a private grant from the Animal Assistance Foundation.

The **Denver Safe Routes to School** program is funded by CDOT to develop and produce safe routes for children when walking and bicycling to school. In Colorado, funds are distributed to develop programs for K-8 grades. The SRTS Advisory Committee includes educators, parents, bicyclists, pedestrians, law enforcement, and transportation planners. School districts, schools, cities, counties, state entities and tribal entities are eligible to apply. Nonprofits need to partner with a state subdivision to apply for funding.

The **Evolvement Denver: Youth-Driven Tobacco Policy Change** funds review of the current D.R.M.C. regarding youth access to tobacco and potentially assist in drafting new ordinance to strengthen current code. Funded by a state pass through grant from Denver Health & Hospital Authority.

The **Expenses for Training by Emancipet** is funded by the American Society for the Prevention of Cruelty to Animals. These funds are designated for the training expenses for the Emancipet project.

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The **FDA Tobacco Retail Inspections Smoking Prevention and Tobacco Control Program** provided for enforcement of regulations addressing tobacco youth sales and marketing. Funded by a federal grant passed through the CDPHE.

The **Energize Denver** grant was provided by the Institute for Market Transformation to pay for one intern to support the work of Energize Denver, a program to increase the energy efficiency of large buildings, reduce carbon emissions, and create jobs. The intern is housed in Environmental Health's Environmental Quality Energy Efficiency group.

The **Healthy Childcare Makes a Healthy Start** implements a range of programs and activities aimed at increasing daily healthy eating and physical activity for students, staff and parents. As a partner on the Healthy Childcare, Healthy Start project, the Rocky Mountain Prevention Research Center (RMPRC) will be involved in training Denver Department of Environmental (DEH) public health inspectors in the childcare division. RMPRC will provide technical assistance in the creation of the pilot project and provide subject matter expertise and review of facilitation, toolkit development, and evaluation.

Lil Bub's BIG Fund supports special needs medical cases - easy to love, hard to adopt. Focus on getting tough cases adopted faster. Funded by a private grant from the American Society for the Prevention of Cruelty to Animals.

The **Metro Denver Healthy Beverage Partnership** (HBP), DEH participates in the Regional Steering Committee and implement a variety of strategies to promote healthy food and beverages consumption in the City and County of Denver during the grant period: DEH will maintain a coordinator that will help to align City of Denver efforts for healthy food and beverage systems throughout City institutions and properties, as well as encourage adoption of similar policies in other regional child-facing institutions. Funded by a private grant from the Denver Public Health.

The **Partnerships for Healthy Foods** funds a selection of pilot sites to increase healthy food offerings in corner stores, support local grocers in implementing marketing strategies, and encourage youth and adults to purchase and eat healthier foods. Funded by a private grant from Colorado Health Foundation.

The **Ryan White/HIV Emergency Relief Formula Grant** provides emergency assistance to localities that are disproportionately affected by HIV/AIDS. The grant funds the development and implementation of systems to deliver services to individuals and families with HIV. Using a competitive process, funds are made available to organizations that provide direct services to people affected by HIV/AIDS. Funded by a federal grant from the Health Resources and Services Administration, a division of the U.S. Department of Health and Human Services.

The **Shelter Cat Pilot Program** funds DAS, partnered with Colorado Animal Welfare League (CAWL) and the Feline Fix, to assess and spay/neuter, ear tip and return the DAS unsocial/feral cats to the location where they were found. Funded by a private grant from the Animal Assistance Foundation.

Environmental Quality

The **Air Pollution Control Program** supports air quality monitoring and inspections. Under the terms of the contract with the State, the City inspects permitted air emission sources, conducts asbestos inspections, issues notices of violation and compliance orders, investigates specific air contaminant sources upon receiving a complaint, conducts surveillance of any stationary sources observable during field activity, issues or denies permits for open burning, and performs various other administrative duties. Funded by a grant from the Colorado Department of Public Health and Environment (CDPHE).

The **Brownfield's Colfax Assessment Fund** provides for environmental assessments of blighted properties along the West Colfax corridor in order to enhance redevelopment in this area. Funded by a federal grant from the Environmental Protection Agency (EPA).

The **Clean Energy Loan Program Denver Energy Challenge (DEC)** provides free advising and other services to help homeowners find the best opportunities to reduce energy bills and to improve the comfort of their homes. Funded by a federal grant passed through Boulder County.

The **Charge Ahead Colorado Grant** provided funding to procure an electric vehicle for the Division of Environmental Quality to use, replacing a petroleum-fueled vehicle. Funds were provided by the Regional Air Quality Council.
The **Denver Neighborhood Climate and Health Vulnerability (DNCHV) Project** will create a GIS hot spot map as well as thematic maps that utilize multiple climate and health data to assess neighborhood vulnerabilities. This geographic information will be used to create a tool to analyze the climate vulnerability.

The **Denver Sustainability Plan** is a Supplemental Environmental Project grant that focuses on environmental improvements in businesses in low income northeast Denver neighborhoods. The funding is used to support businesses in the targeted area to make environmental and economic improvements through implementing energy efficiency and sustainability measures to reduce pollution and waste. Funded by a state grant from the Colorado Department of Public Health and the Environment.

The **Ebola Phase II** supports Ebola preparedness and response activities. The funding is to enhance Denver's ability to prevent, prepare for, respond and recover from Ebola Virus Disease (EVD), by enhancing laboratory capacity and capability; disease surveillance; public and risk communication; state and local Ebola Concept of Operations Plans (CONOPS). Funded by a federal grant from Health and Human Services (USDHHS) and passed through the Colorado Department of Public Health and Environment (CDPHE).

The **EECBG Banking Fees** is a loan loss reserve used for loans originated from Elevations Credit Union for eligible energy efficient upgrades to Denver homes and businesses. The structure is a cooperative agreement amongst County of Boulder, Colorado Housing and Finance, Elevations Credit Union, and the City and County of Denver. The Department of Environmental Health's Denver Energy Challenge directs and utilizes this lending mechanism to achieve energy savings. Funded by a federal grant from The Department of Energy (DOE) and passed through from Boulder County.

The **Emergency Preparedness & Response Program** supports environmental public health emergency planning and response activities. Under the terms of the agreement with the State, the City completes emergency planning, coordination, and response activities. Funded by a federal pass through grant from the Colorado Department of Public Health and Environment.

The FY 2015 **EPA Brownfields Assessment Grant** (South Platte Brownfields Assessment Fund aka South Platte River Place Initiative) provides for environmental assessments of blighted, and contaminated or potential contaminated properties along the South Platte River corridor in order to enhance redevelopment in this area. Funded by a federal grant from The Environmental Protection Agency (EPA).

The **Radium Contamination Grant** compiles information related to remaining radium sites in Denver and to create a tracking module to manage the information that was compiled as well as activity around the radium sites. Funded by a federal grant from the Environmental Protection Agency (EPA).

The **Swansea Air Quality Monitoring Grant** will fund the creation of ambient air monitoring facility located near Swansea Elementary School in the environmental justice communities of Elyria and Swansea.

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Human Services

The 2nd Chance Reentry Program provides funding for adult offenders with co-occurring substance abuse and mental health disorders. Funded by a federal grant from the U.S. Department of Justice.

AmeriCorps Program places AmeriCorps members in community settings to mentor young people, many of whom are transitioning from foster care. Funded by a federal pass through grant to the Governor's Commission on Community Service. Project funding ended in 2015.

CO Infant Toddler Quality Improvement Program develops and administers a tiered reimbursement system that supports child care facilities building and maintaining quality programs for the low-income infants and toddlers they serve. Funded grants from the State of Colorado/Division of Early Care and Learning.

The **Connect for Health** grant is designed to increase outreach, application and approval of eligible persons not currently enrolled in health coverage. Health coverage guides have been deployed in DHS facilities and in the community to provide assistance. Funds provided by the Colorado Department of Health Care Policy and Financing.

Continuum of Care (CoC) Anchor Project provides housing assistance for chronically mentally ill people. Funded by a federal U.S. Department of Housing and Urban Development grant.

CoC, Chronic Mentally Ill Women Homeless (Lowry) provides rental assistance for chronically homeless women with mental illness. Funded by a federal U.S. Department of Housing and Urban Development grant.

CoC, Criminal Justice provides rental assistance for chronically homeless men. Funded by a federal U.S. Department of Housing and Urban Development grant.

CoC, Dave's Place provides housing for homeless persons with HIV. Funded by a federal U.S. Department of Housing and Urban Development grant.

CoC, Combined Housing First provides rental assistance for chronically homeless men with substance abuse, mental illness, or co-existing disorders. Funded by a federal U.S. Department of Housing and Urban Development grant.

CoC, Mariposa provides housing for homeless women. Funded by a federal U.S. Department of Housing and Urban Development grant.

CoC, Rowan Gardens provides rental assistance to chronically mentally ill homeless youth. Funded by a federal U.S. Department of Housing and Urban Development Grant.

CoC, Seniors provides rental assistance and case management for homeless seniors age 55 and older. Funded by a federal U.S. Department of Housing and Urban Development grant.

CoC, Starting Treatment and Recovery (STAR) provides assistance for homeless youth in substance abuse recovery. Funded by a federal U.S. Department of Housing and Urban Development grant

CoC, Veterans provides rental assistance and case management for homeless veterans. Funded by a federal U.S. Department of Housing and Urban Development grant.

Community Assistance for Gaining Eligibility Program assists individuals ages 18 to 59 receiving assistance for the Aid to Needy Disabled (AND) program to secure Medicaid benefits, specifically Supplemental Security Income (SSI) and Social Security Disability Income (SSDI). The project is funded by Colorado Department of Health Care Policy and Financing (HCPF) and managed in partnership with Colorado Disability Benefits Services (CDBS).

Community Services Block Grant funds programs designed to reduce the effects of poverty including education and training programs, battered women's shelters, senior programs and other self-sufficiency efforts. Funded by federal pass through grants from the U.S. Department of Health and Human Services and are distributed by the Colorado Department of Local Affairs to the counties.

Denver Prevention Partnership for Family Success (DPPFS) provides programming designed to decrease the likelihood that adolescents will become delinquent, and helps prevent child abuse and neglect. Funded by a grant from the U.S. Department of Justice; distributed by the Colorado Department of Public Safety, Division of Criminal Justice.

Emergency Solutions (formerly Shelter) Grant supplements funding to various homeless shelters and homeless service providers. Funded by a federal grant from the U.S. Department of Housing and Urban Development.

Expelled and At-Risk Student Services provides educational services to expelled students to prevent future suspension and expulsion. Funded by a grant from the state and the program is administered through the Colorado Department of Education.

Homeless Veterans Per Diem supports Denver Health's Denver CARES program. Funds are distributed based on a per diem formula for each eligible veteran who resides in and receives services from Denver CARES. Funded by a federal grant from the U.S. Department of Veteran Affairs.
Homeless Veterans Reintegration provides job training placement and housing assistance to homeless veterans. Funded by a federal grant from the U.S. Department of Labor.

Justice Assistance Grant – Denver Resources for Awareness and Prevention works with the Denver Office of Drug Strategy to support the community by effectively providing prevention and intervention services through trauma-informed care training that will meet community need for information and education on the nature and extent of drug use and delinquency. Funded by grant from the Colorado Division of Criminal Justice.

Justice Reinvestment Initiative provides extensive training and technical assistance to analyze data and develop criminal justice system policy options. Funded by a federal grant from the U.S. Department of Justice.

National School Lunch Program was a Federal pass-through grant (USDA) from CO Department of Education will improve the quality of food service at the Family Crisis Center through upgrades and/or equipment replacement. The FCC closed in 2015.

Now is the Time Program, or Denver-AWARE, increases the number of adolescents (ages 12-18) from five high-risk Denver neighborhoods who are referred to and receive behavioral services, while simultaneously de-stigmatizing behavioral health issues in the targeted community. Project AWARE activities prioritize providing Youth Mental Health First Aid (YMHFA) training to individuals from city agencies, public schools, medical providers, faith-based organizations, youth-serving nonprofits and behavioral health providers. Funding provided by the U.S. Department of Health and Human Services.

Parent Partner Program is a CO Human Services Directors Association pass-through grant from Casey Family Programs for the purpose of supporting a parent partner program, linking parents experienced with the child welfare system and have successfully resolved their case, with parents / caregivers actively engaged with the child welfare system.

Parole Accountability and Stabilization Enhancement (PHASE) funding provides community based agencies tools for best practice and evidence-based services targeting the needs of individuals with a history of involvement in criminal justice system to develop skills to successfully engage behavioral health services and complete the requirements of probation or parole. Funded by federal grant from the Department of Justice.

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The **Pathways to Success** provides a framework to prevent homelessness and instability for youth aging out of foster care. Funded by a grant from the Colorado Department of Human Services.

Personal Responsibility Education Program was designed to educate adolescents on both abstinence and contraception to prevent pregnancy and sexually transmitted infections (STIs), including HIV/AIDS. Funded by a federal pass through grant from the Colorado Department of Human Services.

The **Prevention Institute Grant** develops a strategic plan intended to increase the number of adolescent males (ages 12-17) and young adult males (ages 18-25) in the City and County of Denver who are referred to and receive behavioral health services, and it also works to de-stigmatize mental health issues in the community. Objectives include developing a community strategy to expand outreach and services addressing severe and persistent mental illness, and to help adolescent and young adult males cope with the psychosocial factors that negatively impact their mental health. Funds provided by the Prevention Institute.

Promoting Safe and Stable Families promotes and supports time-limited reunification and strengthens families through individualized family service plans. Funded by federal pass through grant funds distributed from the State of Colorado Department of Human Services and Division of Child Welfare.

Resources for Awareness and Prevention at Denver Public Schools supports DPS schools in the design, implementation, and evaluation of a program for substance use prevention and early intervention in DPS schools (grades 6-8) and in the community. There is also a focus on alternatives to traditional disciplinary measures for substance related offenses. The project will also connect students and families to prevention and other types of support services in the community. Federal pass-through funds provided by the Colorado Department of Human Services.

SMART Pretrial Demonstration Initiative provides evaluation of Denver's pretrial system process. Funded by a federal grant from the U.S. Department of Justice.

SNAP into Health improves access to food, medical and cash assistance, and builds community capacity through training, new strategic community partnerships and new technologies. Funded by a private grant through the Colorado Health Foundation.

Trauma Focused Child Protection-Denver-Kempe Trauma Collaboration helps abused and neglected infants and toddlers and their families who are involved with the child welfare system. Funded by a federal grant from the U.S. Department of Health and Human Services.

Unaccompanied Refugee Minors Program grant assists unaccompanied minor refugees in developing appropriate skills to enter adulthood and to achieve social self-sufficiency. Funded by a federal pass through grant distributed by the Colorado Department of Human Services.

Denver Arts and Venues

The **Culture of Cash Program** makes gift cards available for use at Denver's performance venues, museums, cultural institutions and art galleries. It is a creative way to spur spending and economic development in Denver's creative sector. It also provides marketing support for a variety of businesses in this sector while increasing awareness among the public and providing a funding mechanism for ongoing programs described in the City's Imagine 2020 cultural plan. Revenue funded with purchase of gift cards with initial funding from a grant awarded by the Bonfils-Stanton Foundation.

The **Promotion of the Arts '**Art Works' grant supports the creation of Urban Arts Fund mural projects in graffiti hotspots across Denver. Three mural projects were completed in 2014 and in 2015 there are five mural projects in progress. Funded by a federal grant from the National Endowment for the Arts.

Artist Jeanne Quinn, from Boulder, CO, has been commissioned for **Public Art Project** at the renovated Shoemaker Plaza. Jeanne Quinn will create ceramic artworks along the path down to the river, and two seating areas along the upper promenade. The proposed artworks will incorporate a poem by John Muir about rivers. The project will create interest along the promenade and path while creating an intimate experience for pedestrians that speaks to the river, nature and the history of the area. Funded by a private grant from the Greenway Foundation.

Denver Public Library

The **Carrito Librito** is Denver Public Library's community outreach program that engages recent immigrants and Spanish-speaking parents of early learners with information and incentives to become library users. Because of cultural and language barriers, many members of this targeted audience do not use libraries and are unaware of the plethora of free programs, services, materials and resources libraries offer for Spanish speakers. With Carrito Librito, a push cart is taken out to local events of special interest for Latino parents of early learners to distribute books, provide information on DPL resources and sign families up for library cards. Funded by the Colorado Department of Education.

The **Putting Spell (Supporting Parents in Early Literacy through Libraries) into Action** is a two year project that puts into practice the research findings from a previous SPELL grant to ascertain effective methods for library staff to reach low-income parents of children birth to three with an early literacy message. The project will include staff training from public libraries and their partners on research findings of the prior SPELL grant; provide eight partner libraries with sub-grants to implement local prototypes for one year; conduct evaluation of the activities and impact of each prototype related to changing parental early literacy behaviors; and host a national symposium to disseminate the results of the prototypes and evaluation findings. Funded by the Colorado Department of Education.

The **State Grants for Libraries Project** is used to purchase qualifying educational materials that support or enhance opportunities for early literacy and early learning. Revenue funded by a state grant from the Colorado State Library.

Parks and Recreation

The **Barnum East Park Redesign Grant** funds the complete redesign and construction of this park to make room for a new interchange at Federal and US 6. Funded by CDOT.

Bear Creek Watershed Improvement Fund supports Denver Parks and Recreation's riparian restoration project along the Lower Bear Creek Corridor for the purpose of removing noxious weed species. Revenue funded by two grants – one from the State Colorado Division of Water Conservation Board and one from the State of Colorado Department of Natural Resources.

The **Beaver Brook Trail & Trailhead Project** supports improvements to Beaver Brook trail and trailhead. Funding for this grant comes from Great Outdoors Colorado (GOCO).

The **Buffalo Bill Museum/SCFD Support Grant** provides funding for general office support and operation of the Buffalo Bill Museum. Revenue funded by a grant from the Scientific and Cultural Facilities District (SCFD).

Central Park Fountain provides funding from Forest City to repair and reconstruct the Central Park Fountain.

Colorado Open Lands Fund supports the placement of a Colorado Open Lands Fellow with Denver Parks and Recreation and Denver Office of Sustainability for the purpose of fellowship work, which will focus on protecting and enhancing Denver's parks, natural areas and waterways, particularly along the South Platte River and City's system of gulches. Funded by private funding from the Colorado Conservation Trust.

Dedisse Park Evergreen Lake Bridge Replacement: Evergreen Metropolitan District and Evergreen Parks & Recreation funds support the cost sharing of the financing, design, and construction of the Dedisse Park Evergreen Lake Road bridge replacement.

The **Downtown Area Parks and Open Space Plan** supports Denver Parks and Recreation's downtown parks and public spaces master plan for the purpose of developing a 20-year master plan in collaboration with the Downtown Denver Partnership. Funded by a private grant from Downtown Denver Partnership, Inc.

Denver Mountain Parks, **Genesee Park Fire Mitigation** funds support Denver Parks and Recreation's performance of mitigation activities to reduce the risk of wildfires in Genesee Park. Funds will be used to hire a contractor, and for the use of equipment, supplies, and personnel costs. Funded by federal pass-through funds administered by the Colorado Department of Public Safety.

The **Genesee Mountain Trail Project** is a Great Outdoors Colorado (GOCO) grant to construct new multiple use trails in Genesee Park.

The **Graham-Bible House Interior Project** supports the preservation and rehabilitation of City Park's Graham-Bible House including interior and exterior rehabilitation and mechanical/electrical upgrades. Funding is from History Colorado, the Colorado Historical Society.

The **Great Outdoors Colorado (GOCO) Inspire** grant funds the My Outdoor Colorado program, which will engage underserved families and youth in defining improvements to nearby outdoor natural spaces and the development of programs that provide a holistic set of learning experiences. The program will be piloted for two traditionally underserved communities in Denver, Westwood and Montbello. Funded by GOCO.

Great Outdoors Colorado (GOCO) Land Acquisition for Environmental Learning for Kids (ELK) – This grant funds land acquisition for ELK, an inclusive non- profit that develops inspired and responsible leaders through science education and outdoor experiences for underserved, urban youth ages 5-25. Revenue funded by State of Colorado Great Outdoors Colorado Trust Fund.

The **Heller/Huron Pond Natural Area Project** funding ended in 2007. Funding was provided by the Colorado Department of Public Health and Environment.

The **Mountain Parks Genesee Overlook Grant** supports Denver Parks and Recreation's design and construction efforts for the purpose of building a bison overlook in Genesee. Funded by federal pass-through funds administered by the Colorado Department of Transportation.

The Denver Mountain Parks **O'Fallon Park Fire Mitigation Project** supports fire prevention, protection, mitigation, and response and recovery capabilities at O'Fallon Park. Funded by a federal pass through grant from the Colorado Department of Public Safety.

Purge the Spurge implements a comprehensive weed management program in the City and County of Denver as well as on City-owned properties. Denver Parks and Recreation staff collaborated with City agencies and nonprofit organizations to educate residents regarding the need to eradicate noxious weeds, including myrtle spurge. Revenue funded by a state grant from the Colorado Department of Agriculture.

The **Re-Imagine Play at Paco Sanchez Park** project helps Denver Parks and Recreation create a multi-generational activity and play environment that provides the community the opportunity to remain active and enjoy a healthy lifestyle through Re-Imagine Play. This play environment at Paco Sanchez Park will provide critical infrastructure for physical activity to the underserved and at-risk community. Funded by Great Outdoors Colorado (GOCO) and the Colorado Health Foundation.

The **River North Improvements Grant** supports Denver Parks and Recreation's master plan for the Globeville Landing Park and replacement of damaged trees resulting from the North Metro Rail Line project. Funded by a private grant from the Regional Transportation District (RTD).

River Vision Grant Frontier RMNA funds from the Colorado Department of Natural Resources support Denver Parks and Recreation's "South Platte River Vison" project for the restoration of habitat and improvements from Grant Frontier to Overland Park on the South Platte Regional Trail.

The **River Vision GOCO Grant** is a Great Outdoors Colorado (GOCO) grant to support the implementation of the River Vision Implementation Plan (RVIP) to improve the regional trail, create and enhance habitat within the river and along its banks, increase recreational access and promote educational opportunities. The limits of the project are from west Iliff north to west Florida and from west Mississippi north to west Alameda.

The **River Vision Greenway Foundation Project,** pass-through grant funding, supports Denver Parks and Recreation's design and construction of the River Vision Implementation Plan for the purpose of revitalizing the South Platte River. Funded by a private grant from The Greenway Foundation.

The **River Vision - UDFCD Project** is a multi-year grant supporting the River Vision Implementation Plan (RVIP). Funded by the Urban Drainage and Flood Control District.

The **Ruby Hill Bike Park and Loop Trail Grant** supports Denver Parks and Recreation's construction of a mountain bike skills park and soft surface trail at Ruby Hill Park. Funded by a private grant from the Walton Family Foundation.

The **Samuels Elementary Project Citizen 2015** grant supports Samuels Elementary School's expansion of the community garden located on the school campus. Fifteen new plots will be built, new crusher fine pathways will be installed, and the garden will incorporate a shaded outdoor classroom and gathering space. Funded by a federal pass through grant from The State Board of the Great Outdoors Colorado Trust Fund (GOCO).

South Platte Watershed Urban Forestry Enhancements: Funds from the Colorado State Forest Service support the South Platte Watershed Urban Forestry Enhancement project, and will be used to plant trees and shrubs, engage ELK to assist with outreach and education, engage Mile High Youth Corps to remove trees, and engage a contractor in maintaining tree planting sites.

The **Stapleton Xeriscape Garden** in Central Park grant supports the rehabilitation and maintenance of the Xeriscape Demonstration Garden, which provides water-wise landscape examples for neighborhoods surrounding Central Park. Revenue is funded by the Denver Board of Water Commissioners.

The **Urban Conservation Treaty for Migratory Birds** supports Denver Parks & Recreation's Natural Areas Program for the purpose of facilitating partnerships that can bring funding and other resources to the Urban Bird Treaty program by providing education and outreach about the importance and conservation of migrating birds and enhancing their habitats.

The **Westerly Creek Greenway Project** funds provides natural resource damage funds for stream restoration within New Freedom Park and the reach of Westerly Creek to south of East 12th Avenue. Funding is from the Colorado Department of Public Health & Environment, Hazardous Materials, and Waste Management.

The **North Westerly Creek Improvements** funds support for drainage and landscape improvements for Westerly Creek at the confluence with Sand Creek including the final design, right-of-way acquisition, and construction of drainage and flood control improvements. Funding is from the Urban Drainage and Flood Control District.

The **Westerly Creek North Park and Prairie Upland Park** funds provides natural resource damage funds for stream restoration and native upland restoration at Westerly Creek from 33rd and Beeler to the confluence of Sand Creek. Funding is from the Colorado Department of Public Health & Environment, Hazardous Materials, and Waste Management.

The **Westerly Creek North Project** funds are for the 2015 maintenance work plan. Funding is from the Urban Drainage and Flood Control District.

Denver Mountain Parks **Wood Utilization and Capacity Building** funds from the Colorado Department of Natural Resources will be used to purchase fire mitigation equipment for Genesee Park, which will increase Denver Mountain Parks' capacity for completing successful forest health projects in the ropes course and bison enclosure areas.

Proprietary Funds

Overview

Proprietary Funds are a group of funds that account for activities that are often seen in the private sector and are operated in a similar manner as in the private sector. Specifically, Proprietary Funds traditionally use the Generally Accepted Accoutning Principals (GAAP), using a full accrual basis of accounting and focusing on net income and capital maintenance. As a result, capital assets are depreciated over the useful life of the capital asset. The City maintains two different types of Proprietary Funds: Enterprise Funds and Internal Service Funds. Enterprise Funds and Internal Service Funds differ in three ways: 1) Customers: those who utilize the services of Enterprise Funds are the general public, while Internal Service Funds provide services to other city departments or agencies within the city government; 2) Cost Recovery: Enterprise Funds can be used for services for which the City may recover only a portion of the fees or user charges, whereas Internal Service Funds should only be used when the City will recover the full cost of the service provided; and 3) Enterprise Funds have the option to follow recently issued Financial Accounting Standards Board (FASB) guidelines. Proprietary Fund expenditures must be fully recovered by fees or other revenue to the fund; however, use of cash reserves within the specific fund may be used in years when the estimated revenue is less than expenditures.

Enterprise Funds

Funds account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges. The City uses Enterprise Funds to account for its Wastewater Management, Denver Airport System, Environmental Services, and Golf Course funds.

Internal Service Funds

Internal Services Funds account for the financing of goods or services provided by one department or agency to other departments or agencies throughout the City on a cost reimbursement basis. The City uses Internal Service Funds to account for its workers' compensation self-insurance and asphalt plant operations. In 2015, the Internal Service Fund for fleet management was closed and the cost for fleet management is now being billed to the General Fund. The Internal Service Funds provide services which predominantly benefit governmental rather than business-type functions.

	2015 Actual	2016 Revised	2017 Recommended
Financial Resources			
Property	$115,672	$160,000	$160,000
Interest Income	42,873,982	24,926,347	28,358,109
Fees	1,294,964	364,300	364,300
Charges for Services	790,242,423	828,871,213	889,552,878
Use Charges	18,811,708	19,414,778	20,156,550
Internal Service and Indirect Cost	19,177,110	23,385,067	24,636,744
Investment Service	0	0	0
Miscellaneous Other	218,316,084	167,124,513	164,036,596
Total Proprietory Funds Revenues	$1,090,831,943	$1,064,246,218	$1,127,265,177
Uses of Resources			
Operating Expenditures			
Workers Compensation	$13,590,987	$13,795,041	$15,116,401
Fleet Maintenance	1,596,880	0	0
Asphalt Plant	8,624,763	9,161,126	9,186,267

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Proprietary Funds Summary

	2015 Actual	2016 Revised	2017 Recommended
Wastewater Management	93,181,791	118,336,105	121,678,116
Aviation	375,119,156	411,456,700	429,972,252
Environmental Services	6,939,178	7,880,428	8,192,921
Golf	9,038,552	11,122,844	11,436,409
Total Operating Expenditures	$508,091,307	$571,752,244	$595,582,366
Capital Improvements Funds			
Wastewater Management	21,450,101	27,350,000	38,450,000
Aviation	46,260,957	47,316,700	48,197,707
Environmental Services	3,082,825	8,413,589	8,394,657
Golf	884,450	850,000	500,000
Total Capital Improvements Funds	$71,678,333	$83,930,289	$95,542,364
Debt Service Funds			
Wastewater Management	742,848	4,328,426	11,530,925
Aviation	368,455,113	369,231,915	364,400,000
Environmental Services	0	0	0
Golf	161,036	685,243	684,862
Total Debt Service Funds	$369,358,997	$374,245,584	$376,615,787
Transfers and Other Non-Operating Expenditures			
Wastewater Management	24,004,765	59,956,656	60,221,666
Aviation	5,037,289	74,720,600	57,544,619
Environmental Services	8,266,000	4,048,500	2,528,500
Total Transfers and Other Expenditures	$37,308,054	$138,725,756	$120,294,785
Personnel Complement			
Workers Compensation	18.00	18.00	18.00
Asphalt Plant	8.00	8.00	8.00
Wastewater Management	313.98	309.38	312.38
Aviation	1,275.25	1,275.25	1,275.25
Environmental Services	41.34	45.25	46.25
Golf	208.12	100.72	104.88
Total Personnel Complement	1,864.69	1,756.60	1,764.76

Overview

Internal Service Funds account for the financing of goods or services provided by one department or agency to other departments or agencies throughout the City on a cost reimbursement basis. The City and County of Denver has three internal service funds.

The **Asphalt Plant Internal Service Fund** produces asphalt for resurfacing and maintaining the City's streets and alleys. The Executive Director of Public Works is the expending authority.

The **Workers' Compensation Internal Service Fund** accounts for the payment of worker's compensation claims and liabilities for city departments and agencies. Starting in 2015, General Fund agencies are no longer directly billed for Workers' Compensation premiums, and an appropriation org has been established to bill the General Fund on behalf of General Fund agencies. All non-General Fund agencies will continue to be billed for Workers' Compensation premiums. The Chief Financial Officer is the expending authority.

The **Fleet Management Internal Service Fund** in Public Works funded the maintenance of approximately 2,000 vehicles and pieces of equipment, along with required inventories of parts, tools and supplies, and other equipment and fuel for City departments and agencies. The Fleet Management Internal Service Fund closed in 2015, and these operation are now funded by the General Fund. The Executive Director of Public Works is the expending authority.

Information on the programs provided by these internal service funds can be found in the program section of this document.

Asphalt Plant Internal Service Fund (67100-5054000)	**2015 Actuals**	**2016 Appropriated**	**2017 Recommended**	**$ Change**	**% Change**
Expenditures by Type					
Personnel Services	593,203	666,748	681,585	14,837	2.2%
Services and Supplies	7,964,612	8,319,514	8,319,514	0	0.0%
Internal Services and Misc.	66,948	174,864	185,168	10,304	5.9%
	8,624,763	**9,161,126**	**9,186,267**	**25,141**	**0.3%**
Expenditures by Activity					
Administration	1,424,540	289,786	294,327	4,541	1.6%
Production	7,200,223	8,871,340	8,891,940	20,600	0.2%
Total Program Expenditures	**8,624,763**	**9,161,126**	**9,186,267**	**25,141**	**0.3%**
Personnel Complement (Budgeted)					
Administration	1.00	1.00	1.00	0	0.0%
Production	7.00	7.00	7.00	0	0.0%
Total Personnel Complement	**8.00**	**8.00**	**8.00**	**0**	**0.0%**
Revenue					
Internal Service and Indirect Cost	9,013,453	9,342,642	11,652,642	2,310,000	24.7%
Miscellaneous Other	28,784	0	0	0	0.0%
	9,042,237	**9,342,642**	**11,652,642**	**2,310,000**	**24.7%**

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Workers' Compensation Internal Service Fund (65100-2558100)	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	4,921,810	5,073,365	5,394,725	321,360	6.3%
Services and Supplies	8,204,084	8,191,084	9,191,084	1,000,000	12.2%
Internal Services and Misc.	465,093	530,592	530,592	0	0.0%
	13,590,987	**13,795,041**	**15,116,401**	**1,321,360**	**9.6%**
Expenditures by Activity					
Administration	3,940,424	4,214,541	4,285,901	71,360	1.7%
Indemnity and Medical	9,650,563	9,580,500	10,830,500	1,250,000	13.0%
Total Program Expenditures	**13,590,987**	**13,795,041**	**15,116,401**	**1,321,360**	**9.6%**
Personnel Complement (Budgeted)					
Administration	18.00	18.00	18.00	0	0.0%
Total Personnel Complement	**18.00**	**18.00**	**18.00**	**0**	**0.0%**
Revenue					
Interest Income	1,186,244	1,081,500	1,058,400	(23,100)	(2.1%)
Fees	396	300	300	0	0.0%
Internal Service and Indirect Cost	7,990,583	12,968,324	12,000,000	(968,324)	(7.5%)
Miscellaneous Other	4,639,158	700,000	760,000	60,000	8.6%
	13,816,380	**14,750,124**	**13,818,700**	**(931,424)**	**(6.3%)**

Fleet Management Internal Service Fund (63001-5053000)	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Services and Supplies	326	0	0	0	0.0%
Internal Services and Misc.	1,596,554	0	0	0	0.0%
	1,596,880	**0**	**0**	**0**	**0.0%**
Expenditures by Activity					
Administration	1,596,554	0	0	0	0.0%
Materials Handling	326	0	0	0	0.0%
Total Program Expenditures	**1,596,880**	**0**	**0**	**0**	**0.0%**
Revenue					
Miscellaneous Other	18,195,892	0	0	0	0.0%
	18,195,892	**0**	**0**	**0**	**0.0%**

Overview

Enterprise Funds account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges. All proposed Enterprise Funds go through the Council process prior to adoption. Once adopted, each Enterprise Fund also goes through the annual budget process requiring City Council's approval of the appropriation. Enterprise Funds may not be used for normal government operations or services, but can be used to fund public utilities, health care, recreation and transportation needs.

Enterprise Funds are not commingled with the General Fund and have a separate accounting and financial reporting process. The Denver Revised Municipal Code outlines and limits how Enterprise Funds may be used. The City and County of Denver has four Enterprise Funds.

The **Wastewater Enterprise Fund** accounts for all sanitary and storm sewer operations in the City, including daily operations, monitoring, maintenance, repair and rehabilitation of related infrastructure, and planning and development of future needs. Primary sources of revenue for the fund are fees collected for storm drainage and sanitary sewer services. The Executive Director of Public Works is the expending authority. More information regarding operations and service delivery can be found under Wastewater within the Public Works section of this budget book.

The **Aviation Enterprise Fund** accounts for the operation, maintenance, planning, and development of Denver International Airport (DEN). DEN is the largest airport in the United Stated by size with 53 square miles of land. DIA serves over 180 destinations across the United States and around the world and is known for its innovations in public art, operations, technology, service and management. It is the primary economic engine for the state of Colorado, generating an estimated $26 billion in economic impact for the State of Colorado each year. Revenues from facility rentals, concessions, parking, and landing fees support operations. The Chief Executive Officer of Aviation is the expending authority. More information regarding operations and service delivery can be found within the Aviation section of this budget book.

The Golf Enterprise Fund accounts for the operation and maintenance of the City's five 18-hole golf courses, one 27-hole golf complex, two 9-hole par-3 courses, 54 holes of miniature golf, driving ranges and pro shops. Primary activities include grounds maintenance, nightly watering functions, and providing starters and rangers for the golf courses. Revenues from greens fees, golf lessons, concession fees, cart rental fees, and pro shop revenues support fund operations. The Executive Director of Parks and Recreation is the expending authority. More information regarding operations and service delivery can be found under Golf within the Parks and Recreation section of this budget book.

The **Environmental Services Enterprise Fund** accounts for the management and operation of environmental programs and services. This includes programs that address environmental health and sustainability by improving air, land, and water quality. It also accounts for the operation and activity of the City's chemical waste disposal and phase out of hazardous materials disposal sites. The primary source of revenue for the fund is landfill tipping fees at the Denver Arapahoe Disposal Site (DADS). The Executive Director of Environmental Health is the expending authority. More information regarding operations and service delivery can be found under Environmental Services within the Department of Environmental Health section of this budget book.

Information on the programs provided by these Enterprise Funds can be found in the program section of this document.

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Financial Summary

	2015 Actuals	2016 Appropriated	2017 Recommended
Revenue			
Property	115,672	160,000	160,000
Interest Income	1,018,038	649,947	1,096,300
Fees	1,294,262	364,000	364,000
Charges for Services	122,736,985	130,833,464	140,050,015
Use Charges	7,449	0	0
Internal Service and Indirect Cost	2,127,663	964,101	964,102
Investment Service	(254,424)	0	0
Miscellaneous Other	24,046,886	16,000	16,000
Total Revenues	**151,092,530**	**132,987,512**	**142,650,417**
Operating Expenditures			
Wastewater Administration	18,715,595	86,361,501	93,199,075
Wastewater Operations	63,676,447	18,362,950	14,433,447
Right-of-Way Services	5,727,161	6,971,719	7,074,007
Capital Projects Management	5,062,587	6,639,935	6,971,587
Subtotal Operating Expenditures	**93,181,791**	**118,336,105**	**121,678,116**
Expenditures			
Personnel Services	22,532,732	27,386,875	28,340,440
Services and Supplies	55,197,248	67,308,642	66,398,548
Capital Equipment	4,213,804	4,510,101	207,500
Internal Services and Misc.	11,238,006	19,130,487	26,731,628
Subtotal Operating Expenditures (by type)	**93,181,791**	**118,336,105**	**121,678,116**
Capital Improvements			
WMD Sanitary Capital Improvement	2,320,784	4,800,000	5,800,000
WMD Storm Capital Improvement	12,003,937	22,550,000	29,650,000
Water Quality Capital Projects	0	0	3,000,000
East Corridor COP - 72710	3,889,165	0	0
WMD Series 2012 Revenue Bonds	3,236,215	0	0
Subtotal Capital Improvements	**21,450,101**	**27,350,000**	**38,450,000**
Debt Payments			
WMD 2012 Bond Debt Service 72901-5061000	742,848	4,328,426	11,530,925
Subtotal Debt Payments	**742,848**	**4,328,426**	**11,530,925**
Personnel Complement			
Permanent Full-Time Equivalents	303.33	294.33	296.33
Other Full-Time Equivalents	10.65	15.05	16.05
Total Personnel Complement	**313.98**	**309.38**	**312.38**

	2015 Actuals	2016 Appropriated	2017 Recommended
Transfers			
Transfer to Alternative Transportation SRF 72100-9911400	25,000	29,500	29,500
Transfer to Wastewater Sanitary Capital Projects 72100-9724100	2,898,200	4,195,436	12,011,687
Transfer to Wastewater Sanitary Operations 72300-9721100	13,500,000	13,500,000	13,500,000
Transfer to Wastewater Storm Capital Projects 72300-9727100	7,581,565	42,231,720	31,680,479
Transfer to Water Quality Capital Projects 72300-9728100	0	0	3,000,000
Subtotal Transfers	**24,004,765**	**59,956,656**	**60,221,666**

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Capital Improvements

Projects		2017 Recommended
PW Wastewater Management Division		
72400-5061102 WMD Sanitary Capital Improvement		
PZ726	Annual Sanitary Improvements	3,500,000
PZ718	Capital Project Support	1,500,000
PA785	E Cherry Creek Sanitary Upsizing	500,000
PZ726	Sanitary Master Plan Updates	150,000
PZ726	Sanitary Project Development	150,000
Total		**5,800,000**
72700-5061102 WMD Storm Capital Improvement		
PA776	27th St Interceptor	400,000
PA776	33rd Street Outfall	9,300,000
PH718	Cherry Creek Stabilization	250,000
PC707	Citywide Concrete Repair	2,000,000
PH718	E Yale Ave Storm	500,000
PA776	E. 16th Avenue System	1,500,000
PC708	General Storm	5,500,000
PH718	Goldsmith Gulch MDP & FHAD	100,000
PA776	Marion St. System	500,000
PA776	Park Hill System	5,000,000
PC708	Public Restrooms Program	300,000
PH725	Sanderson Gulch Reach 1	1,300,000
PC708	Storm Master Plan Implementation	250,000
PC708	Storm MP Update	1,250,000
PC708	Storm Project Development	500,000
PC708	USACE Implementation: SPR & Gulches	500,000
PC708	USACE Study & Design: CAP Program: River South	500,000
Total		**29,650,000**
72705-5061102 Water Quality Capital Projects		
PC708	Water Quality Implementation	2,500,000
PC708	WQ Project Development	500,000
Total		**3,000,000**
Grand Total		**38,450,000**

	2015 Actual	2016 Appropriated	2017 Recommended
Revenue			
Facility Rentals	194,004,325	190,100,000	204,700,000
Concession Revenues	59,676,864	61,534,939	63,898,000
Parking Revenues	178,478,347	177,576,822	190,352,450
Car Rentals	65,308,527	66,855,988	68,940,000
Landing Fees	147,378,640	140,300,000	158,500,000
Aviation Fuel Tax	19,457,756	24,200,000	19,500,000
Hotel	3,205,350	37,470,000	43,612,413
Other Revenues	20,025,946	19,916,691	20,726,796
Passenger Facility Charges	106,006,728	107,400,000	116,048,800
Customer Facility Charges	18,597,856	35,000,000	20,000,000
Interest	40,648,169	23,069,000	26,031,409
Other Nonoperating Revenues	21,562,765	3,740,000	6,165,000
Total Aviation Revenues	$874,351,273	$887,163,440	$938,474,868
Aviation Department Summary	$375,119,156	$411,456,700	$429,972,252
Total	$375,119,156	$411,456,700	$429,972,252
Personnel Services	109,824,665	$116,360,934	123,467,946
Services and Supplies	214,876,103	$239,310,404	248,280,500
Internal Services & Misc.	50,418,388	$55,785,362	58,223,806
Total Operating Expenditures	$375,119,156	$411,456,700	$429,972,252
Capital Equipment	$6,215,693	$7,191,700	$8,072,707
Capital Improvements	40,045,264	40,125,000	40,125,000
Total Capital Equipment and Improvements	$46,260,957	$47,316,700	$48,197,707
Airport Interest and Replacement	$368,455,113	$369,231,915	$364,400,000
Total Debt Service Funds	$368,455,113	$369,231,915	$364,400,000
Airport Interest and Replacement	$0	$35,000,000	$20,000,000
Total Customer Facility Charge	$0	$35,000,000	$20,000,000
Airport Interest and Replacement	$2,762,024	$36,720,600	$33,544,619
Total Hotel	$2,762,024	$36,720,600	$33,544,619

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	2015 Actual	2016 Appropriated	2017 Recommended
Worldport	$115,002	$1,000,000	$1,000,000
Total Worldport Fund	$115,002	$1,000,000	$1,000,000
Concessions Joint Marketing Funds	$2,160,263	$2,000,000	$3,000,000
Total Joint Concessions and Marketing Funds	$2,160,263	$2,000,000	$3,000,000
Total Aviation Expenditures	$794,872,515	$902,725,915	$900,114,578
Aviation Department Summary	1,275.25	1,275.25	1,275.25
Total Personnel Complement	1,275.25	1,275.25	1,275.25

Financial Summary

	2015 Actuals	2016 Appropriated	2017 Recommended
Revenue			
Interest Income	56,488	33,900	45,000
Fees	181	0	0
Charges for Services	(4,371)	0	0
Use Charges	10,542,890	11,004,778	11,060,500
Investment Service	(14,129)	0	0
Miscellaneous Other	(117,140)	66,822	0
Total Revenues	**10,463,919**	**11,105,500**	**11,105,500**
Operating Expenditures			
Golf	9,038,552	11,122,844	11,436,409
Subtotal Operating Expenditures	**9,038,552**	**11,122,844**	**11,436,409**
Expenditures			
Personnel Services	5,354,362	5,580,608	5,931,098
Services and Supplies	2,749,264	3,908,750	3,922,804
Capital Equipment	199,205	258,000	222,000
Internal Services and Misc.	735,721	1,375,486	1,360,507
Subtotal Operating Expenditures (by type)	**9,038,552**	**11,122,844**	**11,436,409**
Capital Improvements			
Golf Enterprise Capital Improvements	889,186	850,000	500,000
Golf Bond Capital Improvements	(4,736)	0	0
Subtotal Capital Improvements	**884,450**	**850,000**	**500,000**
Debt Payments			
Golf Debt Service Fund 79310-7029000	161,036	685,243	684,862
Subtotal Debt Payments	**161,036**	**685,243**	**684,862**
Personnel Complement			
Permanent Full-Time Equivalents	46.00	41.00	46.00
Other Full-Time Equivalents	162.12	59.72	58.88
Total Personnel Complement	**208.12**	**100.72**	**104.88**

Capital Improvements

Projects		2017 Recommended
Golf		
79400-7029102 Golf Enterprise Capital Improv		
RG100	Golf Water Infrastructure	500,000
Total		**500,000**
Grand Total		**500,000**

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	2015 Actuals	2016 Appropriated	2017 Recommended
Revenue			
Interest Income	295,575	116,000	127,000
Fees	125	0	0
Use Charges	8,261,369	8,410,000	9,096,050
Internal Service and Indirect Cost	45,411	110,000	20,000
Investment Service	(61,979)	(24,000)	0
Miscellaneous Other	5,329,209	285,000	320,000
Total Revenues	**13,869,710**	**8,897,000**	**9,563,050**
Operating Expenditures			
Environmental Quality	6,939,178	7,880,428	8,192,921
Subtotal Operating Expenditures	**6,939,178**	**7,880,428**	**8,192,921**
Expenditures			
Personnel Services	4,384,066	4,660,776	4,943,092
Services and Supplies	1,365,286	1,953,999	1,986,820
Capital Equipment	48,507	0	0
Internal Services and Misc.	1,141,319	1,265,653	1,263,009
Subtotal Operating Expenditures (by type)	**6,939,178**	**7,880,428**	**8,192,921**
Capital Improvements			
Lowry Closure Fund	1,974,184	6,410,089	3,661,157
Envir Service Capital Project	99,147	0	0
Underground Storage Tanks	571,685	503,500	3,233,500
Enviro Services Seed Capital	437,809	1,500,000	1,500,000
Subtotal Capital Improvements	**3,082,825**	**8,413,589**	**8,394,657**
Personnel Complement			
Permanent Full-Time Equivalents	40.34	38.00	39.00
Other Full-Time Equivalents	1.00	7.25	7.25
Total Personnel Complement	**41.34**	**45.25**	**46.25**
Transfers			
Transfer to Alternative Transportation SRF 78100-9911400	250,000	295,000	295,000
Transfer to Environmental Capital Fund 78100-9785100	700,000	700,000	1,500,000
Transfer to Environmental Capital Fund 78200-9785100	800,000	800,000	0
Transfer to General Fund 78100-9901000	2,000,000	0	0
Transfer to Hazardous Substance Response Fund 78100-9783100	1,213,000	0	0
Transfer to Hazardous Substance Response Fund 78200-9783100	2,500,000	1,750,000	0
Transfer to Underground Storage Tanks Fund 78100-9784100	803,000	503,500	733,500
Subtotal Transfers	**8,266,000**	**4,048,500**	**2,528,500**

Capital Improvements

Projects		2017 Recommended
Environmental Quality		
78310-6506102 Lowry Closure Fund		
EZ999	EQ Capital Transfer to Environmental Services Operating Fund	750,000
EZ600	Hazardous Response Fund	2,911,157
Total		**3,661,157**
78410-6506102 Underground Storage Tanks		
EZ999	EQ Capital Transfer to Environmental Services Operating Fund	2,500,000
EZ005	Active Underground Storage Tanks	733,500
Total		**3,233,500**
78500-6506103 Enviro Services Seed Capital		
EZ500	Environmental Capital Fund	1,500,000
Total		**1,500,000**
Grand Total		**8,394,657**

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Capital Improvement Funds

Overview

Citizens and public officials in Denver have supported significant civic investments that make Denver the world-class city it is today. Capital funding is necessary for the ongoing maintenance and repair of these capital assets, recognizing the critical value of civic infrastructure to the economic, aesthetic and functional viability of the City.

The City's **Capital Improvement Program (CIP)** manages the City's annual budget process for citywide capital maintenance and development needs, develops the Six-Year Capital Improvement Plan and provides analysis for decision making and strategic capital planning efforts with city departments. The funding to install, maintain and upgrade capital assets is based on annual appropriations to the CIP. The CIP is also supported by general obligation and revenue bonds, tax increment financing, federal and state grants, certificates of participation, local improvement districts, metropolitan districts and private grants.

Capital Improvement Program Initiatives

Infrastructure condition assessments continue to be a major emphasis for the capital program. Two infrastructure condition data initiatives that have been completed to date are the Parks Asset Study (completed in early 2013) and the citywide Facilities Condition Assessment (completed in December 2014). It is anticipated that a transportation asset study will be completed in 2017 to further enhance the City's transportation asset condition data. Asset condition studies have improved the budgeting, reporting, forecasting, and benchmarking of facility maintenance and capital improvement expenditures across the capital portfolios. The prioritization process for capital maintenance and replacement needs have been enhanced by the City's improved understanding of the quality and condition of its assets.

The city relies on grants from state, local, and federal sources to complete major capital projects that cannot be funded within the city's annual Capital Improvement Program. In 2016 the city will be completing its first Capital Grants Strategic Plan (Strategic Plan). The Strategic Plan will outline the city's goals and desired outcomes in seeking grant funding for the completion of major capital projects. The Strategic Plan will also help primary capital agencies better prioritize projects to ensure they are shovel ready for funding opportunities. It is anticipated that the prioritization of projects and identification of desired goals and outcomes will enhance coordination between city departments in seeking grant funding which will position the city to be more competitive.

The City's Six-Year Capital Improvement Plan will be updated in 2017. The Six-Year Capital Improvement Plan includes projects that continue major rehabilitation of city assets and new investments in capital infrastructure. In conjunction with the update of the Six-Year Capital Improvement Plan, the City will be assessing capital maintenance standards and the cost to maintain the City's assets at an acceptable level. The evaluation of our capital maintenance needs will be greatly informed by asset condition data.

Roughly every ten years, the City and County of Denver authorizes general obligation (GO) bonds to restore, replace, and expand existing capital assets across the city. The last GO bond, known as the Better Denver bond program, was in 2007 and allowed Denver to improve, preserve, renovate and build new roads, libraries, parks, city offices, and other facilities related to health and human services, public safety and culture. Denver will present the next GO bond authorization to voters in November 2017. The foundation for the 2017 GO bond will be based on the city's 2015-2020 Six Year Capital Improvement Plan. Additional projects that are part of a city-owned asset will be considered for the 2017 GO Bond. The city is early in the process and beginning to work internally to prepare for next year's proposal but will be engaging Denver City Council, initiating a public process and stakeholder process to ensure that residents and city leaders all have a hand in shaping the proposal that will go to voters next year.

As the City's fiscal health has improved as a result of strong economic growth, the Capital Improvement Program continues to benefit in 2017. The 2007 Infrastructure Priorities Task Force recommended the use of "one-time" General Fund transfers to the Capital Improvement Fund to address deferred capital maintenance, capital replacement needs and priority projects identified in the Six-Year Capital Improvement Plan. **In 2017, a "one-time" General Fund transfer**

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in the amount of $19.1 million has been programmed to address citywide mobility capital infrastructure needs, including paving, bike facilities, pedestrian and transit facilities, multimodal safety improvements, intersection improvements, Brighton Boulevard, and preliminary design and engineering of the future Colfax Bus Rapid Transit. Other one-time General Fund transfers to the Capital Improvement Fund include construction of Platte to Park Hill amenities, repair of sidewalks adjacent to public property, and support for Human Rights and Community Partnerships ADA capital project implementation in response to the Department of Justice's Project Civic Access settlement. A General Fund transfer in the amount of **$24.8 million** has also been programmed for continuous investment in the Denver Health Westside Clinic, citywide curb ramp construction, Central Park Boulevard expansion, citywide space reallocations and moves, and capital maintenance at the National Western Center and the Colorado Convention Center. **The total General Fund transfer to the Capital Improvement Fund for 2017 is $43.9 million.** Project detail can be found in the Capital Improvement Fund section.

Capital Improvement Program Strategies

- Evaluate strategies for project delivery and procurement to ensure the timely completion of capital projects with the goal of avoiding unanticipated construction market escalations and costly delays.
- Reinforce financial policies and priorities for use of "one-time" General Fund revenue to address deferred capital maintenance needs, reduce the City's capital maintenance backlog and prolong the life of our existing infrastructure.
- Conduct a comprehensive review of all asset classes in the City to holistically evaluate capital maintenance funding levels, develop asset condition metrics and identify revenue streams to address any changes in capital maintenance funding needs to maintain desired levels of service.
- Complete a citywide Capital Grants Strategic Plan for capital projects to enhance coordination between city departments and develop a common understanding of citywide infrastructure goals and outcomes.
- Improve citywide capital project status reporting to increase understanding of the City's completed capital projects and capital projects in progress.
- Engage the City in planning for the next general obligation bond which will address the major rehabilitation of city assets and new investments in capital infrastructure outlined in the Six-Year Capital Improvement Plan.

Capital Planning Process and Criteria

The City charter mandates a six-year capital planning process. City agencies identify initiatives or objectives to be accomplished within six years and list priority projects that support those objectives. This information is published every two years in a document called the "Six-Year Capital Improvement Plan." It is the responsibility of City departments, the Budget and Management Office, the Mayor's Office and City Council to identify funding and select projects that can be undertaken within the funds available each budget year (development of the annual budget). With the assistance of the Budget and Management Office, City departments, the Mayor's Office and City Council also identify critical needs that are not currently funded and develop plans to address those needs (Six-Year Plan).

At the start of each annual Capital Improvement Program (CIP) process, City departments manage an internal process to define capital program needs, including outreach to City Council. To develop citywide capital funding recommendations, requests are grouped into the following three expenditure categories:

1) Contractual Payments

Payments include contractual obligations, certificate of participation (COP) financing for capital project work, ongoing partnerships and internal budget transfers. Approximately 14 percent of current available capital revenue is committed to existing payments.

2) Annual Capital Maintenance Programs

Annual maintenance programs comprise the majority of the annual Capital Program, with the goal of maintaining or improving current levels-of-service in all City capital assets. In each budget year, City departments make decisions on how to allocate spending across asset categories to meet an overall target level for maintenance expenditures. This approach allows flexibility for departments on how to best utilize maintenance funding across individual asset programs to manage service delivery. The City will continue to assess capital maintenance standards and funding needs to maintain desired levels of service. Approximately 63 percent of current available capital revenue is committed to the City's annual maintenance programs.

3) Discretionary Projects

Once City commitments to ongoing payments and annual maintenance are fulfilled each year, remaining capital revenue can be directed towards "discretionary" projects. Approximately 19 percent of current available capital revenue is available for priority capital projects with "discretionary" capital funds.

Budget requests for discretionary capital projects are brought to the City's Executive Development Council, representing citywide departments at the cabinet level. The role of the Executive Development Council is to give a broader perspective to capital budgeting and align the capital budget with important City initiatives. Meetings occur year-round, with a focus on annual capital budget development in July and August. The Executive Development Council is comprised of representation from the Mayor's Office and the following City departments: Finance, Public Works, DIA, Parks and Recreation, Office of Economic Development, Community Planning and Development, the Department of Environmental Health and the Department of Law. The Denver Urban Renewal Authority (DURA) is also represented at Executive Development Council.

The Executive Development Council uses the following criteria to prioritize projects:

- Complete a project (or meaningful project phase)
- Leverage non-City funding
- Implement multi-departmental major plan (or plan component)
- Facilitate partnerships with regional or local jurisdictions
- Address one-time significant structural need or maintenance supplemental to meet minimum level-of-service.

Executive Development Council recommendations are forwarded to City Council as part of the annual budget approval process. This process includes City Council budget hearings in September of each year and the adoption of the City's annual budget in November.

There are cases when supplemental funds may be needed during the implementation of a capital project. Approximately 4% of annual capital revenues are maintained in unappropriated contingency to address unforeseen circumstances.

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Capital Project Highlights

Annual Capital Maintenance and Rehabilitation

The tenth year of funding from the Capital Maintenance Mill Levy will provide $33.6 million, augmenting $32 million regular annual capital revenue to support asset maintenance programs, including recreation center rehabilitation, street repaving, traffic signal reconstruction, faded signs replacement and public art restoration. In 2017, the capital maintenance program funding will support:

- Paving of 430 lane miles which includes 180 lane miles of arterials and collectors and 250 residential lane miles in poor condition. This represents an additional 50 lane miles compared to 2016. The paving of the additional lane miles will aide in stabilizing the citywide pavement condition index preventing the decline of pavement condition.

- Enhanced capital maintenance investments in transportation infrastructure including bike lanes, curb ramps, traffic signal upgrades, and intersection safety improvements.

- Rehabilitation of public buildings, continuing to concentrate repair monies on systems that are critical to the integrity of buildings and facilities, such as mechanical systems, electrical systems, roofs, structural features, pool filters, and life safety. In 2017, annual capital funds will be used to continue to address critical findings identified in the Facilities Condition Assessment at all public facilities, including library branches, police and fire stations and recreation centers. Annual capital funding also supports facilities at the Zoo, Art Museum, Botanic Gardens and Museum of Nature and Science.

- Continued capital maintenance investments in our popular cultural arenas and venues such as Red Rocks Amphitheatre and the Denver Performing Arts Complex.

- Continued capital investment in our park assets including recreation centers, playground replacement, irrigation system replacement and court rehabilitation.

Partnerships and Leveraging Alternative Funding Sources

- Appropriations to leverage Denver Regional Council of Governments (DRCOG) Transportation Improvement Program (TIP) funding for the 2016-2021 cycle. TIP projects are roadway, transit and bike/pedestrian projects that are consistent with the fiscally constrained 2035 Metro Vision Regional Transportation Plan developed by DRCOG. Denver awarded projects include improvements to the High Line Canal, reconstruction of the I-25/Broadway interchange, and Quebec Street improvements.

- Appropriations to leverage federal funding to improve pedestrian safety and access including Safe Routes to School and the completion of the 47th and York Safe Crossing Project.

- Appropriation to leverage funding for the construction of curb, sidewalks, bus stop pads and benches at 52nd and Steele and 48th and York in the Elyria and Swansea neighborhood.

- Appropriations to leverage Denver Regional Council of Governments (DRCOG) funding for the Iowa/Santa Fe Bicycle and Pedestrian Connection project which will provide a safe, convenient crossing or sidewalk for pedestrians and bicyclists.

Mobility Infrastructure to Support Accessibility, Safety and Choice

- Improvement to the level and safety of Denver's multi-modal transportation system including analysis, design and construction for up to 10 intersections to improve the conditions for bicycle and pedestrian travel and other multimodal safety improvements with the goal of zero traffic related details or series injuries for all transportation user types and modes.

- Projects that improve and enhance safe accessibility throughout the City including the installation of curb ramps, the implementation of action items associated with Denver Moves Pedestrians and the new Public Works Pedestrian Crossing Guidelines, and Safe Routes to Schools priorities.

- Repair projects that increase connectivity citywide such as the repair of unsafe sidewalks adjacent to city owned property.

- Continued investment in the design and construction of projects related to the implementation of Denver Moves, a $119 million program to increase and improve biking and multi-use connections. Funds will be used for design and construction of ten miles of additional bikes lanes, two miles of protected bike lanes and three miles of neighborhood bikeways.

- Replacement of 150 analog Traffic Monitoring CCTV cameras with new digital Traffic Monitoring CCTV cameras to remain compatible with state and regional systems.

- Continued planning, design and engineering for major corridors including the Colfax Bus Rapid Transit (BRT) project and the Hampden Corridor Multimodal Study.

- Deployment of Denver's Smart Cities initiative which presents innovative, groundbreaking and visionary solutions that seek mobility freedom for all, improved connectivity, and new technologies. This investment includes the development of mobile ticketing capabilities with Regional Transportation District (RTD), mobility application development and electronic data management.

Mayor's Priorities (Jobs, Children and Youth, Public Safety/Safety Net)

Jobs

- Additional investment in the Carla Madison Recreation Center to complete the build out of the roof top terrace which provides for additional event and recreational programming opportunities.

Children and Youth

- Appropriation to leverage Great Outdoors Colorado (GOCO) funding to improve youth connections to nature by creating and enhancing recreational places in the Westwood neighborhood as well as generating complementary programs that provide a diversity of outdoor experiences.

- Additional funding to support Re-Imagine Play in Paco Sanchez Park. Re-Imagine Play is an innovative park concept intended to fight the childhood obesity epidemic in historically underserved neighborhoods by getting both children and families active by replacing old play equipment with a new and interactive environment.

Public Safety/Safety Net

- Investment in capital improvements that will increase safety citywide for all travel modes. Improvements include intersection improvements, sidewalk repair for sidewalks adjacent to city property, and other multimodal safety improvements.

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- Additional funding for the relocation of the Denver Police Department Auto Service Center and the Electronic Engineering Bureau (EEB) from the Safety Service Center on 35th Street to the new fleet service center located on 31st Avenue.

- Additional funding for new facilities to support the relocation of the Denver Police Department Mounted Patrol. The new facility will allow for continued care and protection of the beloved mounted patrol.

Infrastructure Supporting Sustainability

- Continued funding for Energy Conservation programs in General Services that target inefficient systems for replacement with energy-saving improvements (including HVAC and lighting). It is anticipated that energy conservation measures identified in energy audits completed as part of the citywide Facilities Condition Assessment will inform additional investment in energy-saving capital improvements.

Bond-Funded Capital Improvement Projects

In 2016, work commenced on the National Western Center (NWC) campus and the expansion of the Colorado Convention Center (CCC) funded through the issuance of excise tax revenue bonds authorized by Ballot Measure 2C approved by Denver voters in late 2015. To date, $206 million in bond proceeds has been programmed consisting of $200 million for the NWC campus and $6 million for the CCC. The $200 million for the NWC campus will be expended on initial costs related to the development of the NWC campus including land acquisition within the NWC campus boundaries, preparation for rail consolidation, environmental analysis, preliminary design, engineering and construction of segment 3 of Brighton Boulevard adjacent to the campus, and engineering studies for river edge and campus parking solutions. The $6 million in proceeds for the CCC will be applied to the initial development of a comprehensive facilities program, refinement of scope, and preliminary design for the expansion.

Work commenced in 2008 on the Better Denver bond program and has progressed steadily through 2016. Of 383 total bond projects, 15 projects were in design, 20 were under construction, 2 projects have not commenced, and 346 had been completed as of August 2016. Current projects underway include construction of the new Carla Madison Recreation Center (f/k/a Central Denver Recreation Center), 38th Avenue underpass improvements, Hadley Library Branch Renovations, Levitt Pavilion at Ruby Hill Park, Red Rocks parking improvements, and construction of the Denver Zoo Large Carnivores Building. Over $526 million (or 91 percent) of the $550 million voter-approved project funding was expended by mid-2016.

The Justice Center was constructed using 2005 general obligation bonds. The downtown justice center campus was completed in 2011. Remaining funding has been allocated toward the second phase of security camera installation at the Denver County Jail and the Downtown Detention Center for completion in 2016.

Schedule 36000 and 37000 lists each of the major bond projects and shows 2015 actual expenses, 2016 estimated expenditures and 2017 projected expenditures.

Capital Improvements Funds Summary

Capital Improvement Funds account for the acquisition and maintenance of major capital assets other than those financed through special assessments or enterprise funds. The City and County of Denver has six main capital improvement funds.

Winter Park Fund. Under a 2002 agreement, the City receives $2 million annually from the Winter Park Ski Resort as well as additional participation royalties that began in September 2013. All funds are restricted to capital repair and rehabilitation of existing park and recreation facilities.

Capital Improvement Fund (CIF). The sources of revenue for the Capital Improvements Fund are the general property tax, a dedicated mill for capital maintenance, interest earnings, a portion of the Highway Users Trust Fund (HUTF), transfers from other funds (on occasion), the sales of assets and reimbursements. The 2017 projected amount available for appropriation is approximately $148 million. This represents $32 million in general property tax; $33.6 million dedicated mill levy for maintenance; $8.1 million in HUTF; $4.7 million use of fund balance; $1.8 million in investment earnings; $22.7 million transfer from the General Fund for Technology Services projects and infrastructure; $44 million transfer from the General Fund for multi-year capital commitments and one-time capital project needs; and $1.1 million in reimbursements and real estate sales.

State Conservation Trust Fund (SCTF). The City receives a share of the lottery funds generated by the State for parks and recreation projects. Based on Denver's population, the City should receive approximately $6.1 million from the State in 2017 according to estimates made by the Colorado Division of Local Government.

Entertainment and Cultural Capital Facilities Fund. This fund, alternatively known as the Surplus Seat Tax Fund, derives its revenue from a transfer of seat taxes that are in excess of the annual debt service payments on the Excise Tax Revenue Refunding Bonds used to construct the Buell Theater. A seat tax of 10 percent is charged on tickets at the following facilities: the Coliseum, Red Rocks, Denver Performing Arts Complex, Denver Botanic Gardens, and the Convention Center Complex. Anticipated revenues net of annual debt service payments for 2017 are $9.6 million.

General Obligation Bond Fund. This fund accounts for projects funded with General Obligation Bonds. These projects are authorized by voters and approved through ordinance after the elections and are not included in the annual budgeting process. The use of general obligation bonds to fund capital projects is only occasionally used to fund large projects outside of available annual CIP resources. A summary of currently budgeted bond projects (including 2015 actual expenditures, 2016 estimated expenditures and 2017 projected expenditures) is included in this section in Schedule 36000/37000.

Other Capital Project Fund. The capital projects budgeted in the Other Capital fund are for that portion of a project that is funded by local or private monies. Proceeds coming directly to the City from a sale/lease-back certificate of participation are also assigned to this fund series. These projects are authorized by ordinance as needed throughout the year and are not included in the annual budgeting process. A list of currently budgeted projects (including 2015 actual expenditures, 2016 estimated expenditures and 2017 projected expenditures) is included in this section in Schedule 38000, followed by a narrative description of each project.

Grant Capital Project Funds are no longer included in the Capital Improvement Fund section. Please refer to the Grants/Special Revenue Fund section of the budget book for information on State, Federal, and Local capital grants.

The City's capital program has several components:

Proposed new annual appropriations. Project appropriations from annual capital funds are described on the following pages, along with a financial statement on each fund. Mill levy for capital maintenance fund expenditures are separately identified using funds 34991 to 34995.

*Previously-appropriated capital funds***.** Since capital appropriations do not lapse at the end of the year but rather roll forward, there will be capital expenditures in 2017 for projects authorized in previous years in many capital funds. These rollover capital expenditures only appear in the City's accounting system and are not detailed in this book. The projects that are completed are closed out, and any remaining funds are rescinded and returned to fund balance to

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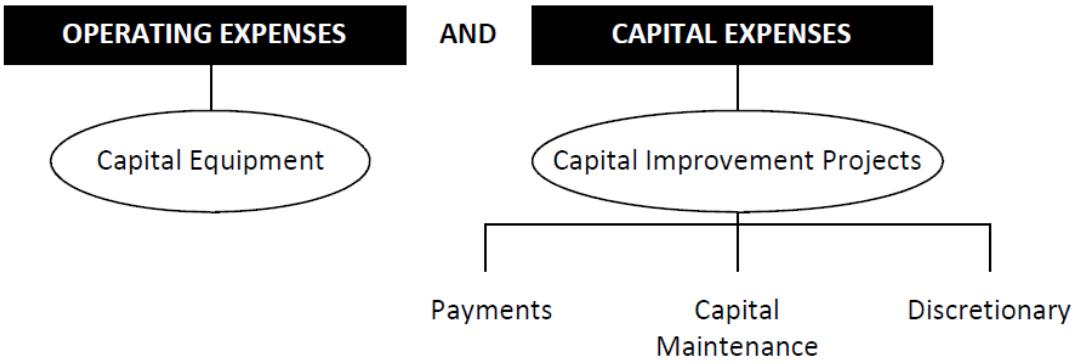
be programmed for capital projects during the next annual budget cycle.

Capital appropriations from enterprise funds and internal service funds. These appropriations are listed in the respective Agency Detail sections and in the Enterprise Fund section in this book. They are included in this capital section as only as part of the overall summary of 2017 capital expenditures.

Operating Impacts of Capital Projects

To provide service to its citizens, a City government needs funding for costs such as salaries, supplies and other operating items. Most public services also entail costs for furniture, automobiles, other equipment and vehicles, land and construction of buildings or other public facilities. These costs are separated into two large categories: (1) operating expenditures and (2) capital outlays.

Operating expenditures include personnel costs, day-to-day maintenance and operation of City assets, and the acquisition of goods that are consumed as a service is provided. These types of expenses cost less on a unit basis than most capital outlays, and they recur at roughly the same level from year to year.



Capital outlays occur on a periodic basis. Within the broad category of capital outlay expenditures, there are two subgroups: (a) capital equipment and (b) capital improvements. The City budgets capital equipment annually through an agency's operating budget. The City budgets capital improvements annually through dedicated revenue. **The City expends the capital improvement budget on the acquisition, rehabilitation or expansion of assets that have a long life.**

Capital improvement expenses also generate operating costs that must be recognized and accommodated. For example, the construction of a new City facility may result in increases in utility costs, additional long-term facility maintenance costs and additional personnel and supplies to support operations. Capital improvements can also promote economic development, which can have a positive impact on the City's economy and fiscal condition. During the annual budget process, the Budget and Management Office (BMO) works with departments to determine the anticipated impacts of capital projects on operating budgets for future years. The timeline for an operating budget increase is typically driven by the anticipated completion date of the project.

It is the goal of the Capital Improvement Program to improve the estimation of operating costs of capital projects in collaboration with departments to better facilitate the annual budget process, financial planning and long-range capital planning.

On the following pages you will find a summary of the projected impact of the 2017 capital improvement program on the City's operating budget. The summary is categorized by type of impact and by project. When a specific cost is not provided, impacts are identified as either modest (small impact) or major (significant impact). The impact categories are as follows:

- Increases Costs or Impacts Existing Work Program
- Decreases Costs (energy, maintenance, etc.)
- Capital Cost Avoidance (decreases costs and/or avoids future costs)
- Potentially Increases Direct Revenues and/or Aids Economic Development

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Operating Impacts of Capital Projects

Project	Operating Budget Impact	Description
Increases Costs or Impacts Existing Work Program		
Parks and Recreation		
Pacho Sanchez Re-imagine Play	Modest	Additional maintenance
Platte Farm Open Space	Modest	Additional maintenance
Public Works		
Denver Moves Design and Implementation	Modest	Additional maintenance costs
Transportation and Mobility Asset Study	$334,426	Additional FTE for inventory management and licensing fees
South Broadway Multimodal Improvements	Modest	Additional maintenance costs
Street Rotomill and Overlay Program	$2,474,157	Additional FTE costs for third paving crew
Traffic Signal Infrastructure	$868,265	Additional FTE costs for additional signal crew
Community Planning and Development		
Citywide Plans Update	$279,000	Additional FTE for planning
North Denver Cornerstone Collaborative		
NDCC 47th & York Safe Crossing Project	Modest	Additional maintenance costs
Decreases Costs (energy, maintenance, etc.)		
Public Works Facilities		
Library Maintenance Repair	Modest	Repair existing/avoid structure damage
Parking Garages Maintenance/Repair	Major	Repair existing/avoid structure damage
Roslyn Campus Maintenance/Repair	Major	Repair existing/avoid structure damage
Fire Facilities Maintenance/Repair	Modest	Energy efficiency improvements
Public Works Transportation		
Iowa/Santa Fe Connections	Modest	Reduction in maintenance
General Services		
Energy Conservation Projects (Citywide)	Major	Decreases energy costs
Safety		
Service Center/DPD Bike Bureau Relocation	Moderate	New efficient car wash decreases water usage and maintenance costs.
Parks and Recreation		
Sullivan Gateway	Modest	Decreases maintenance costs
Natural Areas Improvements	Modest	Decreases water usage and maintenance costs
Athletic Field Rehabilitation	Modest	Decreases annual repair and maintenance costs
Playground Replacement	Modest	Decreases annual repair and maintenance costs
Courts Rehabilitation	Modest	Decreases annual repair and maintenance costs
Park Walks and Trail Rehabilitation	Modest	Decreases annual repair and maintenance costs

Operating Impacts of Capital Projects

Project	Operating Budget Impact	Description
Capital Cost Avoidance (decreases costs and/or avoids future costs)		
Art Museum		
Building Maintenance/Repair	Modest	Avoids structural damage
Museum of Nature and Science		
Building Maintenance/Repair	Modest	Avoids structural damage
Zoo		
Building Maintenance/Repair	Modest	Avoids structural damage
Denver Botanic Gardens		
Building Maintenance/Repair	Modest	Avoids structural damage
Arts & Venues		
Public Art Maintenance	Modest	Avoids 100% loss of exterior art
Building Maintenance & Repair (all facilities)	Modest/Major	Avoids structural damage
Public Works Facilities		
200 W. 14th Avenue Maintenance/Repair	Modest	Repair existing/avoid structure damage
Parking Garages Maintenance/Repair	Major	Repair existing/avoid structure damage
Roslyn Campus Maintenance/Repair	Major	Repair existing/avoid structure damage
Fire Facilities Maintenance/Repair	Modest	Repair existing/avoid structure damage
Justice Center Maintenance/Repair	Modest	Repair existing/avoid structure damage
Library Maintenance/Repair	Major	Repair existing/avoid structure damage
Sheriff Facilities Maintenance/Repair	Major	Repair existing/avoid structure damage
Parks and Recreation		
Mountain Parks Building Repairs	Modest	Avoids structural damage
Other annual Parks Maintenance Programs	Modest	Avoids asset class deterioration
Public Works Transportation		
Bridge and Viaduct Emergency Repairs	Major	Avoids structural damage
Curb Ramps	Major	Avoids potential liability
Bike-Ped Bridges Maintenance Program	Modest	Avoids structural damage
Other Annual Public Works Maintenance Programs	Modest/Major	Avoids asset class deterioration

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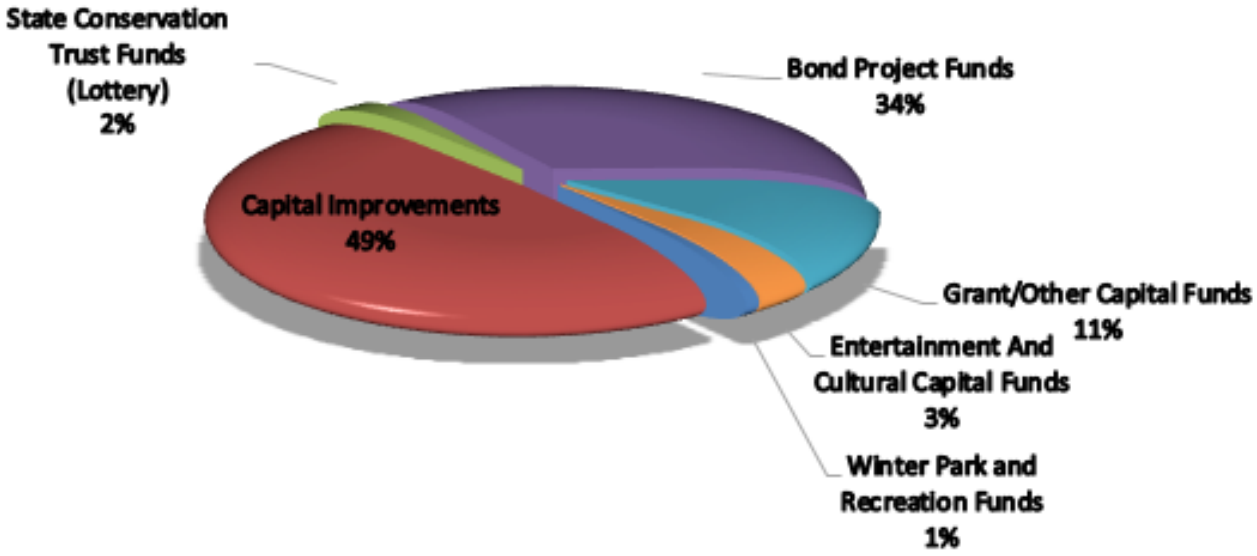
Operating Impacts of Capital Projects

Project	Operating Budget Impact	Description
Potentially Increases Direct Revenues and/or Aids Economic Development		
Parks and Recreation		
Central Denver Rec Center	Modest	Improvements to support programming and events
Public Works Transportation		
Tower Road Improvements	Modest	Infrastructure improvements to support access
North Denver Cornerstone Collaborative		
Brighton Boulevard Redevelopment	Major	Catalyst for development along Brighton Corridor
Denver Arts and Venues		
Red Rocks Road and Parking Improvements	Modest	Infrastructure improvements to support access
McNichols Structure and Systems	Major	Improvements to support programming and events
Other annual DAV Facility programs	Modest/Major	Improvements to support programming and events

Capital Projects Expenditure Summary by Fund



(In Thousands)

Asset Type	Amount
Winter Park and Recreation Funds	2,675
Capital Improvements	149,056
State Conservation Trust Funds (Lottery)	6,627
Bond Project Funds	103,410
Grant/Other Capital Funds	33,342
Entertainment And Cultural Capital Funds	9,699
	$304,809.00

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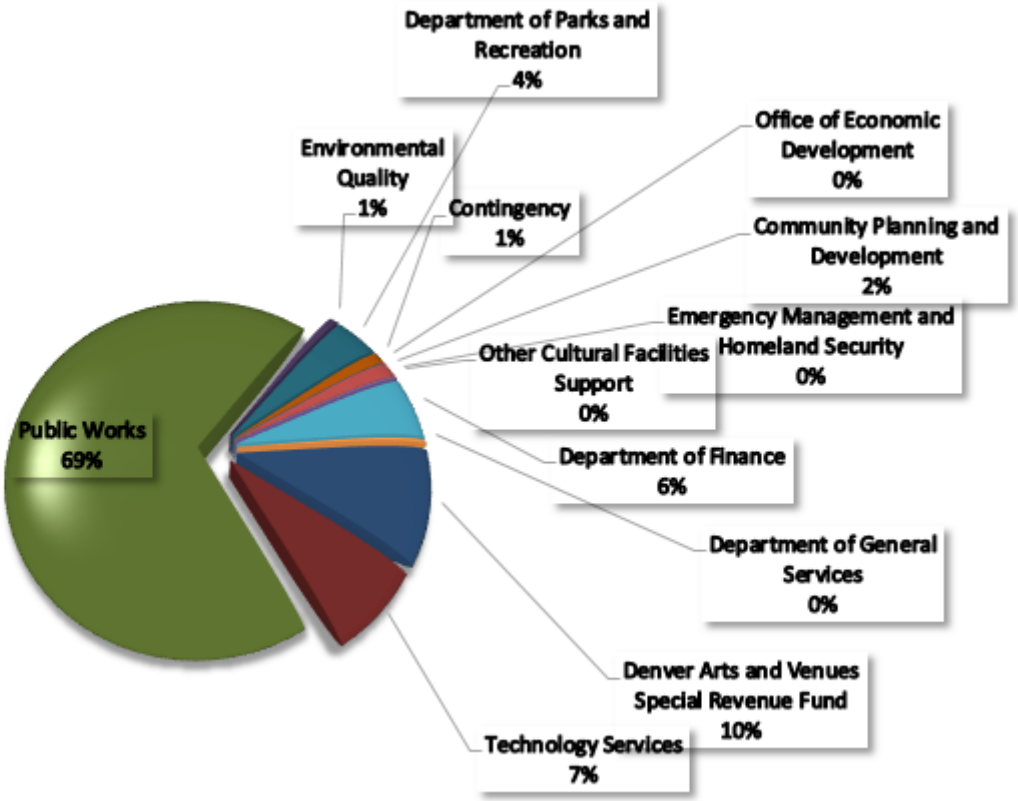
Capital Projects Expenditure Summary by Department



(In Thousands)

Asset Type	Amount
Office of Economic Development	0
Community Planning and Development	4,490
Emergency Management and Homeland Security	0
Other Cultural Facilities Support	600
Department of Finance	17,320
Department of General Services	951
Denver Arts and Venues Special Revenue Fund	30,973
Technology Services	22,713
Public Works	209,143
Environmental Quality	2,433
Department of Parks and Recreation	12,588
Contingency	3,600
	$304,811.00

Capital Improvements

Financial Summary- All CIP Funds

	2015 Actuals	2016 Appropriated	2017 Recommended
Financial Resources			
Annually Appropriated			
Property	54,869	63,476	65,586
Occupational Privilege	0	0	0
Highway Users	8,454	7,958	8,198
Interest Income	2,593	8,530	2,470
Charges for Services	162	0	0
Internal Service and Indirect Cost	4	0	0
Miscellaneous Other	125,139	74,347	87,020
Total Annually Appropriated CIP Revenues	**191,221**	**154,311**	**163,274**
Other CIP Revenues			
Bond Project Funds	18,334	160,657	103,410
Grant/Other Capital Funds	22,648	14,485	33,342
Total Other CIP Revenues	**40,982**	**175,142**	**136,752**
Total CIP Revenues	**232,203**	**329,452**	**300,026**
Uses of Resources			
By Fund			
Winter Park and Recreation Funds	2,659	2,530	2,675
Capital Improvements	99,506	134,668	149,056
State Conservation Trust Funds (Lottery)	5,778	6,617	6,627
Bond Project Funds	18,334	160,657	103,410
Grant/Other Capital Funds	22,648	14,485	33,342
Entertainment And Cultural Capital Funds	3,823	8,752	9,699
Total CIP Expenditures by Fund	**152,749**	**327,708**	**304,810**
By Department			
Office of Economic Development	0	1,000	0
Community Planning and Development	189	3,610	4,490
Emergency Management and Homeland Security	111	0	0
Other Cultural Facilities Support	970	600	600
Department of Finance	5,061	18,564	17,320
Department of General Services	342	1,985	951
Denver Arts and Venues Special Revenue Fund	3,510	41,501	30,973
Technology Services	15,887	25,518	22,713
Public Works	57,727	217,839	209,143
Environmental Quality	1,200	2,433	2,433
Department of Parks and Recreation	6,905	13,778	12,588
Previous Year Appropriations	60,848	(1,750)	0
Contingency	0	3,465	3,600

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Financial Summary- All CIP Funds

	2015 Actuals	2016 Appropriated	2017 Recommended
Rescissions	0	(834)	0
Total CIP Expenditures by Department	**152,749**	**327,708**	**304,810**
Other Capital Improvements (Enterprise Funds)			
By Fund			
Wastewater Management	21,450	27,350	38,450
Aviation	46,261	47,317	48,198
Environmental Services	3,083	8,414	8,395
Golf	884	850	500
Total Enterprise Fund CIP Expenditures	**71,678**	**83,930**	**95,542**

Capital Improvement Funds

Winter Park Parks and Recreation Funds – Schedule 30001

		2015 Actuals	2016 Appropriated	2017 Recommended
Financial Resources				
Interest Income		57,551	30,000	70,000
Miscellaneous Other		3,296,375	2,500,000	2,600,000
	Total	**3,353,926**	**2,530,000**	**2,670,000**
Uses of Resources				
Expenditures/Appropriations		2,658,964	2,035,000	2,174,600
Rescissions		0	(5,252)	0
Contingency		0	500,000	500,000
	Total	**2,658,964**	**2,529,748**	**2,674,600**
Net Increase (Decrease) in Fund Balance		694,963	252	(4,600)
Fund Balance January 1		4,969,993	5,664,956	5,665,208
Fund Balance December 31		**5,664,956**	**5,665,208**	**5,660,608**

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Capital Improvement Funds

Winter Park Parks and Recreation Funds – Projects by Agency

Projects		2017 Recommended
Department of Parks and Recreation		
30035-7011102 Trail Projects - 30035		
RJ008	Citywide Trail Improvements	285,000
Total		**285,000**
30040-7011102 Mountain Parks Projects - 30040		
RC454	Mountain Parks Facilities	290,000
RC454	Mountain Parks Infrastructure	175,000
Total		**465,000**
30045-7011102 Parks Citywide Projects - 30045		
RJ010	Citywide Water Conservation	475,000
Total		**475,000**
30120-7011102 Natural Areas Projects		
RJ010	Citywide Natural Resources	288,000
Total		**288,000**
30130-7011102 Parks Facilities Projects - 30130		
RJ009	Citywide Park Restrooms	50,000
Total		**50,000**
30135-7011102 Parks Infrastructure Response - 30135		
RJ010	Citywide ADA Upgrades	25,500
RJ008	Citywide Bridges	205,000
RJ008	Citywide Park Roads & Parking	105,600
RJ008	Citywide Park Walks	200,500
RJ010	Citywide Turf Restoration	75,000
Total		**611,600**
Grand Total		**2,174,600**

DENVER
THE MILE HIGH CITY

Under a 2002 agreement with Intrawest, the operators of the Winter Park Ski Resort, the City received $2 million annually from the resort through mid-2012. Based on a formula established in the July 1, 2012 to June 30, 2013 fiscal year by the Winter Park Recreational Association, the City will receive annual payments from the resort's operations and has been eligible to receive additional incentive payments since September 2013.

All funds received into the Winter Park Parks and Recreation Capital Fund are restricted to capital repair and rehabilitation of existing park and recreation assets.

Department of Parks and Recreation

Trail Projects

Trail Improvement Projects. Funding will be used capital maintenance throughout the citywide trail system. Mountain Parks Projects

Mountain Parks Facilities Projects. Funding will be used for repair and maintenance of Denver Mountain Parks facilities including restrooms, shelters, historic structures, and other buildings.

Mountain Parks Infrastructure Projects. Funding will be used for repair and maintenance of Denver Mountain Parks infrastructure including trails, bridges, site improvements, and campground improvements.

Parks Citywide Projects

Citywide Water Conservation. Funding will be used to continue implementation of water conservation techniques to meet the sustainability program objectives of the City. Additionally, these funds will be utilized by in-house irrigation repair crews to rapidly respond to irrigation problems.

Parks Natural Areas Projects

Citywide Natural Resources. Funds are for capital maintenance and improvement to the City's natural areas system, including restoration, reclamation and lake edge management.

Parks Facilities Projects

Citywide Park Restrooms. Funding will be used for the capital maintenance of park restroom facilities.

Parks Infrastructure Response Programs

Citywide ADA Upgrades. Funds will be used for repairs and upgrades to park infrastructure for compliance with ADA regulations.

Citywide Bridge Rehabilitation. Funding will be used for capital maintenance on bridges located in parks and Citywide trails.

Citywide Parks Roads and Parking. Funding will be used for the capital maintenance or reconstruction of Park roadways and parking lots to provide system connectivity and enhance accessibility.

Citywide Park Walks Rehabilitation. Funds will be used for capital maintenance of walks and trails within the citywide parks system.

Citywide Turf Restoration. Funding is for routine turf restoration and replacement in parks throughout the Citywide park system.

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Capital Improvement Funds

Capital Improvements Fund Financial Summary- Schedule 31000

		2015 Actuals	2016 Appropriated	2017 Recommended
Financial Resources				
Property		54,869,169	63,475,973	65,585,980
Occupational Privilege		40	0	0
Highway Users		8,453,690	7,958,086	8,198,082
Interest Income		2,016,379	1,800,000	1,800,000
Charges for Services		161,594	0	0
Internal Service and Indirect Cost		4,000	0	0
Miscellaneous Other		105,448,532	62,746,785	68,719,686
	Total	**170,953,405**	**135,980,844**	**144,303,748**
Uses of Resources				
Expenditures/Appropriations		99,506,431	134,380,295	146,706,384
Rescissions		0	(712,762)	0
Contingency		0	1,000,000	2,350,000
	Total	**99,506,431**	**134,667,533**	**149,056,384**
Net Increase (Decrease) in Fund Balance		71,446,974	1,313,311	(4,752,636)
Fund Balance January 1		103,115,000	174,561,974	175,875,285
Fund Balance December 31		**174,561,974**	**175,875,285**	**171,122,649**

Projects		2017 Recommended
Community Planning and Development		
34080-0141102 Other Agency Capital Project		
ZP003	16th Street Mall Analysis	400,000
ZA904	Board-up/Securing of Hazardous Structures	150,000
ZP001	Citywide Plans Updates	390,000
ZA901	Demolish Hazardous Structures	150,000
ZO001	DRCOG: Station Area/Urban Centers Studies	100,000
Total		**1,190,000**
34080-0146102 Other Agency Capital Project		
MO001	NDCC 47th & York Safe Crossings	500,000
MO001	NDCC Brighton Boulevard	2,500,000
MO001	NDCC Globeville Elyria-Swansea Bus Stops	300,000
Total		**3,300,000**
Other Cultural Facilities Support		
34995-1000102 Culturals Capital Maintenance		
ZF100	Museum of Nature and Science Maintenance	300,000
Total		**300,000**
34995-1200102 Culturals Capital Maintenance		
ZG100	Art Museum Maintenance	300,000
Total		**300,000**
Department of Finance		
33080-2540102 Revenue Projects		
SD100	2015A COP 911 & Fleet Service Center	612,110
PL001	Central Platte Service Payment	818,100
ZC935	Lowry Child Care Center Payment	41,650
ZE002	NWC/CCC Capital Reserve	2,000,000
ZC930	Parkfield Fire Station Payment	97,270
Total		**3,569,130**
34020-2580102 BMO Capital Projects		
ZR001	DOJ ADA Implementation Support	350,000
Total		**350,000**
34060-2570102 DOF Real Estate		
ZJ100	Property Planning & Evaluation	300,000
PQ014	Space Reallocation Move Support	4,728,005
Total		**5,028,005**

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Projects		2017 Recommended
Department of General Services		
33069-3080102 Facility CIP Projects		
GJ408	Energy Conservation Projects	200,000
Total		**200,000**
Denver Arts and Venues Special Revenue Fund		
34080-3050102 Other Agency Capital Project		
GJ803	Buell Theatre Structure & Systems	475,000
Total		**475,000**
34995-0116102 Culturals Capital Maintenance		
ZZ401	Public Art Maintenance	270,000
Total		**270,000**
Technology Services		
34080-3070102 Other Agency Capital Project		
ZI902	Innovation Projects	11,000,000
ZI905	Replacement of Infrastructure and Network Components	2,040,085
ZI903	Replacement of Radios	1,552,600
ZI904	Replacement of User Components	1,395,000
ZI907	Sheriff Reform Technology Investments	3,075,000
ZI906	Strategic Resource Alignment	2,650,000
ZI908	System Upgrades	1,000,000
Total		**22,712,685**
Public Works		
31015-5011102 PW Debt Payments		
PO007	16th Street Mall Maintenance Program	300,000
PH035	56th Avenue/Quebec St. Improvements	766,000
PO012	Burn Building Replacement	162,648
PM008	East Corridor Payment	3,943,017
PQ003	Pena Boulevard Operations & Maintenance	1,000,000
PQ001	Pena Tower Rd Interchange	25,400
Total		**6,197,065**
31020-5011102 PW Matching Funds		
PO003	CDOT Bridge Enterprise 6th/Federal	1,000,000
PP003	Cherry Creek Drive South	2,500,000
PR011	Colfax BRT Local Match	168,750
PQ006	DRCOG TIP High Line Canal (Hampden/Colorado)	166,667
PQ004	DRCOG TIP I-25/Broadway Interchange	1,000,000
PQ005	DRCOG TIP Quebec Reconstruction	4,481,999

Projects		2017 Recommended
PR009	Iowa/Santa Fe Connections	420,000
PO011	RAMP: Federal Blvd. (6th to Howard)	2,565,000
PR008	Safe Routes to School	87,500
PP005	Tower Road Improvements	500,000
Total		**12,889,916**
31025-5011102 PW Annual Programs		
PZ776	2A Rotomill & Overlay Streets	4,500,000
PZ129	Bike Infrastructure	500,000
PZ035	Bridge and Viaduct Emergency Repairs	365,000
PZ034	Bridge Programmed Maintenance/Replacement	1,725,000
PZ043	Curb Ramps	10,000,000
PZ045	Faded Signs	500,000
PM014	Medians/Traffic Islands	238,000
PH005	Parking - Neighborhood Transition Improvements	310,000
PC022	Safety & Neighborhoods	410,000
PZ041	Street Rotomill and Overlay Program	7,807,105
PZ037	Traffic Signal Infrastructure	3,600,000
PZ128	Transportation Management Center Program	105,000
PZ047	Vehicle and Multi-Modal Detection	105,000
Total		**30,165,105**
31035-5011102 PW Studies/Implementation		
PR013	8th Avenue over S. Platte River Bridge Replacement	800,000
PQ018	Colfax BRT Preliminary Engineering	2,000,000
PR015	Colfax Corridor and Pedestrian Mobility Improvements	500,000
PO008	Denver Moves Implementation	2,200,000
PQ016	Denver Moves Ped/Transit Facilities	750,000
PR012	Hampden Corridor Multimodal Study	300,000
PR003	Smart Cities Infrastructure	3,000,000
PR007	Transportation and Mobility Asset Study	300,000
Total		**9,850,000**
31050-5011102 PW Improvement Projects		
PR006	Colfax and Civic Center Crossing Improvements	1,662,000
PQ013	Drainage Enhancements	1,000,000
PR002	Sidewalk Gaps and Safety Repair	2,500,000
PR005	South Broadway Multi-Modal Improvements	470,000
PR010	Traffic Monitoring Cameras	714,100
PQ008	Transportation Reconstruction	500,000

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Projects		2017 Recommended
PQ015	VisionZero Multimodal Safety Improvements	900,000
Total		**7,746,100**
33069-5011102 Facility CIP Projects		
GK070	ADA Improvements	250,000
GK023	Animal Shelter Maintenance/Repair	77,758
RI822	Central Denver Recreation Center	500,000
GK050	DPD Mounted Patrol Relocation	600,000
GK050	DPL Western History Collection	605,000
GK040	Facilities Reserve for Emergency Projects	273,999
GK012	PAB/PADF Mtce/Repair	279,000
PP014	Service Center/DPD Bike Bureau Relocation	849,250
GK013	Sheriff Facilities Maintenance/Repair	617,150
GK060	Studies and Assessments	200,000
GK006	Waste Management Facilities	50,000
GK001	Webb Building Maintenance/Repair	260,000
Total		**4,562,157**
34991-5011102 Facilities Plan & Mgmt Cap Maintenance		
GK014	City and County Building Maintenance/Repair	792,000
GK040	Facilities Reserve for Emergency Projects	188,162
GK009	Fire Facilities Maintenance/Repair	690,100
GK008	Human Services (Other Facilities) Maintenance/Repair	12,000
GK016	Justice Center Maintenance/Repair	635,332
GK020	Library Facilities Maintenance/Repair	1,205,000
GK002	Minori Yasui Building Maintenance/Repair	388,000
GK011	Police Facilities Maintenance/Repair	301,000
GK005	Roslyn Campus Maintenance/Repair	730,500
Total		**4,942,094**
34993-5011102 Public Works Capital Maintenance		
PF033	Alley Program	150,000
PN013	Bike-Ped Bridges Maintenance Program	54,000
PZ034	Bridge Programmed Maintenance/Replacement	1,725,000
PZ036	Concrete Street and Alley Repair Program	1,074,000
PZ038	Curb and Gutter	1,730,000
PZ043	Curb Ramps	2,890,000
PZ045	Faded Signs	1,359,000
PH008	Parking Garage Maintenance	310,000
PI008	Pavement Markings	1,960,000
PA066	Signal System Conduit Cable, Electronics	310,000

Projects		2017 Recommended
PZ130	Signal Systems Match	220,000
PZ041	Street Rotomill and Overlay Program	11,693,000
PZ037	Traffic Signal Infrastructure	3,600,000
Total		**27,075,000**
Environmental Quality		
33020-6506102 Env Health Capital Projects		
EP001	DHHA OME Relocation	1,232,967
EO001	Westside Clinic	1,200,000
Total		**2,432,967**
Department of Parks and Recreation		
32030-7011102 Playground Projects - 32030		
RR003	Paco Sanchez Re-imagine Play	750,000
Total		**750,000**
32115-7011102 Neighborhood Parks Projects - 32115		
RR001	GOCO Inspire Implementation	187,000
Total		**187,000**
32135-7011102 Parks Infrastructure Response - 32135		
RJ009	Citywide Structures	272,160
RJ010	Citywide Tree Program	377,000
RJ010	Citywide Water Conservation	490,000
RM006	Project Development Funds	475,000
Total		**1,614,160**
34995-7011102 Culturals Capital Maintenance		
ZG200	DBG Infrastructure Repairs	300,000
ZZ303	Zoo Repairs	300,000
Total		**600,000**
Grand Total		**146,706,384**

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Department of Community Planning & Development

16th Street Mall Plan. Funds will complete the alternatives analysis and planning for updates to the 16th Street Mall.

Board-up/Securing of Hazardous Structures. Funds will be used for the installation of temporary fencing (as needed) for the containment of vacant/derelict buildings that pose a threat to the general public.

Citywide Plans Update. Funding will be used to update Blueprint Denver, create a citywide Strategic Transit Plan, and update the Parks Game Plan and other citywide plans as needed. These projects will include substantial public outreach, infrastructure studies and demonstration pilot projects.

Demolish Hazardous Structures. Funds will be used for the demolition of vacant, derelict, or abandoned property that pose a hazard to the general population of the City and County of Denver, in accordance with Chapter 33, Section 3303 of the current building code.

DRCOG: Station Area/Urban Centers Studies. Funds will be used for neighborhood project planning in North Capitol Hill.

North Denver Cornerstone Collaborative

NDCC 47th & York Safe Crossing Project. Funding will be used to implement new bike/pedestrian crossing infrastructure over railroad tracks.

NDCC – Brighton Boulevard. Funding will be used for the redevelopment of Brighton Boulevard including roadway design and reconstruction, bike and pedestrian infrastructure, parking, utilities, wayfinding, and an amenity zone.

NDCC Globeville & Elyria Swansea Bus Stops. Funds will be used to plan and construct neighborhood bus stops for improved access to transit.

Museum of Nature and Science

Museum of Nature and Science Capital Projects

Museum of Nature and Science Maintenance. Funds will be used for ongoing maintenance and rehabilitation projects.

Denver Art Museum

Art Museum Capital Projects

Art Museum Maintenance. Funds will be used for ongoing maintenance and rehabilitation projects including exterior tile replacement, replacement of chilled water coils and other needed projects.

Department of Finance

Treasury Capital Project Payments

2015A COP 911 & Fleet Service Center. This funding is for the annual base rental payment for the Certificate of Participation that funded the rehabilitation of the new 911 Communications Center facility located on Peoria Street and the purchase of the new Fleet Service Center located on 31st Avenue.

Central Platte Service Payment. This funding provides a portion of the annual base rental payment for the Central Platte Campus Facilities Project.

Lowry Child Care Center Payment. This funding is for the annual base rental payment for the remodel of the Lowry Child Care Center.

NWC/CCC Capital Reserve. Funding provides for capital maintenance of the National Western Center and the Colorado Convention Center. This is a transfer of the annual Lodgers Tax revenue from the General Fund.

Parkfield Fire Station Payment. This funding provides for the annual base rental payment for the Certificate of Participation that funded the construction of the new fire station at Parkfield in northeast Denver and two apparatus.

Budget and Management

Department of Justice ADA Implementation Support. Funding will be used to support oversight of ADA improvements required by the Department of Justice Project Civic Access settlement.

Division of Real Estate

Property Planning and Evaluation. This funding is for initial property planning, evaluation and improvements needed for acquisition or disposition of City property.

Space Reallocation Move Support. Funds will be used to supplement agency budgets for move costs associated with new or transferring staff for technology, space and workstation modifications, minor electrical work, etc. Funding will also be utilized to support citywide space planning and project needs.

General Services

General Services Facility Capital Improvement Projects

Energy Conservation Projects. In support of the City's goal to conserve energy, funds will be used to target inefficient systems for replacement. Projects may include HVAC improvements, lighting, automatic door closures and other behavior related modifications. (Construction Management)

Denver Arts and Venues Special Revenue Fund

Buell Theater Structure & Systems. Funds will be used for capital projects such as carpet replacement, lobby improvements, updating restrooms, and other needed improvements.

Public Art Maintenance. Funds will be used to perform ongoing maintenance for the City's art collection.

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Department of Technology Services

Technology Services

Innovation Projects. Funding provides for the implementation of projects designed to improve City operations and efficiencies through automation and business process improvement for agencies within the General Fund.

Replacement of Infrastructure and Network Components. Funding provides for the scheduled replacement of servers, routers, and other hardware, software, and tools necessary to maintain the City's network infrastructure for agencies within the General Fund.

Replacement of Radios. Funding provides for the scheduled replacement of radios for safety and non-safety agencies within the General Fund.

Replacement of User Components. Funding provides for the scheduled replacement of desktop and laptop computers for agencies within the General Fund, including the ruggedized laptops used by safety personnel in police and fire vehicles.

Sheriff Reform Technology Investments. Funding supports technology improvements for the Denver Sheriff's Department.

Strategic Resource Alignment. Funding is to support Technology Services' efforts to catch up on critical infrastructure and stabilize and enhance services provided to citizens and employees.

System Upgrades. Funding provides for the periodic upgrades of existing city software systems.

Department of Public Works

Public Works Payments

16th Street Mall Maintenance Program. Funds will be used as the City's contribution towards the annual capital maintenance program for the 16th Street Mall in collaboration with RTD, the Downtown Business Improvement District and the Downtown Denver Partnership.

56th Avenue/Quebec Street Improvements. Funds will be used towards the City's scheduled reimbursements to Commerce City for improvements at the 56th Avenue/Quebec St. intersection that were completed in 2007 to coordinate with construction of the new Dick's Sporting Goods Park.

Burn Building Replacement. Funding provides the annual payment for the construction of a new burn building to be located at the Rocky Mountain Fire Academy on the Roslyn Campus.

East Corridor Payment. Funding provides the annual payment for the Certificates of Participation (COP) for the East Corridor project. The East Corridor project consists of the construction of a commuter rail line that will serve as a connection between Denver Union Station and Denver International Airport.

Pena Boulevard Operations and Maintenance. Funds will be used for the City's share of operations and maintenance of Pena Boulevard.

Pena Boulevard Tower Road Interchange. Funds will be used for the City's share of operations and maintenance of the Tower Road interchange on Pena Boulevard.

Public Works Matching Funds

CDOT Bridge Enterprise 6th/Federal. Funding will be used to as local match for projects that will replace existing bridges and construct new bridges including new ramp structures.

Cherry Creek Drive South. Funds will be used for reconstruction of Cherry Creek South Drive from east of Steele St. to west of Garfield Street. Construction will include new concrete pavement, medians, and other improvements.

Colfax Bus Rapid Transit (BRT) Local Match. Funding will be used for transportation infrastructure design along the Colfax corridor. It is anticipated this appropriation will leverage Federal Transit Administration (FTA) Transit-Oriented Development (TOD) Pilot Program Grant funding.

DRCOG TIP High Line Canal (Hampden/Colorado). Funds will be used to install two underpasses near the Hampden/Colorado intersection to improve pedestrian and cyclist safety and increase trail connectivity. This project will be completed in partnership with the City of Cherry Hills Village, Arapahoe County, and Denver Water. This appropriation leverages funding from the Denver Regional Council of Governments (DRCOG) Transportation Improvement Program (TIP).

DRCOG TIP I-25/Broadway Interchange. Funds will be used to reconstruct southbound Broadway from E. Exposition Avenue to south of E. Ohio Avenue, including a mew southbound on-ramp to I-25 to alleviate congestion. This appropriation leverages funding from the Denver Regional Council of Governments (DRCOG) Transportation Improvement Program (TIP).

DRCOG TIP Quebec Reconstruction. Funds will be used for improvements on Quebec Street from 13th Avenue from 26th Avenue. This appropriation leverages funding from the Denver Regional Council of Governments (DRCOG) Transportation Improvement Program (TIP).

Iowa/Santa Fe Connections. Funding will be used to implement bike and pedestrian connections along Iowa Avenue including construction of a multi-use sidewalk and signal improvements and underpass improvements.

RAMP: Federal Blvd. (6th to Howard). Funding will be used to support the construction of Federal Boulevard from 6th Avenue to Howard. This appropriation leverages funding from the Colorado Department of Transportation (CDOT) Responsible Acceleration of Maintenance and Partnerships (RAMP) funding.

Safe Routes to Schools. Funds will be used for sidewalk construction, signal changes, curb extensions, crossing improvements, and other pedestrian safety enhancements near schools. This appropriation leverages funding from the Colorado Department of Transportation (CDOT).

Tower Road Improvements. Funding will be used to support a partnership with Commerce City for the reconstruction of Tower Road from 72nd Ave. to 80th Avenue into a four-lane median divided roadway.

Public Works Annual Programs

2A Streets Rotomill and Overlay Program. Funding will be used to pave additional lane miles in poor condition. With this funding, the annual paving program will be accelerated significantly reducing the backlog of neighborhood streets and arterials and collectors in poor condition.

Bike Infrastructure. Funding will be used for ongoing construction and maintenance of bike lanes, signals, and signs.

Bridge and Viaduct Emergency Repairs. This program uses funds for bridge/structure emergency repair and replacement. This program encompasses all structures on an as-needed, programmed, or planned basis.

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Bridge Programmed Maintenance/Replacement. Funds will be used to provide replacement or major rehabilitation of existing structures. The program encompasses all structures on a programmed basis.

Curb Ramps. Funds will be used for the installation of curb ramps as required by the federal American Disabilities Act (ADA).

Faded Signs. This is an annual program to replace and repair existing faded or damaged traffic and street signs. Funds will be used to provide maintenance in a programmatic and cost effective manner.

Medians/Traffic Islands. Funding will be used for hardscape capital maintenance of Citywide medians, including concrete nose repairs, curb repairs and wall repairs.

Parking - Neighborhood Transition Improvements. Funds will be used for the study and implementation of parking improvements for neighborhoods in transition. These improvements may include traffic control signs, parking permit operations and public information programs.
Safety & Neighborhoods. Funds will be utilized to construct infrastructure to address safety concerns identified through 311, VisionZero Safety studies, and the Neighborhood Transportation Management process.

Street Rotomill and Overlay Program. Funding is for the Citywide street rotomill and overlay program. This annual program to maintain streets is based on optimized overlay levels determined by the Pavement Management Program.

Traffic Signal Infrastructure. Funding will be used to reconstruct, replace and upgrade traffic signals. The work program is based on the number of new, warranted signals, accidents and maintenance data.

Transportation Management Center Program. This program continues the installation of equipment for the operation of the Intelligent Transportation Systems (ITS) and the Transportation Management Center (TMC). The TMC handles emergency operations, event management and congestion management.

Vehicle and Multi-Modal Detection. Funds will be used to install and maintain detection devices for vehicles, bicycles and pedestrians citywide. Devices may include loops, cameras or other sensors.

Public Works Studies/Implementation Projects

8th Avenue over S. Platte River Bridge Replacement. Funds will be used for design and right-of-way acquisition for the replacement of the 8th Avenue over S. Platte River Bridge.

Colfax Corridor and Pedestrian Mobility Improvements. Funds will be used for final design, costs, phasing, and future construction for pedestrian and mobility improvements along East and West Colfax.

Colfax Bus Rapid Transit (BRT) Preliminary Engineering. Funds will be used for Colfax Bus Rapid Transit design including survey, drainage analysis, traffic analysis, and other project needs.

Denver Moves Implementation. Funding will support planning, design and implementation of Denver Moves projects, including bicycle boulevards and protected bike lanes

Denver Moves Ped/Transit Facilities. Funds will be used for pedestrian improvements, including crossing improvements, signage and pavement markings, demonstration projects, and other pedestrian related improvements.

Hampden Corridor Multimodal Study. Funding will be used to study the Hampden Corridor to identify potential multi-modal improvements.

Smart Cities Infrastructure. Funding will be used for implementation of Smart City initiatives, which includes mobile ticketing capabilities, a transportation pilot program through MY Denver, electronic data management, mobility application development, grant match, and other project needs.

Transportation and Mobility Asset Study. Funding will be used to collect and inventory Transportation and Mobility field assets, including traffic signals, signs, and pavement markings. It will also provide GPS location data and current condition of each asset.

Public Works Improvement Projects

Colfax and Civic Center Crossing Improvements. Funding will be used for design, engineering, and construction of pedestrian crossing improvements near Civic Center Station.

Drainage Enhancements. Funds will be used for improvements including sidewalks, trails, and park-like features to support the Montclair and Park Hill Basin drainage projects.

Sidewalk Gaps and Safety Repair. Funds will be used for sidewalk construction and repair near transit facilities, public facilities, educational facilities, and other critical areas.
South Broadway Multimodal Improvements. Funding will be used for study and design of bicycle and transit improvements including traffic signal design along the south Broadway corridor.

Traffic Monitoring Cameras. Funds will be used to update existing traffic cameras from analog to digital formatting to remain compatible with state and regional systems.

Transportation Reconstruction. Funds will be used to complete design or construction of transportation reconstruction projects including roadway reconstruction and bridge replacement.

Vision Zero Multimodal Safety Improvements. Fund will be used for safety improvements that support all transportation users with the goal of reaching zero transportation-related details or injuries.

Public Works Facility Capital Improvement Projects

ADA Improvements. Funds will be used for repairs and upgrades to city facilities for compliance with ADA regulations.

Animal Shelter Maintenance/Repair. Funds will be used for building modifications to accommodate for x-ray equipment and for repairs to the building exterior.

Central Denver Recreation Center. Funding will be used for the construction of the new Central Denver Recreation Center. The estimated 60,000 sq. ft. center will be located at Colfax Avenue and Josephine Street.

DPD Mounted Patrol Relocation. Funds will be used to complete improvements associated with the relocation of the Denver Mounted Patrol Unit from their current location on Marston Reservoir.

DPL Western History Collection (Central Branch). Funds will be used for the third phase of the interior remodel of the sixth floor area of the Central Library to establish a better controlled, secure and climate controlled environment for the Western History Special Collection.

PAB/PADF Maintenance/Repair. Programmed projects include various capital repairs, elevator upgrades, heat pump replacement, and other needed projects.

Service Center/DPD Bike Bureau Relocation. Funds will support the relocation of Police/EEB Fleet services to the new fleet service center on 31st Avenue.

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Sheriff Facilities Maintenance/Repair. Funds will be used for facility improvements including roof replacement, HVAC improvements, and other needed projects.

Studies and Assessments. Funds will be used to support the assessment and reassessment of the condition of City facilities in order to continue to inform citywide facilities capital planning.

Waste Management Facilities. Funds will be used for improvements to truck washing/maintenance facilities and other needed projects.

Webb Building Maintenance/Repair. Funds will be used for carbon monoxide sensors, carpet replacement, and other needed projects.

Public Works Facilities Plan and Management Capital Maintenance

City and County Building Maintenance/Repair. Programmed projects include various capital repairs, elevator upgrades, generator replacement, electrical system upgrades, and other needed projects.

Fire Facilities Maintenance/Repair. Programmed projects include various capital repairs, boiler replacement, repairs to building exteriors, carpet replacement, and other needed projects.

Human Services (Other Facilities) Maintenance/Repair. Programmed projects include repairs to the building exterior and other needed projects.

Justice Center Maintenance/Repair. Programmed projects include green roof repairs, structural improvements, building pressurization corrections, and other needed projects.

Library Facilities Maintenance/Repair. Programmed projects include parking lot repairs, camera replacement and upgrades, elevator repairs, and other needed projects.

Minori Yasui Building Maintenance/Repair. Programmed projects include carpet replacement, camera and video upgrades, elevator improvements, and other needed projects.

Police Facilities Maintenance/Repair. Programmed projects include tile replacement, security system upgrades, and other needed projects.

Roslyn Campus Maintenance/Repair. Programmed projects include stair repair, boiler replacement, roof repairs, washing door expansions, and other needed projects.

Public Works Capital Maintenance

Alley Maintenance. This program funds maintenance and asphalt paving of Citywide alleys, including improvements to address drainage and serviceability issues in unimproved alleys. This program is not intended as a replacement for construction of new concrete alleys as the City standard.

Bike-Ped Bridges Maintenance Program. Funds will be used for ongoing maintenance of bike-ped bridges located in the public right-of-way.

Bridge Programmed Maintenance/Replacement. Funds will be used to provide replacement or major rehabilitation of existing structures. The program encompasses all structures on a programmed basis.

Concrete Street and Alley Repair Program. This is an annual program for necessary repairs of concrete streets and alleys.

Curb and Gutter. This is an annual program for the replacement of curbs and gutters citywide.

Curb Ramps. Funds will be used for the installation of curb ramps as required by the federal American Disabilities Act (ADA).

Faded Signs. This is an annual program to replace and repair existing faded or damaged traffic and street signs. Funds will be used to provide maintenance in a programmatic and cost effective manner.

Parking Garage Maintenance. Funding will be used to upgrade revenue control equipment and security systems (such as gates, card readers, CCTV and computers) in City-owned parking garages. Work may also include HVAC for attendant booths.

Pavement Markings. This annual program provides installation of permanent pavement markings compliant with the Manual on Uniform Traffic Control Devices (MUTCD).

Signal System Conduit, Cable, Electronics. Funding will be used to furnish materials that connect traffic signal installations to the "Icons" traffic signal control system.

Signal System Match. Project provides regular funding (20 percent local match) for the DRCOG Transportation Improvement (TIP) ITS projects.

Street Rotomill and Overlay Program. Funding is for the Citywide street rotomill and overlay program. This annual program to maintain streets is based on optimized overlay levels determined by the Pavement Management Program.

Traffic Signal Infrastructure. Funding will be used to reconstruct, replace and upgrade traffic signals. The work program is based on the number of new, warranted signals, accidents and maintenance data.

Environmental Quality

Environmental Health Capital Projects

DHHA Office of the Medical Examiner Relocation. Funds will be used for the rehabilitation of the new Office of the Medical Examiner offices located near the Denver Health campus. The new facility will offer an improved working environment that meets operational space demands.

Westside Clinic. Funding will be used as the City's contribution for construction of a new Westside Clinic located at 1100 Federal, which will provide adequate capacity to serve the neighborhood's health needs.

Department of Parks and Recreation

Playground Parks Projects

Paco Sanchez Re-imagine Play. Funds will be used for the construction of Re-imagine Play in Paco Sanchez Park which will include a Play Loop, a Community Plaza, a Fitness Loop, and access to sports fields.

Neighborhood Parks Projects

GOCO Inspire Implementation. Funds would be used to provide recreational improvements in the Westwood neighborhood. It is anticipated that this appropriation will leverage Great Outdoors Colorado (GOCO) funding.

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Parks Infrastructure Response

Citywide Structures. Funding is for capital maintenance to buildings throughout the City's park system that require immediate attention, including park maintenance headquarters.

Citywide Tree Program. Funding is for purchase of new replacement trees to maintain and refurbish Denver's tree canopy and to meet the sustainability program objectives of the City.

Citywide Water Conservation. Funding will be used to continue implementation of water conservation techniques to meet the sustainability program objectives of the City. Additionally, these funds will be utilized by in-house irrigation repair crews to rapidly respond to irrigation problems.

Project Development Funds. Funding may be used for the conceptual or preliminary design of "shelf projects" for unanticipated mid-year programming needs, as well as studies, design, environmental clearance and other pre-construction activities.

Denver Botanic Gardens

Botanic Gardens Capital Projects

Denver Botanic Gardens Infrastructure Repairs. Funds will be used for maintenance and rehabilitation projects including HVAC upgrades, stair replacement,

Denver Zoo

Zoo Capital Projects

Zoo Repairs. Funds will be used for maintenance and rehabilitation projects at the Denver Zoo, including roof repairs, perimeter fence replacement, HVAC replacement and other needed projects.

Capital Improvement Funds

State Conservation Trust Fund- Schedule 35000

	2015 Actuals	2016 Appropriated	2017 Recommended
Financial Resources			
Interest Income	400,783	6,600,000	500,000
Miscellaneous Other	6,115,357	100,000	6,100,000
Total	**6,516,140**	**6,700,000**	**6,600,000**
Uses of Resources			
Expenditures/Appropriations	5,778,407	6,517,790	6,377,240
Rescissions	0	(116,017)	0
Contingency	0	215,000	250,000
Total	**5,778,407**	**6,616,773**	**6,627,240**
Net Increase (Decrease) in Fund Balance	737,733	83,227	(27,240)
Fund Balance January 1	9,487,845	10,225,578	10,308,805
Fund Balance December 31	**10,225,578**	**10,308,805**	**10,281,565**

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Projects		2017 Recommended
Department of Parks and Recreation		
35015-7011102 Parks Debt Payments - 35015		
RZ037	Parks Maintenance Headquarters Payment	106,000
RJ007	Sand Creek Greenway	25,000
RJ007	UDFCD Trail Development	100,000
Total		**231,000**
35045-7011102 Parks Citywide Projects - 35045		
RJ010	Citywide Courts Rehab	398,000
RJ010	Citywide Historic Structures	300,000
RJ010	Citywide Parks Rehabilitation	200,000
Total		**898,000**
35050-7011102 Parks Improvements Projects - 35050		
RJ010	Citywide Dog Parks	100,000
Total		**100,000**
35115-7011102 Neighborhood Parks Projects - 35115		
RR002	Platte Farm Open Space	35,000
RP005	Sullivan Gateway	1,800,000
Total		**1,835,000**
35130-7011102 Parks Facilities Projects - 35130		
RJ009	Citywide General Pool Rehab	725,000
RJ009	Citywide Recreation Center Rehabilitation	774,540
Total		**1,499,540**
35135-7011102 Parks Infrastructure Res Pgms		
RJ010	Citywide Athletic Fields	255,000
RJ010	Citywide Emergency & Response	175,000
RJ010	Citywide Fountain Repairs	202,000
RJ010	Citywide Furnishings & Picnic Facilities	20,000
RJ010	Citywide Lighting	175,000
RJ010	Citywide Median Rehabilitation	250,000
RJ008	Citywide Park Walks	220,500
RJ010	Citywide Playgrounds	455,000
RJ010	Citywide Signage Program	61,200
Total		**1,813,700**
Grand Total		**6,377,240**

Department of Parks and Recreation

Parks Debt Payments/Partnerships

Parks Maintenance Headquarters Payment. Funds are for annual base rental payment for the purchase of the Jason Street maintenance facility. The City will acquire full ownership at the end of the lease/purchase term.

Sand Creek Greenway. Funding is for annual multi-jurisdictional investment for Sand Creek Greenway maintenance and improvements managed by Sand Creek Greenway Foundation.

UDFCD Trail Development/Drainage Projects. Funds will be used for annual match with Urban Drainage & Flood Control District (UDFCD) for repairs and improvements to drainageways and adjacent trail systems Citywide.

Parks Citywide Projects

Citywide Courts Rehabilitation. Funding is for capital maintenance of basketball and tennis courts throughout the park system.

Citywide Historic Structures. Funding is for the restoration and reconstruction of historic structures located within parks.

Citywide Parks Rehabilitation. Funds will be used throughout the year for capital maintenance of Citywide parks for those assets not included in regular maintenance programming (e.g., retaining walls, overlooks, etc.)

Parks Improvement Projects

Citywide Dog Parks. Funds will be used for the maintenance of existing dog parks and for the construction of new dog parks.

Neighborhood Parks Projects

Platte Farm Open Space. Funds will be used for the acquisition of property to support the Platte Farm Open Space.

Sullivan Gateway. Funding will be used for the restoration of the historic Sullivan Gateway located on the north side of Colfax Avenue near East High School. This appropriation is intended to leverage funding from State grant programs.

Parks Facilities Projects

Citywide General Pool Rehabilitation. Funding is used for capital maintenance at existing Citywide pool and aquatic facilities.

Citywide Recreation Center Rehabilitation. Funds are used for capital maintenance of recreation center facilities including roof repair and replacement, HVAC repairs, floor replacement, and other critical findings identified in the citywide Facilities Condition Assessment completed in 2014..

Parks Infrastructure Response Programs

Citywide Athletic Fields. Funding will be used for capital maintenance of Citywide athletic fields, including sod replacement, bleacher replacement, shade structures and other minor and major replacement and improvements on permitted athletic fields.

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Citywide Emergency and Response. Funding will be used for emergency capital repair issues or other unplanned high priority capital facility needs.

Citywide Fountains Repairs. Funding is for capital maintenance on fountains throughout the park system.

Citywide Furnishings and Picnic Facilities. Funding will be used for replacement of deteriorated or damaged park furnishings, including benches, trash receptacles, grills, and bicycle racks.

Citywide Lighting. Funds are for capital maintenance of park and trail lighting structures.

Citywide Median Rehabilitation. Funding is for routine capital maintenance of city medians, including landscape replacement and irrigation upgrades.

Citywide Park Walks Rehabilitation. Funds will be used for capital maintenance of walks and trails within the citywide parks system.

Citywide Playground Rehabilitation. Funding will be used for capital maintenance throughout the City's playground system, including necessary playground rehabilitation and replacement projects.

Citywide Signage Program. Funding will be used to provide new interpretive and regulatory signs, replace deteriorated signage and maintain existing signs throughout the City's park system.

Capital Improvement Funds

Entertainment and Cultural Capital Fund- Schedule 39000

		2015 Actuals	2016 Appropriated	2017 Recommended
Financial Resources				
Interest Income		118,251	100,000	100,000
Miscellaneous Other		10,279,120	9,000,000	9,600,000
	Total	**10,397,370**	**9,100,000**	**9,700,000**
Uses of Resources				
Expenditures/Appropriations		3,823,197	8,752,351	9,199,377
Contingency		0	0	500,000
	Total	**3,823,197**	**8,752,351**	**9,699,377**
Net Increase (Decrease) in Fund Balance		6,574,173	347,649	623
Fund Balance January 1		8,297,567	14,871,740	15,219,389
Fund Balance December 31		**14,871,740**	**15,219,389**	**15,220,012**

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Capital Improvement Funds

Entertainment and Cultural Capital Fund- Projects by Agency

Projects		2017 Recommended
Department of Finance		
39010-2540102 Theatres & Arenas Capital Projects		
GE008	Auditorium Lease Payment	5,381,750
Total		**5,381,750**
Denver Arts and Venues Special Revenue Fund		
39010-3050102 Theatres & Arenas Capital Projects		
GJ804	Auditorium Capital Maintenance	50,000
GJ802	Boettcher Capital Maintenance	50,000
GI008	Bonfils Theatre Complex Capital Projects	521,143
GJ803	Buell Theatre Capital Maintenance	50,000
GJ803	Buell Theatre Structure & Systems	1,485,000
GJ805	Coliseum Capital Projects	250,000
GJ801	DPAC Capital Projects	150,000
GJ810	McNichols Capital Maintenance	50,000
GM001	National Western Capital Projects	321,484
GJ806	Red Rocks Capital Maintenance	325,000
GJ806	Red Rocks Structure & Systems	565,000
Total		**3,817,627**
Grand Total		**9,199,377**

Department of Finance

Quigg Newton Municipal Auditorium

Auditorium Lease Payment. This represents the payment on the certificates of participation, the proceeds from which were used to remodel the Ellie Caulkins Opera House.

General Services - Division of Denver Arts and Venues

Auditorium

Auditorium Capital Improvements. Funding will be used for ongoing capital maintenance and improvements at the Ellie Caulkins Opera House including electrical, plumbing, mechanical, structural, landscaping and other capital improvements as needed.

Boettcher Concert Hall

Boettcher Capital Projects. Funding will be used for ongoing capital maintenance and improvements at the Boettcher Concert Hall including electrical, plumbing, mechanical, structural, landscaping and other capital improvements as needed.

Denver Center for Performing Arts (DCPA)

Bonfils Theatre Complex Capital Projects. Seat tax revenues from shows at the Bonfils Theatre Complex will be used for capital improvements at the Bonfils Theatre Company.

Buell Theatre

Buell Capital Improvements. Funds will be used for ongoing capital maintenance and improvements at the Buell Theatre including electrical, plumbing, mechanical, structural, landscaping and other capital improvements as needed.

Buell Structures & Systems. Funds will be used for capital projects such as interior modifications, lobby and restroom upgrades, carpet replacement, and other capital improvements at the Buell Theatre as needed.

Denver Coliseum

Coliseum Capital Improvements. Funding will be used for ongoing capital maintenance and improvements at the Denver Coliseum including electrical, plumbing, mechanical, structural, landscaping and other capital improvements as needed.

Denver Performing Arts Complex (DPAC)

DPAC Capital Improvements. Funding will be used for ongoing capital maintenance and improvements at the DPAC including electrical, plumbing, mechanical, structural, landscaping and other capital improvements as needed.

McNichols

McNichols Capital Improvements. Funding will be used for ongoing capital maintenance and improvements at the McNichols building including electrical, plumbing, mechanical, structural, landscaping and other capital improvements as needed.

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National Western Stock Show

National Western Capital Projects. A portion of seat tax revenues from National Western Stock Show events will be used for capital maintenance on Stock Show facilities.

Red Rocks

Red Rocks Capital Improvements. Funding will be used for ongoing capital maintenance and improvements at the Red Rocks Amphitheater including electrical, plumbing, mechanical, structural, landscaping and other capital improvements as needed.

Red Rocks Structure & Systems. Funding will be used for capital projects such as visitor center improvements, a storage and waste management center, and other capital improvements at Red Rocks as needed.

Capital Improvement Funds

Bond Project Funds Fund Summary- Schedule 36000 and 37000

	Projects	2015 Actuals	2016 Appropriated	2017 Recommended
Use of Resources				
37028	98 Bond - Safety Parent Fund	(76)	0	0
37045	02 Bond - Art Museum	11,085	0	0
37070	Auditorium Theatre Renovation - 37070	100,204	0	0
37073	05 Bond Justice Center Tranche 2	1,396,877	1,832,438	1,000,000
37105	07 Bond-Public Ofc Facilities	339,945	382,650	56,158
37110	07 Bond -Refurb Cultural Fac	2,374,095	9,339,770	5,538,608
37115	07 Bond-Health and Human Servc	778,029	1,001,994	494,732
37120	07 Bond - Parks	997,366	3,561,146	806,522
37125	07 Bond - Public Safety	35,682	1,394,759	1,099,671
37130	07 Bond-Street,Tran,PW sys fac	5,076,120	9,591,418	7,023,407
37135	07 Bond - Libraries	2,174,542	782,356	1,500,401
37140	07 Bond-Expansion Cult Facilit	5,050,292	22,072,941	14,320,578
37205	National Western Center 2016 Project Bonds	0	110,400,000	70,800,000
37305	Convention Center 2016 Project Bonds - Tax-Exempt	0	297,600	770,000
	Total	**18,334,159**	**160,657,072**	**103,410,077**

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Capital Improvement Funds

Grant/Other Capital Fund Summary – Schedule 38000

	Projects	2015 Actuals	2016 Appropriated	2017 Recommended
Use of Resources				
38083	Local Imp District-Assess	315,000	0	0
38095	Convention Center Replace Fund	210,733	0	0
38246	Summit Lake Park Collections	33,310	45,000	46,777
38266	Denver Water Irrigation Project	0	133,430	0
38274	Central Platte Service Center - 38274	26,944	18,000	20,000
38297	Energy Conservation Cap Proj	117,793	400,000	200,000
38302	Center Ave Stormwater Improve	7,363	0	0
38303	Convention Ctr Complex	2,770	0	0
38304	DAM Hamilton Bldg Rehab Imp	201,731	25,000	25,000
38336	Culture&Recreation SRF	76,867	5,569,900	6,551,000
38337	Sloans Lk Marina Desing Settle	14,042	32,000	32,000
38349	East Corridor	1,041,935	1,700,000	962,000
38367	DURA Downtown TIF Projects	4,893,174	4,861,251	2,990,633
38399	38th and Blake St Bridge	311,000	0	0
38401	University Boulevard Bridge	25,500	0	0
38402	Denver Road Home Improvements	2,266,000	0	0
38403	Westwood Alley Improvement Project	31,261	0	0
38507	East Corridor COP - 38507	291,620	500,000	514,800
38508	911 Communication Center COP	7,538,138	1,200,000	13,600,000
38509	Fleet Service Center COP	5,242,590	0	0
38743	Central Park Boulevard	0	0	8,400,000
	Total	**22,647,771**	**14,484,581**	**33,342,210**

Grant/Other Capital Funds Project Descriptions

Local Improvement Districts. Funding is for capital maintenance expenditures associated with local improvement districts.

Convention Center Replacement Fund. Funding is associated with the issuance of the 1989 bonds which funded the replacement of the Convention Center. Under the terms of the 1987 bond covenants which were revised in 2005 via a refunding transaction, the City must maintain a balance of $2 million in the CCC Replacement Fund as debt service contingency. Any excess amount over $2 million in the CCC Replacement Fund can be transferred to the Capital Improvement Fund.

Summit Lake Park Collections. This fund captures U.S. Forest Service revenues that pass to the City for use at mountain parks.

Denver Water Irrigation Project. Funding will be used to support the intergovernmental agreement between the City and the Denver Board of Water Commissioners to undertake measures that increase the efficient use of water on Denver parks and golf courses.

Central Platte Service Center. The Regional Transportation District (RTD) provided $12 million over four years for purchase of the City's maintenance facility at Decatur as part of the FasTracks project. The funds were used to construct the new Central Platte Service Center.

Energy Conservation Capital Projects. This is a fund to collect rebates from Xcel Energy for use in City energy projects.

Center Avenue Stormwater Improvements. This is funding from DURA for stormwater outflow design at Center Avenue from the South Platte River to South Broadway.

Convention Center Complex. This is funding which supported improvements to the Convention Center.

Denver Art Museum Rehabilitation/Improvements. This is a settlement from the contractor for future rehab/improvement needs for the Hamilton Building.

Denver Arts and Venues – Cultural & Recreation SRF. Provides for the capital improvement program for Denver Arts and Venues facilities including Boettcher Concert Hall, Buell Theatre, Ellie Caulkins Opera House, Denver Coliseum, Red Rocks Amphitheatre, Colorado Convention Center and the McNichols Building. Source of funding is the agency's operating budget.

DURA Downtown TIF Projects. This is an agreement with the Denver Urban Renewal Authority (DURA) to complete capital improvements in the designated Downtown Urban Redevelopment Area.

38th and Blake Street Bridge. This is a CDOT Federal pass through grant that funds that pedestrian/bicycle improvements which adds and repairs sidewalks for 40th Street, Blake Street, 35th Street and 38th Street and will provide a new bike path connection.

University Boulevard Bridge. Funding was used to support the intergovernmental agreement between the City and the Denver Board of Water Commissioners IGA to complete replacement of the University Boulevard Bridge.

Denver Road Home Improvements. This is revenue received from the Denver Rescue Mission to fund improvements which support Denver Road Home.

Westwood Alley Improvement Project. This is an agreement with the Downtown Urban Renewal Authority (DURA) to complete improvements to an alley in the Westwood neighborhood.

East Corridor. This is an agreement with the Regional Transportation District to advance funds to support improvements on the East Corridor including grade separations, drainage, and enabling of an aviation station.

911 Communication Center Certificate of Participation. Funding is Certificate of Participation (COP) proceeds issued in 2014 to complete build out of the new 911 Communications Center.

Fleet **Service Center Certificate of Participation.** Funding is Certificate of Participation (COP) proceeds issued in 2014 to acquire a new Fleet Service Center to relocate the current Safety Service Center on located on Arkins Court.

Central Park Boulevard, 36th to 40th: This project completes the final 0.65 mile section of Central Park Boulevard (South of I-70), including an additional 900' two-lane span over Sand Creek. Funding to support this project will be City Retained Tax via an annual transfer from the General Fund

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Debt Service Funds

Provided herein is an overview of long-term debt and lease obligations which addresses the methods used by the City and County of Denver to finance certain capital projects including property and equipment. Included in this overview is information about general obligation and revenue bonds, and lease purchase agreements including certificates of participation.

Any information in this section dated after December 31, 2015 is estimated and unaudited.

Since May 2010, the City's General Obligation bonds have been rated AAA, the highest bond rating, by all three major national credit ratings agencies. These strong ratings will attract investors and help lower the cost to taxpayers when the City borrows money.

General Obligation Bonds

General obligation bonds are backed by the full faith and credit of the City and are payable from ad valorem property taxes and other general revenues. Except for refunding bonds issued to achieve savings, Denver voters must approve general obligation debt prior to issuance.

Debt Limitations

The City Charter limits general obligation bonded debt, excluding self-supporting water bonds, to three percent of the actual value of taxable property within the City.

The following schedule sets forth the computation of the general obligation debt margin of the City as of August 25th, 2016.

Computation of the General Obligation Debt Margin
($ in thousands)

TOTAL ESTIMATED ACTUAL PROPERTY VALUATION	$105,449,010
Maximum general obligation debt allowed (3 percent of total valuation)	$3,163,470
Outstanding bonds chargeable to limit	761,406
Less amount reserved for long-term debt in fund balance	12,495
Net chargeable to bond limit	748,911
LEGAL DEBT MARGIN	$2,414,559
Percent of Charter limit	23.67%

Since 2009, the City has issued $549,730,000 of general obligation bonds for the Better Denver Bond Projects authorized by the voters in 2007. The City has no remaining authorization to issue general obligation bonds.

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Existing Debt

It is expected that the City's outstanding general obligation debt as of December 31, 2016 will consist of the following:

	Final Maturity Date	Amount Outstanding
2007 Justice System Facilities (Mini-Bonds)	2022	*8,860,500
2008 Justice System Facilities Bonds	2025	109,530,000
2009A Better Denver and Zoo Bonds	2025	69,980,000

	Final Maturity Date	Amount Outstanding
2010B Better Denver Bonds (Build America Bonds)	2030	312,055,000
2010D Better Denver Bonds	2025	29,150,000
2011A Better Denver Bonds	2025	16,455,000
2013A Better Denver & Refunding Bonds	2030	73,215,000
2013B1 General Obligation Refunding Bonds	2025	43,475,000
2013B2 General Obligation Refunding Bonds	2025	86,685,000
2014A Better Denver Mini-Bonds	2028	*12,000,000
Total General Obligation Bonds		**$761,405,500**

*Amount outstanding do not include compound interest of $5,103,000 and $1,362,000 on the Series 2007 and 2014A mini-bonds, respectively.

Indicators Related to General Obligation Debt Burden

Outstanding general obligation debt	$761,405,500
Total Estimated Actual Value*	$105,449,009,500
Net Assessed Value*	$13,482,572,713
Population (US Department of Commerce)	682,545
Ratio of net direct general obligation debt to actual value	0.71%
Ratio of net direct general obligation debt to net assessed value	5.55%
Net direct general obligation debt per capita	$1,097.23

*From 2016 Preliminary Certification for Valuation by County Assessor

Excise Tax Revenue Bonds

Revenue Bonds are payable from a specific, dedicated source of revenue which does not pledge the full faith and credit of the City. Other than the debt described below, Denver's only other revenue bonds are supported by the Denver International Airport Enterprise Fund. There are no City Charter limitations stipulating maximum revenue bond debt.

Existing Debt

The majority of Denver's non-airport revenue bond issues are backed by certain excise taxes (Lodgers' tax and sales tax on short-term auto rentals and prepared food and beverages). It is expected that the City's outstanding excise tax bonds as of December 31, 2016 will consist of the following:

	Final Maturity Date	Amount Outstanding
2016A Dedicated Tax Revenue Refunding & Improvement Bonds	2046	242,500,000
2016B Dedicated Tax Revenue Refunding & Improvement Bonds (taxable)	2032	132,460,000
Total Excise Tax Bonds		**$374,960,000**

The Series 2016A and 2016B Dedicated Tax Revenue Refunding and Improvement Bonds were issued to refund all of the Series 2005 and 2009A Excise Tax Revenue Refunding Bonds as well as finance a portion of the construction and improvement costs of the National Western Center campus and the Colorado Convention Center. The Series 2005 Excise Tax Revenue Bonds were originally issued to refinance a portion of the Series 2001A Bonds, which, in addition to the Series 2001B Excise Tax Revenue Bonds, were originally issued to finance the expansion improvements to the Colorado Convention Center. The Series 2009A Excise Tax Revenue Refunding Bonds were originally issued to refinance the Series 2001B Excise Tax Bonds.

Airport System Revenue Bonds

As of December 31, 2015, the outstanding Airport System Revenue Bonds totaled $4,112,490,000 and have multiple maturities that range from 2016 to 2043. The bonds were issued for the purpose of financing the construction and capital projects at the airport and to refinance earlier bond issues. The bonds are payable solely from revenues derived by the Airport System and the City, through its Department of Aviation, has pledged future Airport system Net Revenues, as defined in the 1984 Airport System General Bond Ordinance and the 1990 Airport System Subordinate Bond Ordinance. It is expected that the outstanding Airport System Revenue bonds will total $3,941,940,000 as of December 31, 2016.

Wastewater Revenue Bonds

In January 2012, the City issued $50,425,000 of Series 2012 Wastewater Revenue Bonds on behalf of the Wastewater Management Enterprise Fund of the City's Department of Public Works to finance improvements to the City's Storm Drainage Facilities and to refund the remaining $20,350,000 of outstanding Series 2002 Wastewater Revenue Bonds. The bonds are payable solely from revenues derived by the City from the operation of its storm drainage and sanitary sewerage facilities. The bonds mature in 2032, and as of December 31, 2016, $37,860,000 of Wastewater Revenue bonds will remain outstanding.

In November 2016, the City will be issuing $115 million of Series 2016 Wastewater Revenue Bonds on behalf of the Wastewater Management Enterprise Fund to finance the Platte to Park Hill storm drainage project. The bonds will mature in 2046. It is anticipated that the City will issue an additional $121 million in 2018 for the Platte to Park Hill project and other Storm Drainage Facilities.

Golf Enterprise Revenue Bonds

In March 2006, on behalf of the Golf Enterprise of the City's Department of Parks and Recreation, the City issued $7,365,000 of Golf Enterprise Revenue Bonds. The bonds are payable solely from revenues derived by the City from the operation of its golf facilities. The bonds mature in 2020, and as of December 31, 2016, the outstanding principal on the bonds will be $2,430,000.

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Lease Purchase Agreements

The City has used lease purchase agreements to facilitate the financing of certain public capital projects and capital equipment. The leases are subject to annual appropriation by the City Council and do not constitute a general obligation or other indebtedness of the City within the meaning of any constitutional, statutory, or Charter debt limitations. The City's obligation to make payments relating to its various leases is contingent upon the City appropriating the rental payments for the then- current fiscal year. In the event of non- appropriation, the lease terminates and the pledged asset is liquidated to the benefit of the lease holders. As of December 31, 2015, the principal portions of base rentals under the lease purchase agreements, not including enterprise funds, were $403,554,781. Of this amount, $390,133,333 was attributable to certificated lease purchase agreements, and $13,421,448 was attributable to non-certificated capital leases.

Certificated Lease Purchase Agreements. Certificates of participation (COPs) have been executed and delivered in conjunction with various lease purchase agreements discussed in the paragraph above. Principal outstanding on COP transactions as of December 31, 2016 is expected to consist of the following:

Lease Purchase Agreements		Final Maturity Date	Amount Outstanding
Series 2005A	Human Services Center	2020	9,330,000
Series 2008A1-3	Wellington E. Webb Office Bldg.	2029-31	220,280,000
Series 2008B	Denver Botanic Gardens	2028	15,690,000
Series 2010A	Central Platte Campus	2030	17,590,000
Series 2010B	Wastewater Office Building/ Roslyn Maintenance Facility	2021	10,755,000

Lease Purchase Agreements		Final Maturity Date	Amount Outstanding
Series 2012A	Cultural Center Parking Garage	2021	5,610,000
Series 2012C1-3	Police Stations and other Denver Properties	2022-31	*34,016,806
Series 2013A	Buell Theater Properties	2023	31,135,000
Series 2015	Fire Station & Library Facilities	2034	21,450,000
TOTAL			**$365,856,806**

*Does not include $6,278,194 attributable to Wastewater Management Enterprise Fund

The estimated 2017 payments for all certificated lease purchase agreements, including swap payments associated with the Series 2008A COPs, are $41,114,847. Of the total payments approximately $26,308,757, is paid from the General Fund or Capital Improvement Funds, $12,059,408 from special revenue funds or non-General Fund/ capital fund sources, and $2,746,682 from sources outside the City. The $26,308,757 in payments from General Fund and Capital Improvement Funds represents approximately 2.0 percent of the combined projected revenues for those funds.

General Obligations Bonds – Schedule 2000

($ in thousands)

	2015 Actual	2016 Estimated	2017 Recommended
Financial Resources			
Property Taxes	$87,982	$109,784	$111,976
Investment and Interest Income	752	908	1,054
Miscellaneous Other	5,524	5,756	5,958
Total	**$94,258**	**$116,449**	**$118,988**
Uses of Resources			
Bond Counsel & Financial Services	$8	$9	$9
Interest Payments - Bond	39,047	36,759	34,144
Principal Payments - Bonds	51,972	54,270	56,825
Total	$91,027	$91,038	$90,978
Excess of Revenues Over (under) Expenditures	$3,231	$25,411	$28,010
Other Financing Sources (Uses)			
General Obligation Bonds Issued	$0	$0	$0
Payment to Refunding Escrow	0	0	0
Transfer In	0	0	0
Total	$0	$0	$0
Net Increase (Decrease) in Fund Balance	$3,231	$25,411	$28,010
Fund Balance - January 1	44,501	47,732	73,143
Fund Balance - December 31	**$47,732**	**$73,143**	**$101,153**

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Debt Service Funds

General Obligations Bonds – Schedule 2500

($ in thousands)

		2015 Actual	2016 Estimated	2017 Recommended
Financial Resources				
Sales and Use		$38,128	$40,034	$41,235
Lodgers		36,399	38,219	40,130
Investment and Interest Income		394	473	549
Miscellaneous Other		2,290	0	0
	Total	**$77,211**	**$78,727**	**$81,914**
Uses of Resources				
Bond Counsel & Financial Services		$1	$1	$3
Interest Payments - Bonds		$10,434	$9,291	$14,143
Principal Payments - Bonds		19,784	22,350	23,485
	Total	**30,219**	**31,642**	**37,631**
Excess of Revenues Over (under) Expenditures		$46,992	$47,085	$44,283
Other Financing Sources (Uses)				
Transfers Out		(46,426)	(39,582)	(39,804)
	Total	**($46,426)**	**($39,582)**	**($39,804)**
Net Increase (Decrease) in Fund Balance		$566	$7,503	$4,479
Fund Balance January 1		$24,814	$25,380	$32,883
Fund Balance December 31		$25,380	$32,883	$37,362

Appendices

Annual Appropriation Ordinance

A single appropriation ordinance, known as the Annual Appropriation Ordinance or Long Bill, is enacted by City Council not later than the fourth Monday of November. This ordinance makes appropriations and authorizes expenditures for the ensuing fiscal year.

Basis of Budgeting

The City's accounts are organized on the basis of fund and account groups, each of which is considered a separate entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenses.

Governmental Funds (General Fund, Special Revenue, Debt Service, and Capital Projects Funds), use the modified accrual basis of budgeting and accounting. Revenues are recognized in the accounting period in which they become available and measurable. Expenditures are recognized in the accounting period in which the liabilities are incurred.

Proprietary Funds (Enterprise and Internal Service Funds) are budgeted on a modified accrual basis, which does not include depreciation or compensated absences. Each fund's financial statements, which are included in the Comprehensive Annual Financial Report (CAFR), are reported on a full accrual basis. In the accrual basis of accounting, revenues are recognized in the accounting period in which they are earned. Expenses are recognized in the accounting period in which they occur.

Changes to the Adopted Budget

Budget Increases

Funds are expected to confine spending to amounts appropriated during the budget process. In certain cases, however, appropriations may be increased during the budget year in the following circumstances:

- Carryover Encumbrances—If a department has open purchase orders or contractual obligations at year-end, the encumbrances are closed and reestablished in the ensuing year's budget, and the appropriation may be increased if needed to cover the actual expense when it occurs.

- Unanticipated Revenue—If a fund receives revenue during the year from a source that was not anticipated or projected in the budget, such as a grant or a bond issue, such revenue may be appropriated by Council for expenditure in the year received.

- Reserves—In cases where a fund's reserves are greater than required by policies, Council may appropriate amounts from reserves to fund supplemental requests which were not included in the adopted budget.

Budget Decreases

When financial circumstances dictate, budgets may be decreased during the year to levels below adopted appropriations. Such decreases are accomplished by Council ordinances, to rescind a portion of an appropriation or administratively, to restrict use of an appropriation.

Level of Control and Budget Transfers

Control of expenditures is exercised at the budget level. Fund and agency managers are responsible for all expenditures made against appropriations within their fund or agency appropriation.

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There are two general types of budget transfers:

- Within Fund

  Intra-appropriation transfers are transfers between line items within an appropriation and require approval of the Budget Director.

  Inter-appropriation transfers are transfers between appropriation levels within a fund and require approval of the Mayor and Council approval by ordinance.

- Between Funds —This type of transfer requires approval of the Mayor and Council by ordinance.

Lapsing of Appropriations

Any appropriations that are unspent at the end of the year lapse into fund balance, where they cannot be spent unless appropriated by Council, with the following exceptions:

- Capital Projects—Appropriations for capital projects do not lapse until the project is completed and closed out.

- Special Revenue Funds—Some programs funded by federal or state grants or other special sources do not lapse until the funding expires or the project for which the funds were received is completed and closed out. Special Revenue Funds that are annually appropriated lapse at the end of the year; however, many Special Revenue Funds are set up on a cash basis (budget is authorized as revenue is received) and do not lapse.

Description of Major Expenditure Categories

Expenditure budgets are divided into categories of expenditures. Each category is assigned a code in the City's financial management information system. The major categories are:

Code	Category	Description
500000	Personnel Services	Salaries and fringe benefits for all unlimited (permanent) and limited (temporary and on-call) employees and individual contracts.
600000	Services and Charges	Purchase of professional and technical services (contract), utilities, repair and maintenance services, travel, printing and other services and charges.
700000	Supplies and Materials	Purchase of supplies and materials including office supplies, building materials, health supplies, food, automotive parts, and certain controlled assets.

The 600000 and 700000 categories are grouped into one total, named “Services and Supplies.”

800000	Capital Equipment	Purchase of fixed assets costing $5,000 or more.
900000	Internal Services	Charges for services or materials from one City agency to another. Payments are made through an internal billing transfer.

2017 Funding Sources and Expenditures

For 2017, the capital equipment program for General Fund agencies consists of the following elements:

- $27,371,938 for the purchase of vehicles will be funded by a General Fund transfer to the Planned Fleet Replacement Special Revenue Fund (11804-5053400). This includes $6,028,238 for new/expansion vehicles and $3,911,200 for a capital lease payment. The remaining transfer amount is for purchasing replacement vehicles. A list of approved vehicles is included in Public Works' Fleet section of this budget book. Cash remaining in the Planned Fleet SRF at year-end, 2016, may be used to replace additional vehicles that are beyond their useful life as approved by the Department of Finance and by ordinance (if applicable) in 2017.

- $3,101,952 is appropriated in agency operating budgets to replace other controlled assets, including information technology, office equipment and furniture, and other specialized equipment. $115,000 is also budgeted in Parks and Recreation for Mountain Parks' vehicle replacements. These items are listed in the "Capital Equipment" section of each applicable agencies' operating budget.

- $894,879 is appropriated in agency operating budgets for new equipment associated with approved budget expansions, including body cameras, computers, projectors, plotters and other office equipment (not including vehicles).

- Certain information technology categories are funded out of the Technology Services Capital Projects CIP fund (34080-3070102). These project funds are supported by the following General Fund transfers:

    - IT Projects - $11,000,000
    - Radio Replacement - $1,552,600
    - User Component (computers, laptops, and Safety mobile data terminals) - $1,395,000
    - Replacement of Infrastructure and Network Components - $2,040,085
    - Strategic Resource - $2,650,000

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Glossary of Terms

Accrual Basis	The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows. This is opposed to the cash basis of accounting under which transactions are recognized only when the cash changes hands.
Agency	A department, division, section, bureau, commission, board or other organizational unit established by law as a part of the City.
Annual Appropriating Ordinance	An ordinance passed by City Council making appropriations to various agencies. The appropriations contained in the ordinance must match the budget as amended and adopted by City Council. The annual appropriating ordinance is approved concurrently with the tax levy ordinances necessary to support the adopted budget.
Appropriated Funds	All funds except debt service funds and except special revenue funds whose authorized expenditures are based upon cash or grants received.
Appropriation	An authorization, by ordinance, to a specified agency, program, project, or transfer fund to incur obligations and to expend from public money or anticipated public money. An appropriation is a specified sum of money from a specified fund, or, if not specified, the General Fund, for a specific purpose.
Assets	Resources owned or held by a government that have monetary value.
Balance Sheet	See Statement of Net Assets.
Balanced Budget	As defined by Denver City Charter, "The budget...shall not propose expenditures in excess of estimated opening balances and anticipated income; however, in estimating, the Mayor may reduce the anticipated income from property taxes by an amount for uncollectible taxes. In the General Fund the budget estimates for the ensuing year shall include an amount as a year-end closing balance which amount shall not be expended except for emergencies approved by a two-thirds vote of Council, within the fiscal year to which the proposed budget applies but may be considered as income available for expenditures in preparation of the proposed budget for the following year."
Bond	A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date, together with periodic interest at a specified rate.
Budget	A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Calendar	The schedule for completion of the various phases in the preparation of the budget, which is defined by the City Charter and Denver Revised Municipal Code; the calendar begins with the issuance of the budget instructions, including forms and procedures, in April and ends with City Council approving the Long Bill in November.
Budget Document	A document prepared by the Mayor which must include but is not limited to: a general statement describing the important features of the budget; statements by funds showing estimates of expenditures, receipts, opening and closing balances compared with the previous and current fiscal years; statements of expenditures and work programs of the various agencies; the amount to be raised by taxation to pay interest on general obligation bonded indebtedness, and to provide for the debt service fund; and the amounts to be expended for capital improvement projects and the sources of revenue for financing such projects. City Council adopts the budget by motion; however, Council may revise or alter the budget prior to adoption by a two-thirds vote
Buget Savings	A portion of an agency's budget set aside in a restricted account and unavailable for expenditure. These savings include budget reductions imposed as a result of revenue shortfalls and unspent agency appropriations that result from programmatic changes.
Capital Budget	A plan of proposed expenditures that results in the acquisition of or addition to fixed assets, and the means for financing these expenditures.
Capital Equipment	Major – Equipment that has a useful life of more than one year and a unit cost of at least $50,000. Minor – Nonrecurring items having a useful life of more than one year and a unit price of less than $50,000 but at least $500.
Capital Project Funds	Funds used for the acquisition and maintenance of major capital assets other than those financed through special assessment or enterprise funds.
Certificate of Participation (COP)	A form of financing which allows the purchase of an asset over time and requires City Council approval (but not voter approval). Certificates are sold to investors, and the proceeds are used by the lessor (an outside party) to acquire a capital asset on behalf of the City. The asset becomes the collateral for the certificates, and the City assumes ownership of the asset at the end of paying the full amount of the lease. Payments are subject to annual appropriation and do not constitute a long-term obligation under TABOR.

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Contingency Reserve	As defined by the City Charter, the proposed budget for the General Fund shall include an amount, not less than two (2) percent of the total estimated expenditures set forth in the General Fund for the ensuing year, for the payment of any expense, the necessity of which is caused by any casualty, accident or unforeseen contingency, after the passage of the annual appropriation ordinance. Revenues received during the year in excess of those projected, or an opening balance larger than projected, may be added to the contingency reserve.
Contributed Capital	An equity account that shows the amount of permanent fund capital contributed to that fund.
Current Assets	Those assets that are available or can be made readily available to finance current operations or to pay current liabilities.
Current Liabilities	Financial obligations that are payable within one year.
Debt Service Funds	Funds used for the payment of principal and interest on General Obligation and other long-term debts.
Depreciation	The process of allocating the total cost of fixed assets over each period of their usefulness to the entity.
Encumbrance	The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure. Purchase orders, contracts, and/or other commitments require a reservation of appropriation. These commitments cease to be encumbrances when paid or when cancelled.
Enterprise Fund	A fund established to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.
Fiduciary Funds	Trust and agency funds that account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds. These include expendable trust funds, non-expendable trust funds, pension trust funds, and agency funds.
Fixed Asset	A specific piece of real or personal property which is tangible in nature (possessing physical substance) and has an expected useful life longer than one year. The items are acquired through outright purchase, construction, lease purchase agreements, installment purchase contracts, tax or special assessment foreclosure, eminent domain, donations or gifts.

Fringe Benefits	Fringe benefits include the City's contribution to life insurance, retirement, health and dental insurance, and Social Security programs.
Fund	A fiscal and accounting entity, created by charter, ordinance, or applicable state law, consisting of a balanced set of accounts in which cash and other assets, related liabilities, residual balances, and changes therein, are recorded and segregated. Funds, excepting the General Fund, have specific sources of receipts and specific purposes of expenditures.
Fund Balance	The difference between fund assets and fund liabilities of governmental funds.
Funded Project	A generally funded appropriation for a specific purpose such as street lighting.
General Fund	The largest and most important of the City's funds. It includes all resources not restricted legally to a specific use. The major source of revenue for the General Fund is the sales tax, which accounts for approximately fifty percent of the fund revenue. Local property tax and the lodgers' tax also support the General Fund, as well as revenue derived from fees for services and materials, licenses, permits, and fines.
Governmental Funds	A group of funds that account for activities associated with the City's basic operations. Types of governmental funds are the general fund, special revenue funds, capital project funds, and debt service funds. This group of funds uses a modified accrual basis of accounting and focuses on operating revenues and expenditures.
Internal Services	Services or materials provided by one city agency to another. Payments are made through an internal billing transfer.
Internal Service Fund	A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost reimbursement basis.
Lapsing Fund	A fund in which appropriated amounts that the agency does not or cannot spend by the end of the fiscal year lapse or come to an end and are not carried forward into the next fiscal year. The budget is liquidated at the end of the budget period for all non-encumbered budget balances. All General Fund appropriations and enterprise funds are lapsing funds, as are some special revenue funds.
Mill Levy	The rate used in calculating taxes based on the value of property, expressed in mills per dollar of property value. A mill is 1/1000 of a dollar.
Net Income	The excess of all revenues over the total of all expenses.
Net Postion	The difference between assets and liabilities (formerly net assets).

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Non-Lapsing Fund	A fund in which any remaining unspent appropriation at the end of the fiscal year
Operating Budget	The plan of current expenditures and the proposed means of financing them.
Operating Expenses	Fund expenses which are directly related to the fund's primary service activities.
Operating Income	The excess of operating revenues over operating expenses.
Operating Revenue	Fund revenues which are directly related to the fund's primary service activities. They consist primarily of user charges for services.
Personnel Services	Salaries and fringe benefits for all unlimited (permanent) and limited (temporary) employees and individual contracts.
Program Inventory	All programs and services the City provides to the community. The inventory facilitates prioritization during the annual budget process.
Position	The aggregate of duties and responsibilities performed by one person. A position may be unlimited, limited, or on-call, and may be filled or vacant.
Proprietary Funds	A group of funds that account for activities that are often seen in the private sector and are operated in a similar manner as in the private sector. This group of funds are budgeted on a modified accrual basis and are reported in the CAFR using a full accrual basis of accounting, which focuses on net income and capital maintenance. Enterprise and internal service funds belong to this group.
Reserve for Contingencies	See Contingency Reserve.
Retained Earnings	An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.
Revenue	Total inflow of net assets. (Revenue is NOT the amount of cash receipts).
Services and Charges	Purchase of professional and technical services (contract), utilities, repair and maintenance services, travel, printing and other services and charges.
Special Revenue Fund	Any fund which must be devoted to some special use in accordance with specific regulations and restrictions.
Statement of Cash Flows	The basic financial statement which presents information on the sources and uses of cash during an accounting period.

Statement of Revenues, Expenses and Changes in Fund Net Position	The basic financial operating statement that presents increases and decreases in an entity's net current assets
Statement of Net Position	The basic financial statement that shows the financial position of an entity at a specific date. Assets are the economic resources of the entity. Net position is total assets less liabilities (debt).
Statement of Net Assets	Per GASB statement No. 63, this has been changed to Statement of Net Position (see above).
Supplies and Materials	These include office supplies, building materials, health supplies, food, and automotive parts.
Tax Increment Financing (TIF)	TIF is a method of facilitating development or redevelopment of defined areas of property by utilizing future tax revenues to pay for some of the necessary public improvements. TIF allows local officials to designate an area as a "TIF District" for improvement and then earmark any future growth in property tax and/or sales tax revenues in that District to pay for the predetermined development.
Taxpayers Bill of Rights (TABOR)	A 1992 amendment to the Colorado Constitution that limits the government's ability to raise and spend revenue. TABOR applies to all levels of government in Colorado and requires voter approval to increase tax revenue; limits revenue collections by prescribing a formula for growth in spending; and limits spending to not more than a given percent.
Temporary Assistance for Needy Families (TANF)	The federally funded block grant program that provides monthly cash assistance, work opportunities and job training to families with children under age 18.
Transfer	The movement of cash from one City fund to another by journal voucher. Transfers must be authorized by ordinance.
Vacancy Savings	An estimate of the savings occurring from the time a position becomes vacant until it can be refilled. For agencies with 10-29 employees, vacancy savings is two percent of the total personnel costs, which are the costs associated with accounts directly related to specific personnel positions. For agencies with 30 of more employees, vacancy savings is three percent of the total personnel costs. No vacancy savings is budgeted for agencies with less than 10 employees.
Working Capital	The excess of current assets over current liabilities, used to indicate the relative liquidity of an enterprise or internal service fund.

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The City's fire and police pension plans are administered by a statewide association established by State statute—the Fire and Police Pension Association (FPPA). The City and County of Denver's role in providing pension plans for both police officers and firefighters is set forth in the City's charter and State statute. There are three pension plans in place. One is a combined plan for those police officers and firefighters hired after April 8, 1978 when the State replaced local plans with a statewide plan. The employees in this plan are called "new hires." Two separate plans exist for police officers and firefighters hired before April 8, 1978. The employees in these latter two plans are called "old hires."

Each of these plans is a defined benefit plan. In a defined benefit plan, the benefit amount to be paid to the retiree is set by a formula which includes pay level and years of service. Funding is computed by an actuary to attain that level of benefit. (This contrasts with a defined contribution plan which provides for a fixed level of annual contribution, so that at retirement the employee would be entitled only to whatever benefit that contribution level and investment earnings would support.)

Old-Hire Plans

In 1978, the State intervened in police and fire pensions across the state because of a growing realization by all parties that the major plans were in serious financial trouble. Most plans had not been funded on an actuarially sound basis, and so each carried a large "unfunded liability" for future pension payments. Put differently, cities had not contributed enough funds to the plans to assure payment of pension obligations. This would mean that, at some time in the future the plans would exhaust their capital without fully satisfying the accrued pension liabilities.

The cities, employee groups, and the State agreed to contribute to a long-term plan to catch up on pension costs. Employers began to contribute local funds at higher levels. In part, this was to pay a substantial portion of the ongoing pension costs for active employees so that current activities would not aggravate the unfunded liability. The participating cities became liable for large annual payments to reduce the existing unfunded liability. The State also committed to making large annual contributions toward the unfunded liability, and employees began to contribute 8 percent of payroll to cover a share of the ongoing pension costs for current employees.

The two "old hire" plans provide that after twenty-five years of service the plan participants are eligible to receive fifty percent of their wages as a pension. (Firefighters must also have attained age 50 to become eligible for their pension.) This can increase four percent per year thereafter to a maximum benefit of 74 percent of wages. Neither police officers nor firefighters participate in the Social Security system.

In 2009, the Fire Old Hire Pension plan received no support from State funds and became the sole obligation of the City and County of Denver. In 2013, Senate Bill 13-234 authorized payments that completed the State's obligation to the Police Old Hire Pension by paying off the State's entire portion of the unfunded liability. Beginning in 2014, the Police Old Hire Pension Plan no longer received further payments from the State, and the funding of the plan is now the sole obligation of the City and County of Denver.

New-Hire Plan

The "new hire" plan has been fully funded from the plan's inception to include all of the costs associated with the plan, so there is no unfunded liability. This plan provides that after twenty-five years of service and age 55, the plan participants are eligible to receive fifty percent of their wages as a pension. (For these purposes, pay includes base pay, longevity, and shift differential where applicable.) Additionally, a separate retirement account is created for each participant which is funded by any plan surplus. The balance in this separate retirement account fluctuates with the overall health of the plan.

The New-Hire Plan is funded by contributions from the employer and the employee. Employers contribute at 8 percent and employees at 8.5% of payroll in 2015. The employee contribution will increase over the next eight years a half percent per year beginning in 2015 and will be fully implemented by 2022

Funding of Police and Fire Pension Plans

Denver historically achieves its funding for old hire pensions through two separate mill levies, one for police and one for firefighters, to pay the unfunded liability. If, in any year, the mill levies do not generate the required payment, general fund contributions from the agency operating budgets pay the remainder of the unfunded liability. The pension is revalued every two years by an actuary and the required payments are set for the following two years. New hire employer pension contributions have been made by a General Fund payment from the police and fire department budgets with each bi-weekly payroll.

In 2016, the City established a Special Revenue Fund to account for the revenue generated by the Police and Fire Pension mills. The City estimates that the funds generated by the mills will be sufficient to pay for the old hire Annually Required Contribution (ARC) and the 8% employer contribution for new hire police and fire pension contributions. The goal is to use the available funds in excess of the old hire pension contributions to pay for new hire police and fire pension costs which is consistent with the intent of the mills establishment. This change eliminated the contribution from the General Fund for new hire police and fire pension. In future years this contribution to new hire pension will not be required from the General Fund unless the contribution requirements exceed the police and fire pension mills revenue, in which case, the additional amount required will be budgeted in the Police and Fire operating budgets, in the General Fund. To the extent funds remain in excess of the contribution, after a year-end true up is performed, the City will either pay contributions above the ARC for old hire pensions, will retain the funds in fund balance for future year obligations, or the funds will be transferred to the General Fund as revenue. The SRF had a cash surplus at the end of 2016, which is partially funding the 2017 increase to contributions.

The 2017 funding requirements for the old-hire police and fire pension ARC and the new hire employer contributions are as follows:

	2017 Estimated
Police Old Hire ARC	$7,987,900
Fire Old Hire ARC	$16,355,400
Old Hire Pension Contribution Total	$24,343,300
Police New Hire Employer Contribution	$10,908,255
Fire New Hire Employer Contribution	$7,418,529
New Hire Pension Contribution Total	$18,326,784
Total Pension Contributions	$42,670,084
Estimated Police and Fire Pension Mill Revenue	$39,164,800

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Taxpayer's Bill of Rights (TABOR)

Colorado's TABOR amendment restricts revenues for all levels of government (state, local, and schools). Under TABOR, state and local governments cannot raise tax rates without voter approval and cannot spend revenues collected under existing tax rates if revenues grow faster than the rate of inflation and local growth, without voter approval. Through 2012, 85 percent of Colorado's local jurisdictions had received voter approval to remove some or all of the revenue limits set in place by TABOR.

Denver's TABOR Experience

In 2000 and 2005, the City and County of Denver asked for and received voter approval to temporarily suspend TABOR's revenue limits on all taxes except property taxes. This allowed the city to retain taxes collected over TABOR limits. The requirement for voter approval of debt issuance and tax increases has remained in place since TABOR was enacted more than two decades ago and the city has never asked for its removal. Council officially adopted the Denver 2013 Annual Budget, 74 percent of the Denver Electorate voted to approve Ballot Initiative 2A, which asked voters: 'Without increasing any tax rate or adopting any new tax, and in order to pay for improvements to police, fire, streets, Denver Public Library, parks, after-school and summer programs for children and such services as specified in City Council Bill 12-566 and published on the city's web-site, shall the City and County of Denver be authorized to collect, retain and spend all tax revenue derived from the city's existing gross tax rates to the extent those revenues exceed the constitutional limitation on tax revenue, also known as TABOR, beginning in 2013..."

Passage of initiative 2A resulted in the following changes:

- Permanently removed TABOR restrictions on the city's tax base as has been done by 85 percent of Colorado jurisdictions. The requirement of voting on tax increases remains in place.
- Eliminated four TABOR-credited property tax mills in 2012, increasing the 2013 property tax revenue base upon which future revenue growth is based.
- Implemented an anti-spiking provision that restricts property tax growth to no more than the rate of 6 percent plus local growth.
- In 2016, the City collected $42 million more in property tax revenue than it would have collected if TABOR restrictions were still in effect.

Measure 2A also requires the Manager of Finance to provide an annual report documenting how 2A revenues are being spent. This section has been added to the annual budget document in 2014 to highlight those changes and meet the reporting requirement.

2017 2A Overview

The 2017 budget maintains the city's programmatic commitments made within the 2A ballot initiative. In 2013, four property-tax mills, which had been credited to taxpayers in order to remain below TABOR revenue collection limitation, were eliminated. The revenue generated from this change allowed the city to begin restoring essential services lost during the recession.

2016 Programmatic Overview

All 2A programs implemented in 2013 will continue in 2017. The following is a summary of the programs that were implemented in 2013 and key highlights of program changes for 2017.

Parks and Recreation

MY Denver Program Expansion – This expansion has allowed all Denver students – elementary through high school – free access to Denver's recreation centers and outdoor pools. An estimated 70,000 children will be served in 2017.

Parks Maintenance Standards – Prior to the passage of 2A, Parks only had the budget capacity to meet 70 percent of its maintenance standards for current acreage. Five new positions and equipment have been added to the 2017 budget to increase maintenance standards. This brings the total maintenance positions to twenty-five as of 2017.

Denver Human Services

Child Care **Assistance and TANF Workforce Funding** – This funding increase allowed Denver Human Services to restore prior program cuts made in the child care program, including increasing the income eligibility for participants and reimbursements paid to providers. The Child Care program no longer has a wait list and therefore these funds will be used to support the TANF Workforce program to ensure that participants can continue to receive workforce training and job placement services. This Child Care program is estimated to serve an average of 2,600 children in 2017.

Office of Children's Affairs

After-School Programming – Some $500,000 in funding will continue to be distributed to support and restore investments in Out-of-School Time programs that take place before and after school and during the summer. It is estimated that this program will serve 3,250 children in 2017.

Department of Safety

Recruit Classes – Two classes each for police and fire are anticipated in 2017.

Fleet

Safety and non-safety vehicles continue to be replaced at a rate to decrease the planned fleet replacement backlog. The $27.4 million investment in 2017 is a $1,000,000 increase over the 2016 investment (not including expansion vehicles). Approximately 30 percent of the City's active fleet units are operating beyond their useful life entering 2017, which is down from a high of 55% during 2013.

Office of Economic Development

Business Incentive Fund – Established in 2005, the Business Incentive Fund provides incentives for companies relocating or expanding with new jobs and tax revenues. Measure 2A increased funding by $500,000 in 2013, enabling the Office of Economic Development to attract and retain quality jobs in targeted industry sectors. The budget totals $1,200,000 in 2017.

Business Personal Property Tax Credit – Measure 2A included a four-year Business Personal Property Tax exemption to companies that purchase new equipment. This incentive will be offered through the end of 2016 and is currently going through City Council process to be extended another five years. In 2015, 28 businesses applied for the program. Of the applicants, 26 businesses met the criteria to obtain the tax credit. The applicant firms employed 6,736 employees in Denver prior to their expansion or relocation activities. Their additional investments of $68.5 million in business personal property resulted in 340 *net* new jobs being created. The strong job creation by 23 of the applicants with a total of 598 new jobs was offset in the aggregate by 5 companies' drop in employment levels while undergoing significant investments into their operations. Overall, 7067 jobs were impacted (created or retained).

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Denver Public Library

System-Wide Hours Expansion – A $3.5 million annual funding increase is allowing libraries to increase service from an average of 35.5 hours per week to more than 48 hours per week (a 43 percent increase). The system hour increases and funding will continue in 2017 with base growth being applied to this cost in 2017.

Public Works

Street Maintenance Paving Program – The continuation of the $4.5M in Measure 2A funding will be used in 2017 to pave an additional 45 to 50 lane miles of arterial and collector streets in poor condition. The total length of arterial and collector streets to be paved in 2017 with these 2A funds and other funding is targeted at 180 lane miles.

Department of Finance

Senior and Disabled Rebate Program – Additional 2A funding of $1.25 million will continue to support a doubling of the base property-tax rebate offered a doubling of the base property-tax rebate offered a doubling of the base property-tax rebate offered a doubling of the base property-tax rebate offered to qualifying seniors and people with disabilities. For the 2015-2016 program year, 3,051 applicants were approved for this rebate at an average amount of $450

Technology Services

Technology Services –$2.7 million will be used in 2016 to help update the city's technology infrastructure, including security and other IT infrastructure needs identified in the Technology Strategic Resource Alignment.

City-wide

Furlough Days – Funding from Measure 2A allowed the city to cease employee furlough days in 2013.

2017-2021 Revenue and Expenditures

For 2017, the City and County of Denver has added a *five* year (2017-2022) projection of revenues and expenditures. The forecast took the following parameters into account when projecting revenues and expenditures out for the next *five* years.

Revenues

- Denver's General Fund sales and use tax rates remains at 3.50%.
- Sales and property tax revenues from expired Tax Increment Financing (TIF) will return to the City, according to their schedule. The Stapleton TIF is not included in the projection because the revenues will not come online until 2025.

Expenditures

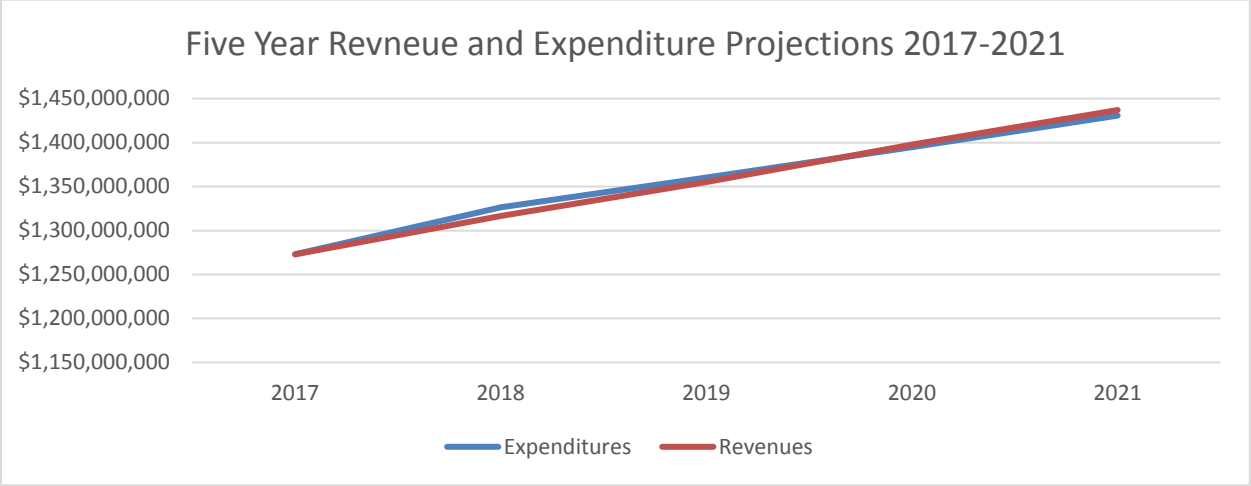
- The *five* year forecast did not take cyclical variations (future recessions and periods of robust expansions) into account. It is assumed that the normal budgetary process responds to these types of situations as part of the normal budget process.
- Expansions in services were not factored into the forecast.
    - No operations and service expansions due to future bond projects.
    - No growth in population was assumed (i.e., resulting in an increase of certain types of city operating services and safety services).
    - No growth in full time equivalents (FTE).
    - Only normal equipment replacement was factored into the forecast, which resulted in the exclusion of catch up provisions.
    - One-time provisions were removed from the 2018 base in the applicable expenditure categories.
- Fund Balance is set at 15 percent of annual expenditures.

Expenditure Growth Rate

The compound annual growth rate for expenditures for the *five* year projection is 2.96%. This growth rate only took into consideration the resources needed to maintain the level of services budgeted in 2017. The 2.96% represents increases in salaries, benefits, services and supplies, replacement capital, and internal services. Any increases or decreases in service levels will be determined as the result of shifts in the economy.

Revenue Growth Rate

The 2016 to 2017 year over year growth of 3.34% was used to project anticipated revenues for the next five years.



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City & County Tax Rates

The Budget and Management Office compared Denver's local sales taxes and mill levies with those of 25 municipalities in the Denver metropolitan area. The comparison treats municipalities that span multiple counties as distinct jurisdictions to offer a detailed look at the tax burden landscape in the metropolitan community. The comparison includes the following taxes:

- Sales taxes (levied by city and county governments)
- Property taxes (county, city, library, fire, recreation and school)

There are also a number of regional levies imposed to support regional infrastructure and programs. Because they generally uniformly impact neighboring municipalities, they were excluded from the comparison. These include:

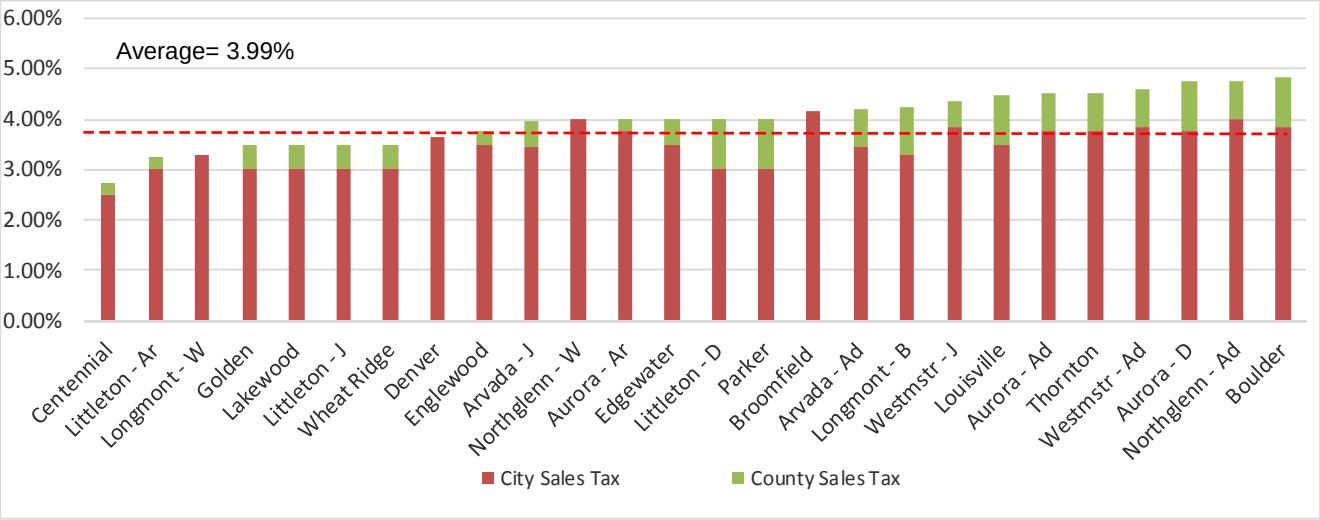
Sales taxes supporting the Regional Transportation District (RTD)

- Sales taxes supporting the Scientific and Cultural Facilities District (which supports facilities such as the Denver Art Museum and Denver Botanic Gardens)
- Mill levies supporting the Urban Drainage and Flood Control District

Sales Tax

The sales taxes considered were those imposed by cities and counties. Denver's sales tax rate ranks 7th lowest in the region at 3.65 percent, while the average sales tax rate across the 26 jurisdictions is 3.99 percent.

Figure 1: Sales Tax Rates by Jurisdiction, 2015

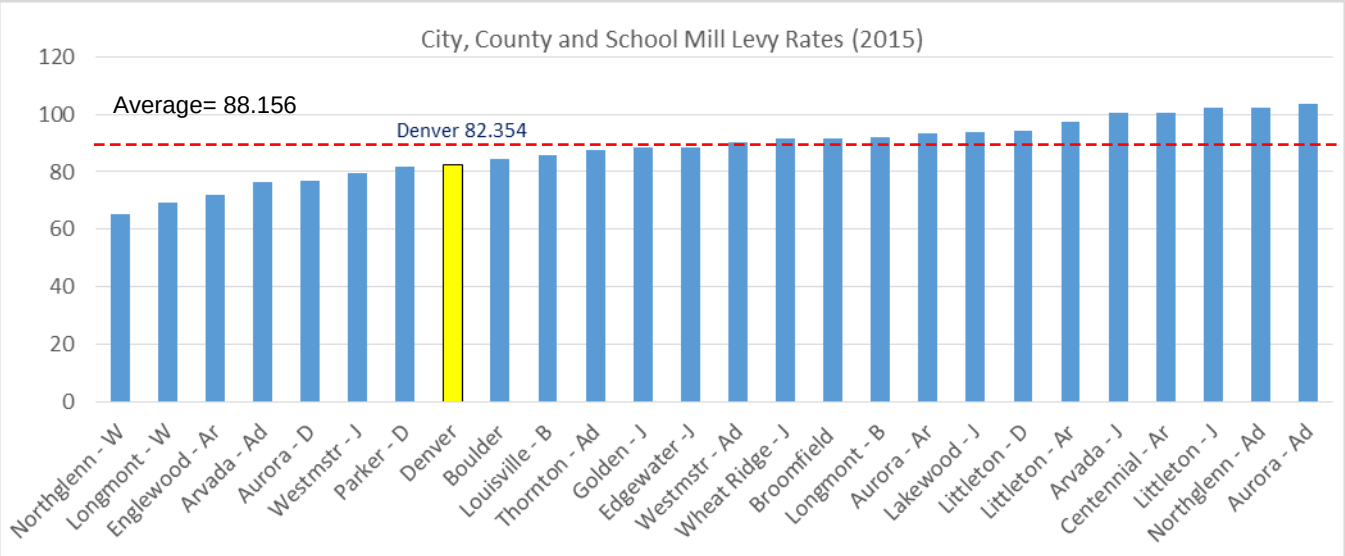


County Index: B-Boulder, J-Jefferson, D-Douglas, Ar-Arapahoe, Ad-Adams, W-Weld

Mill Levy

Property tax comparisons can be seen in Figure 2 on the following page. The millage includes all locally imposed mills, including those of the county, city, fire, schools, and mills used for recreation support. For jurisdictions with multiple school or fire districts, an average millage rate was calculated. Among the 26 jurisdictions, the average millage rate was 88.156, and Denver ranked 8th lowest, with a rate of 82.354. For Denver residents, about 40 percent of the mills paid support the City and County of Denver and approximately 60 percent support the Denver Public School District. A detailed list of the mills and sales tax rates among
the 26 municipalities can be seen in Table 1 on the next page.

Figure 2: Mill Levy Rates by Jurisdiction, 2015



County Index: B-Boulder, J-Jefferson, D-Douglas, Ar-Arapahoe, Ad-Adams, W-Weld

Table 1: Tax Rates by Community (City and County) in Detail

City	County Mill Levy	City Mill Levy	Library Mill Levy	Fire Mill Levy	Recreation Mill Levy	School Mill Levy	Total Levy	City Sales Tax Rate	County Sales Tax Rate
Arvada - Ad	27.042	4.310	0.000	0.000	0.000	45.080	76.432	3.46%	0.75%
Arvada - J	25.846	4.310	0.000	14.848	5.378	50.165	100.547	3.46%	0.50%
Aurora - Ad	27.042	8.886	0.000	0.000	0.000	67.635	103.563	3.75%	0.75%
Aurora - Ar	16.950	8.886	0.000	0.000	0.000	67.635	93.471	3.75%	0.25%
Aurora - D	19.774	8.886	0.000	0.000	0.000	48.277	76.937	3.75%	1.00%
Boulder	24.794	11.981	0.000	0.000	0.000	47.569	84.344	3.86%	0.99%
Broomfield	17.511	11.457	0.000	14.903	0.000	47.897	91.768	4.15%	
Centennial - Ar	16.950	5.015	4.794	8.499	8.404	56.989	100.651	2.50%	0.25%
Denver	33.055					49.299	82.354	3.65%	
Edgewater -J	25.846	0.000	0.000	12.586	0.000	50.165	88.597	3.50%	0.50%
Englewood - Ar	16.950	8.124	0.000	0.000	0.000	47.018	72.092	3.50%	0.25%
Golden - J	25.846	12.340	0.000	0.000	0.000	50.165	88.351	3.00%	0.50%
Lakewood - J	25.846	4.711	0.000	13.091	0.000	50.165	93.813	3.00%	0.50%
Littleton - Ar	16.950	6.662	0.000	8.499	8.808	56.601	97.520	3.00%	0.25%
Littleton - D	19.774	6.662	0.000	10.637	8.808	48.277	94.158	3.00%	1.00%
Littleton - J	25.846	6.662	0.000	10.637	8.808	50.165	102.118	3.00%	0.50%
Longmont - B	24.794	13.420	0.000	0.000	0.000	53.673	91.887	3.275%	0.99%
Longmont - W	15.800	13.420	3.267	0.000	0.000	36.618	69.105	3.275%	0.00%
Louisville - B	24.794	6.710	0.000	6.686	0.000	47.569	85.759	3.50%	0.99%
Northglenn - Ad	27.042	11.597	3.659	14.903	0.000	45.080	102.281	4.00%	0.75%
Northglenn - W	15.800	11.597	3.267	14.903	0.000	19.563	65.130	4.00%	0.00%
Parker - D	19.774	2.602	0.000	11.186	0.000	48.277	81.839	3.00%	1.00%
Thornton - Ad	27.042	10.210	3.659	0.000	0.000	46.832	87.743	3.75%	0.75%
Westmstr - Ad	27.042	3.650	0.000	0.000	0.000	59.695	90.387	3.85%	0.75%
Westmstr - J	25.846	3.650	0.000	0.000	0.000	50.165	79.661	3.85%	0.50%
Wheat Ridge - J	25.846	1.830	0.000	13.717	0.000	50.165	91.558	3.00%	0.50%

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Denver: The Mile High City

The City and County of Denver, located 5,280 feet above sea level, is the capital city of the State of Colorado. Geographically, Denver is located in the north-central part of the state and is bordered by the Rocky Mountains to the west and the Great Plains to the east. Since its founding in 1858, Denver has expanded from 3.52 square miles to 154.6 square miles. Denver is the service, financial, transportation, and distribution center of the Rocky Mountain region. Over the last few years, Denver has been gaining national recognition as one of the nation's most desirable cities in which to live, work, and play. In 2016, Denver was ranked as the *Best Place to Live* by U.S. News & World Report and in 2015, Forbes Magazine ranked the Denver-Aurora-Lakewood Metropolitan Area number one for *Best Places for Business and Careers*. In addition, Denver's population grew by over 18,000 in 2015 to more than 680,000 residents (a 2.8 percent increase over the prior year).

Denver's Government

Denver is both a city and a county, exercising municipal and county functions. Some of Denver's officers are county officials and have jurisdiction and functions broader in scope than their counterparts in other municipalities. Since 1904, Denver has existed as a "home-rule" city with extraordinary governing powers and the state legislature retains, under the home-rule amendment, the right to act to the exclusion of Denver in matters of state-wide concern.

The City charter, adopted in 1904, established a "strong mayor" form of government. The Mayor of the City, elected directly by the people every four years, is limited to three consecutive terms. The Mayor is the chief executive exercising all administrative and executive powers, except as otherwise delegated by the City Charter, including drafting the annual City budget. The city council, consisting of 13 members elected every four years with a three consecutive-term limit, is the legislative branch of the government with eleven members being elected by district and two being elected at large. Seven members constitute a quorum and the vote of seven members is necessary to adopt any ordinance or resolution. Furthermore, while the mayor has the power to veto, council can override said veto by nine council votes. Denver also directly elects an auditor, district attorney, and clerk and recorder.

Denver's Economy

Denver's economy has become increasingly mature and diversified. Four major industry sectors including professional and business services, government, retail, and transportation/communications/public utilities provide the majority of Denver's current employment. Sectors with the largest employment growth from July 2015 to July 2016 included construction (12%), leisure and hospitality (6%), and professional and business services (4%). In accordance with recent growth, the City is issuing more residential and commercial building permits, whose total value increased by over 60 percent in 2015 to $3.6 billion.

Denver's thriving tourism industry brought in an all-time high of 16.4 million overnight visitors in 2015 which also facilitated $5 billion in spending (a 6.0 percent increase over 2014). More professionals are also being drawn to Denver every year with the number of people coming for conventions or conferences increasing by 12 percent in 2015. In addition, Denver's Startup Week—a summit of sessions on technology, design, marketing, and leadership—attracted over 10,000 participants in 2015 in its fourth year of operation. Employment growth in these and other sectors contributed to a decline in the unemployment rate, which was 3.4 percent as of July 2016, well below the 5.1 percent national rate. [1]

[1] Employment growth rates and the unemployment rate are reported by the Bureau of Labor Statistics, August 31, 2016 for the Denver-Aurora-Lakewood Metropolitan Area.

Denver is located on the 105th meridian, the exact midpoint between Tokyo and Munich, which allows Denver to conduct business with both countries in the same business day. Denver International Airport is the fifth busiest airport in the United States and the eleventh busiest in the world with approximately 54.0 million passengers traveling through and serving 170 domestic and international destinations annually.

Denver is one of the fasted growing cities in the U.S., and the population is expected to reach 700,000 by the end of 2016. Denver is ranked among the top 10 destination cities for millennials with top out-of-staters moving to Denver from Los Angeles County, CA. Cook County, IL (Chicago). Dallas County, TX. Maricopa County, AZ (Phoenix). San Diego County, CA. Orange County, CA. Suffolk County, MA (Boston). El Paso County, TX. Clark County, NV and Multnomah County, OR.

Denver's Culture and Recreation

Denver is a vibrant city that embraces its diverse culture in a variety of ways. Denver Arts and Venues provides diverse recreational and cultural opportunities, such as concerts in the parks and arts education for Denver's youth while supporting Denver's economy through cultivating nonprofit and commercial cultural enterprises.

Unique entertainment destinations also attract visitors from across the state and country to Denver. The most notable venues include the Red Rocks Amphitheater, an internationally-recognized concert venue; the Denver Coliseum, which hosts the National Western Stock Show; the Buffalo Bill Museum, rated *2011 Best Western Museum* by True West magazine; and Denver's Performing Arts Complex, home to a Tony Award-winning repertory theatre company, Broadway touring productions, contemporary dance and ballet, magnificent chorales, a major symphony orchestra, and an internationally-acclaimed opera. Additionally, Denver offers several museums, two water parks, the Denver Zoo, Elitch Gardens amusement park, the U.S. Mint, and the Denver Botanic Gardens as entertainment destinations.

Annual multicultural events such as the Indigenous Film and Arts Festival, the Denver March Pow Wow, the Cinco de Mayo Festival, and the Colorado Dragon Boat Festival, are all indicative of the city's cultural diversity. Over a quarter of Denver residents speak languages other than English at home including Spanish, Vietnamese, Khmer, Chinese/Mandarin, and French. Denver also has a strong LGBT community and hosts one of the largest Pride Festivals in the nation. Denver showcases some of its culinary specialties annually through the Taste of Colorado, Denver Beer Festival, the Great American Beer Festival, and the Denver International Wine Festival.

Denver is a hub for professional sports in the Rocky Mountain region. Denver is home to the National Football League's Denver Broncos, the 2015 Super Bowl champions; the National Basketball Association's Denver Nuggets; the Major League Baseball's Colorado Rockies; the National Hockey League's Colorado Avalanche; Major League Soccer's Colorado Rapids; and the National Lacrosse League's Colorado Mammoths.

The City and County facilitates numerous opportunities for residents and visitors to enjoy Denver's outdoors and engage in physical activities. The City's park system includes over 5,000 acres of urban parkland, 2,200 acres of native areas, over 14,000 acres of mountain parks, and several viewing points of the city's elk and bison herds. Other recreation opportunities are found on Denver's 193 miles of hiking and bikeway trails, 24 lakes for boating and fishing, eight public golf courses, and the nation's largest free skate park. The City and County operates 30 recreation centers as well as 16 outdoor and 13 indoor swimming pools. The City also hosts the Colfax Marathon and the Rock and Roll Half Marathon, as well as the Tour de Fat.

The Denver Public Library system is comprised of the Central Library and 25 branch libraries, two bookmobiles, including the Blair Caldwell African American Research Library, a 40,000 square foot facility that highlights African Americans in early Denver, the Black West, and African American leadership. Denver's Library system has a collection of over four million books, periodicals and other publications.

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Demographic Profile of Denver County

	1990	2000	2010	2015
Population	467,610	554,636	600,158	682,545
Percent of Population by Age				
0 – 4 Years	7.4	6.8	7.3	6.7
5 – 17 Years	14.6	15.1	14.2	13.9
18 – 34 Years	30.3	31.2	30.8	30.9
35 – 64 Years	33.8	35.6	37.3	37.5
65 Years and Over	13.9	11.3	10.4	11.0
Median Age	34.00	33.10	33.7	34.2
Males (%)	48.7	50.5	50.1	50.1
Females (%)	51.4	49.5	49.9	49.9
Percent of Population by Race				
White	72.1	65.3	69.0	77.1
Black	12.8	11.1	10.2	9.5
American Indian	1.2	1.3	1.4	1.0
Asian/Pacific Islander	2.4	2.9	3.4	3.5
Other	11.5	19.3	16.0	8.9
Hispanic Latino Origin (%)	23.0	31.7	31.9	30.5
Non-Hispanic/Latino (%)	77.0	68.3	68.2	69.5
Education (25 Years and Over)				
0 – 8 Years Completed	7.7	9.1	7.7	7.3
12 or More Years Completed	79.2	78.5	85.7	85.8
College (4 or More Years Completed)	29.0	34.5	40.9	47.1

*Source: U.S. Census Bureau

Economic and Financial Profile (City and County of Denver)

	2012	2013	2014	2015
Income				
Median Family	$62,143	$65,155	$71,439	$72,455
Median Household	$50,488	$51,089	$54,941	$58,003
Per Capita	$32,818	$33,995	$35,967	$36,792

Source: U.S. Census Bureau, American Community Survey, one-year estimates (2012, 2013, 2014, and 2015 inflation-adjusted dollars)

Principal Employers in the City and County of Denver

Rank	Employer	Employees
1	Denver Public School District #1	12,864
2	City and County of Denver	10,549
3	State of Colorado Central Payroll	9,401
4	U.S.D.A. National Finance Center	7,264
5	Denver Health and Hospital Authority	6,047
6	United Airlines, Inc.	5,412
7	CHC Payroll Agent, Inc (HCA Health One)	4,264
8	University of Denver	3,795
9	University of Colorado	3,536
10	Accounting Service Center (U.S. Postal Service)	2,943

Source: 2015 Comprehensive Annual Financial Report (CAFR)

Principal Property Taxpayers in the City and County of Denver

Rank	Employer	Assessed Valuation
1	Public Service Co.	$256,596,000
2	Brookfield Properties	200,284,000
3	Beacon Capital Partners	169,290,000
4	CenturyLink, Inc.	151,991,000
5	Invesco Realty Advisors Inc.	128,357,000
6	Taubman Centers, Inc.	101,355,000
7	UBS Realty Investors	100,321,000
8	Columbia-Healthone, LLC	99,232,000
9	Callahan Capital Partners	96,867,000
10	Shorenstein Properties, LLC	86,697,000

Source: 2015 Comprehensive Annual Financial Report (CAFR)

Average Unemployment Rates (%)

	2008	2009	2010	2011	2012	2013	2014	2015
City and County of Denver*	5.4	8.1	9.1	8.6	7.8	6.6	4.8	3.7
Denver-Aurora MSA	4.9	7.5	8.7	8.3	7.7	6.6	4.8	3.7
Colorado	4.9	7.6	8.8	8.3	7.8	6.7	4.9	3.8
United States	5.8	9.3	9.6	8.9	8.1	7.4	6.2	5.3

Source: The U.S. Bureau of Labor Statistics
*All rates are seasonally adjusted by the BLS, except for the rates for the City and County of Denver.

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Average/Median Values for Single-Family Home

Tax Year	Average/Median Values
1993	85,900
1995	105,000
1997	134,000
1998	170,000
2001	*173,800
2003	208,300
2005	*216,200
2006	216,700
2007	231,900
2008	232,600
2009	229,800
2010	229,800
2011	224,800
2012	223,900
2013	223,900
2014	289,000
2015	289,900

*Figures from 2001 onward are median values. Figures from 2005 onward are based on appraisal year, not tax year. (i.e., the amount for 2009 is based on the 6/30/08 base year valuation.)
Source: Department of Finance, Assessment Division.

City Bond Ratings

	2007	2008	2009	2010	2011	2012	2013	2014	2015
Standard and Poor's	AA+	AAA	AAA	AAA	AAA	AAA	AAA	AAA	AAA
Fitch	AA+	AA+	AAA	AAA	AAA	AAA	AAA	AAA	AAA
Moody's	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa

Infrastructure Profile

	2015
Fire	
Number of fire apparatus	67
Number of stations	37
Police	
Number of stations	6
Parks and Recreation	
Acreage	20,361
Golf courses	8
Mountain acreage	14,141
Number of urban parks	332
Parkways (miles)	60
Athletic fields/lighted	330/50
Recreation centers	30
Swimming pools	29
Tennis courts/lighted	146/88
Cultural Activities	
Concert venues	7
Public libraries	26
Denver Airport System	
Acreage	33,800
Number of runways	6
Seating Capacities	
Boettcher Concert Hall	2,679
Colorado Convention Center	20,000
Denver Auditorium Theatre	2,245
Denver Coliseum	10,000
Ellie Caulkins Opera House	2,225
Red Rocks Amphitheater	9,525
Temple Hoyne Buell Theatre	2,884

Source: 2015 Comprehensive Annual Financial Report (CAFR)

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October Changes Summary

October Draft Changes: the table below provides a list of the significant dollar and FTE changes that were made after publication of the September draft of the Mayor's proposed 2017 Budget. Additionally, Ordinance 625, Series 2016 establishing permanent housing funds, including the adoption for affordable housing linkage fees and dedicated property tax to support affordable housing programs, was passed by City Council September 19, 2016.

Fund	Org	Agency/Division	Amount	FTE	Description
		General Fund Expenditures			
01010	5052000	PW-Composting	180,000		Add a one-time funding for additional composting routes per the Mayor's letter to City Council.
01010	0011500	OED-Office of the Director	57,500		One-time funding for Denver Urban Gardens seed program, per the Mayor's letter to City Council.
01010	9911000	Transfer to General Govt.	(520,000)		Decrease transfer to Fleet SRF for composting trucks to reflect purchase in 2016 per the Mayor's letter to City Council.
01010	9931000	Transfer to CIP	500,000		Increased funding for Vision Zero per the Mayor's letter to City Council.
01010	9931000	Transfer to CIP	500,000		Funding for Colfax Corridor design per the Mayor's letter to City Council.
01010	2551000	DOF-BMO	(95,046)	(1.0)	Correction to transfer appointee position from BMO to HRCP to more accurately reflect job responsibilities.
01010	0150000	HRCP	119,000	1.0	Correction to transfer appointee position from BMO to HRCP to more accurately reflect job responsibilities and costs of position.
01010	2551000	DOF	(2,525,000)		Transfer budget for Elderly and Disabled Program to the administering agency (DHS).
01010	9913000	Transfer to DHS	2,525,000		Transfer budget for Elderly and Disabled Program to the administering agency (DHS).
01010	2551000	DOF-CRCF/CFO	300,000	-	Correction to reflect the amount of public-private partnership professional services.
01010	3521200	Public Safety/Fire Admin	2,298		Correct firefighter tech position and change to unlimited.
01010	3522100	Fire	168,000		Overtime cost for the Med Unit.
01010	4001000	Excise and License	(34,400)		Adjustment to downgrade permanent FTE position to on-call to more accurately reflect job responsibilities.
01010	4511000	City Attorney	(47,500)	(1.0)	Correct to remove budget and fte for a position that ended in 2016.
01010	5033000	PW-Colorado Convention Center	(126,000)		Correct funding for a position to reflect that it is supported by non General Fund source.
01010	5033000	Public Works-CPM	100,977	1.0	Correct to reflect position that was erroneously omitted in database.

Fund	Org	Agency/Division	Amount	FTE	Description
01010	9915000	Transfer to Cultural's	1,802		Correction to the amount for General Fund Transfer to Zoo.
		Total Net GF Expenditure Change	**$1,106,631**	-	
		Non-General Fund Expenditures			
11804	5053000	PW-Fleet Replacement	(520,000)	-	Decrease transfer to Fleet SRF for composting trucks to reflect purchase in 2016 per the Mayor's letter to City Council.
11862	5052000	PW-Composting	262,467	2.0	Adding positions for additional composting routes added per the Mayor's letter to City Council.
15815	3050000	Denver Arts and Venues	50,000	-	Increase to Urban Arts Fund for additional murals per the Mayor's letter to City Council.
12210	9931000	Transfer to DHS	(97,000)	-	Correction to reflect transfer PHASE Day Reporting program from Safety to DHS.
13001	5511101	DHS-Grants	97,000	-	Correction to reflect transfer PHASE Day Reporting program from Safety to DHS.
12210	9931000	Transfer to DHS	(13,378)	-	Correction to reflect transfer 2nd Chance Re-entry grant from Safety to DHS.
13001	5511101	DHS-Grants	13,378	-	Correction to reflect transfer 2nd Chance Re-entry grant from Safety to DHS.
12825	3522100	Fire	79,460	1.0	Revision to reflect addition of Wildland Coordinator position which was added in 2016.
13008	5511000	DHS-Administration	(100,000)	-	Decrease transfer to Behavior Health Strategies.
13008	5526000	DHS-Community Outreach	(54,029)	(1.0)	Reduce CORE program by one position to accurately reflect current program.
13008	5552000	DHS-Community Impact	120,978	2.0	Addition 2 limited outreach case coordinators for CORE program to reflect current program.
13305	5511000	DHS-Administration	25,000	-	Additional general assistance budget to reflect current program.
13306	5552000	DHS-Community Impact	151,745	-	Increase in homeless services contract to accurately reflect costs.
13812	5557000	DHS-Homeless Services	7,200,000	-	Appropriate new homeless fund.
13813	5580000	DHS-Affordability	3,100,000	2.0	Appropriate new affordability program fund to reflect budget for elderly and disabled and wastewater affordability fund expenditures.
15806	7021000	Zoo SRF	1,802	-	Correction to SRF estimated expenditures.
16606	0145000	Economic Development	$6,641,691	5.5	Update Housing SRF for appropriation and FTEs.
16607	0145000	Economic Development	3,500,000	-	To provide estimated expenditures for Housing SRF.
72901	5061000	Wastewater Debt Service	7,200,000	-	Update to reflect Wastewater Bond Debt Service.
72100	5062000	PW-Wastewater	71,590	-	Correction to reflect equipment material and maintenance costs increases for 2017.

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October Changes Summary

Fund	Org	Agency/Division	Amount	FTE	Description
72100	5062000	PW-Wastewater	118,000	1.0	Correction to add water quality position which was erroneously omitted.
		Total Non-GF Expenditure Net Change	**$27,848,704**	**12.5**	
		Non-General Fund Revenues			
67100	504000	PW-Asphalt Plant	$ 2,310,000	-	Additional revenues due to increase in paving program.
		Total Non-GF Revenues	**$ 2,310,000**	-	
		Capital Improvement Program Expenditure Changes			
31050	5011102	CIF - Pedestrian Mobility Improvements	$ 500,000	-	Increased funding for Vision Zero per the Mayor's letter to City Council.
31035	5011102	CIF - Colfax Corridor	$ 500,000	-	Funding for Colfax Corridor design per the Mayor's letter to City Council.
		Total CIP Net Expenditure Change	**$ 1,000,000**	**-**	

Denver Tax Levy Assessment

(Per $1,000 Assessed Value)

	Mills Levied		
	2014	**2015**	**2016**
General Fund Budget-City and County	13.156	11.331	11.276
Special Levy			
Social Services Fund	4.470	3.849	3.835
Developmentally Disabled	1.016	1.012	1.010
Bond Sinking Fund	4.100	5.433	7.433
Bond Indebtedness Interest fund	4.333	3.000	1.000
Capital Maintenance	2.542	2.534	2.528
Fire Pension	1.568	1.350	1.345
Police Pension	1.870	1.610	1.604
Urban Drainage and Flood Control	0.700	0.611	0.000
Affordable Housing	0.000	0.000	0.500
Total Tax Levy-City and County	33.755	30.730	30.531
School			
General Fund	38.780	37.147	41.013
Bond Redemption	10.519	10.250	9.383
Total Tax Levy-School District #1	49.299	47.397	50.396
Total Tax Levy	**83.054**	**78.127**	**80.927**

Assessed Valuation

	2014 Valuation	**2015 Valuation**	**2016 Valuation**
Real Estate	$9,599,634,200	$12,515,317,510	$12,724,307,110
Personal Property	765,485,520	825,798,433	827,331,330
Public Utilities	838,377,800	824,186,500	920,535,100
Vacant Land	181,753,730	219,606,840	186,912,160
Total	$11,385,251,250	$14,384,909,283	$14,659,085,700

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BY AUTHORITY

ORDINANCE NO. 20161032
SERIES OF 2016

COUNCIL BILL NO. CB16-1032
COMMITTEE OF REFERENCE:
N/A

A bill for an ordinance making appropriations to pay the expenses of conducting the public business for the year 2017 and for the purposes required by the Charter and by other law.

BE IT ENACTED BY THE COUNCIL OF THE CITY AND COUNTY OF DENVER:

Section 1. General Fund Appropriations for Agencies: There is hereby appropriated from the General Fund (Accounting No. 01010) for the year 2017 the amounts of money indicated in the following tabulation to be expended for the purpose indicated by the title of each item. The appropriations are to be expended upon the order of the respective officers, or employees designated, or of their duly authorized agents.

Accounting Number	Appropriation Accounts, Expending Authority, and Capital Equipment Program	Total Budget
01010-0101000	Mayor's Office, Mayor	$ 1,642,395
01010-0103000	Office of Children's Affairs Director	3,357,521
01010-0105000	Office of Hope Executive Director	650,000
01010-0110000	Office of Economic Development Director	5,820,776
01010-0135000	Board of Ethics Director	138,857
01010-0140000	Community Planning and Development Department Executive Director	28,794,780
01010-0150000	Human Rights and Community Partnerships Director	2,543,690

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Page: 1 of 30
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City & County of Denver ORD

DENVER THE MILE HIGH CITY

Accounting Number	Appropriation Accounts, Expending Authority, and Capital Equipment Program	Total Budget
01010-0157000	Office of the Independent Monitor Director	1,558,712
01010-0160000	Office of Emergency Management and Homeland Security Director of Emergency Management and Homeland Security Appropriation Accounts,	827,221
01010-0181000	Office of Special Events Executive Director Office of Special Events	671,563
01010-0191000	Office of Marijuana Policy Director	1,628,452
01010-0201000	City Council President of City Council	6,029,994
01010-0301000	Auditor Auditor	8,695,888
01010-0401000	District Attorney District Attorney	24,133,899
01010-0501000	Denver County Court Presiding Judge of County Court	23,758,329
01010-0520000	Office of the Municipal Public Defender Public Defender	1,317,101
01010-0601000	Office of Human Resources Personnel Director	14,303,884
01010-0603000	Career Service Hearing Office Career Service Board	563,948
01010-0710000	Office of the Clerk and Recorder Clerk and Recorder	7,423,568
01010-0801000	Denver Public Library City Librarian	46,548,926

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Accounting Number	Appropriation Accounts, Expending Authority, and Capital Equipment Program	Total Budget
	Authorized Capital Equipment Items:	
	Quantity — Description	
	1 — Wi-Fi Equipment (New)	
	1 — Wayfinding System (New)	
01010-0910000	Board of Adjustment for Zoning Appeals	353,168
	Secretary, Board of Adjustment for Zoning Appeals	
01010-1100000	Civil Service Commission	1,702,482
	Executive Director	
01010-2500000	Department of Finance	55,009,509
	Chief Financial Officer	
01010-3000000	Department of General Services	50,785,637
	Executive Director of General Services	
01010-3070000	Technology Services	62,632,140
	Director	
01010-3501000	Department of Safety, Safety Programs & Management	$21,178,540
	Executive Director of Safety	
01010-3510000	Department of Safety, Police Department	223,668,352
	Executive Director of Safety	
	Authorized Capital Equipment Items:	
	Quantity — Description	
	1 — Digital Microscope (Replacement)	
01010-3520000	Department of Safety, Fire Department	134,012,933
	Executive Director of Safety	
	Authorized Capital Equipment Items:	
	Quantity — Description	
	1 — Hazardous Materials Detection Equipment(Replacement)	
	1 — Radio Test Set (Replacement)	
01010-3530000	Department of Safety, Sheriff	138,805,420
	Executive Director of Safety	
	Authorized Capital Equipment Items:	
	Quantity — Description	
	1 — Dishwasher (Replacement)	

Accounting Number	Appropriation Accounts, Expending Authority, and Capital Equipment Program	Total Budget
1010-4001000	Excise and Licenses Director of Excise and Licenses	3,244,736
01010-4511000	City Attorney City Attorney	30,853,815
01010-5000000	Department of Public Works Executive Director of Public Works	125,486,886
01010-6500000	Department of Environmental Health Executive Director of Environmental Health	13,280,500

Accounting Transfer Number	Appropriation Transfer Accounts	Amount
01010-7000000	Department of Parks and Recreation Executive Director of Parks and Recreation	68,995,661

Authorized Capital Equipment Items:

Quantity	Description
2	Mower with plow (Replacement)
1	Utility Loader (Replacement)
1	Truck with plow (Replacement)

The foregoing appropriations may be expended for both ordinary recurring and non-recurring expenditures and the listed capital equipment connected with the operation of the respective agencies.

Section 2. General Fund Appropriation Transfers: There is hereby appropriated from the General Fund (Accounting No. 01010) for the year 2017 the amounts of money indicated in the following tabulation. The Chief Financial Officer shall initiate, by the last day of each calendar quarter in 2017 which is not a Saturday, Sunday, or holiday, or as required, transfer of the amounts required for the operation or disbursement of the respective programs, not to exceed one-fourth of the total appropriation, unless otherwise directed.

Accounting Transfer Number	Appropriation Transfer Accounts	Amount
01010-9911400	Transfer to Alternative Transportation SRF	483,700
01010-9911500	Transfer to Business/Comm Investment SRF	1,200,000
01010-9911800	Transfer to Affordable Housing SRF	2,879,600

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Accounting Transfer Number	Appropriation Transfer Accounts	Amount
01010-9912000	Transfer to Public Safety SRF	67,000
01010-9912500	Transfer to Crime Prevention and Control SRF	5,962,938
01010-9913000	Transfer to Human Services Special Revenue Fund	7,300,000
01010-9915500	Transfer to Colorado Convention Center Complex SRF	2,500,000
01010-9917000	Transfer to Economic Opportunity SRF	573,700
01010-9918000	Transfer to Social Impact Bonds SRF	3,200,000
01010-9920000	Transfer to Training Special Revenue Fund	75,000
01010-9923000	Transfer to Fleet Replacement SRF	27,371,938
01010-9926000	Transfer to Liability Claims SRF	2,000,000
01010-9931000	Transfer to Capital Improvements Fund	42,900,105
01010-9934100	Transfer to CIF – Innovation Projects	11,000,000
01010-9934200	Transfer to CIF – Radio Replacement	1,552,600
01010-9934300	Transfer to CIF – User Component Replacement	1,395,000
01010-9934400	Transfer to CIF – Infrastructure Replacement	2,040,085
01010-9934600	Transfer to CIF – Strategic Resource	2,650,000
01010-9934700	Transfer to CIF - Sheriff Reform	3,075,000
01010-9934800	Transfer to CIF-System Upgrades	1,000,000
01010-9937000	Transfer to Convention Center Capital Projects	2,000,000
01010-9938000	Transfer to Grant/Other CIF	840,000
01010-9991000	Transfer to Art Museum SRF	1,398,881
01010-9992000	Transfer to Denver Museum of Nature and Science SRF	1,084,934
01010-9993000	Transfer to Denver Botanic Gardens SRF	1,058,183
01010-9994000	Transfer to Denver Zoological Gardens SRF	2,173,120
01010-9995000	Transfer to Four Mile Historic Park SRF	66,600
01010-9996000	Transfer to Denver Municipal Band SRF	51,000
	TOTAL TRANSFERS	$127,899,394

Section 3. General Fund Appropriations for Programs or Projects: There is hereby appropriated from the General Fund (Accounting No. 01010) for the year 2017 the amounts of money indicated in the following tabulation, to be expended for the purpose indicated by the title of each item. The appropriations are to be expended upon the order of the respective officers or employees designated, or of their duly authorized agents. This authorization for expenditures includes the capital equipment program as indicated in the following tabulation:

Accounting Number	Appropriation Accounts and Capital Equipment Program	Expending Authority	Amount
01010-0102000	Civic Events	Mayor	$ 1,061,429
01010-2541000	Annual Rental Payments	Chief Financial Officer	22,537,200
01010-2542000	Downtown Historic District Tax Rebate	Chief Financial Officer	300,000
01010-2553000	Hotel Tax Increment	Chief Financial Officer	2,925,500
01010-2554000	Workers' Comp Billings	Chief Financial Officer	10,072,100
01010-2580800	Unemployment Compensation Insurance	Chief Financial Officer	1,200,000
01010-2580900	General Contingency	Chief Financial Officer	25,965,000
01010-6511000	Payment for Public Health Clinical Services	Executive Director of Environmental Health	2,775,954
01010-6514000	Payment for Poison Center Services	Executive Director of Environmental Health	156,900
01010-6515000	Payment for Medically Indigent Services	Executive Director of Environmental Health	30,777,300
01010-6517000	Payment for Park Hill Clinic Financing	Executive Director of Environmental Health	133,076

The above appropriations may be expended for both ordinary recurring and non-recurring expenditures connected with the operation of the respective programs or projects.

Section 4. Estimated General Fund Revenues: The amount of revenues to be realized during the year 2017 by taxation, estimated upon the Assessor's valuation and the tax levy, and from other sources of revenue by the General Fund is estimated as follows:

TAXES:	
Property	$118,783,108
Sales and Use	638,511,038
Lodgers'	26,037,309
Occupational Privilege	49,445,064
Motor Vehicle Ownership Tax/Fee	28,080,061
Telecommunications	2,650,000

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INTERGOVERNMENTAL:	
Payments in Lieu of Taxes	56,800
Highway Users Tax Apportionment	21,093,822
Cigarette Tax Apportionment	1,890,225
Miscellaneous Other	12,722,834
GENERAL GOVERNMENT:	
Licenses and Permits	48,066,094
Fines and Forfeits	56,285,759
Interest Income	9,299,727
Fees	66,966,706
Charges for Services, Supplies and Materials	18,970,712
Use Charges	29,910,344
Internal Service Charges and Indirect Cost	83,004,205
Investment Service Charge	800,000
Cable Franchise	8,285,668
Miscellaneous Other	11,353,058
TRANSFERS:	
Excise Tax	39,803,527
Miscellaneous Other	1,015,000
TOTAL FINANCIAL RESOURCES	1,273,031,061
USES OF FINANCIAL RESOURCES:	
General Fund Appropriations	$1,310,258,000
General Contingency	25,965,000
Less: Unspent Agency Appropriations	(12,000,000)
TOTAL USES OF FINANCIAL RESOURCES	$1,324,223,000
INCREASE/ (DECREASE) IN FUND BALANCE	(51,191,000)
Unassigned Fund Balance, January 1, 2016	$251,438,000
UNASSIGNED FUND BALANCE, DECEMBER 31, 2016	$200,247,000

Section 5. Human Services Special Revenue Fund Appropriation: There is hereby appropriated from the Human Services Special Revenue Fund (Accounting No. 13000) for the year 2017 the amounts of money indicated in the following tabulation to be expended for the purposes indicated by the title of each item. The appropriations are to be expended upon the order of the Executive Director of Human Services, or by duly authorized agents.

Accounting Number	Appropriation Accounts/Title and Capital Equipment Program	Total Budget
13005-5530000	Child Welfare	$43,016,149

Accounting Number	Appropriation Accounts/Title and Capital Equipment Program	Total Budget
13008-5510000	Service Delivery and Administration	96,838,571
13017-5524000	Child Care	3,446,342
13304-5553000	Developmental Disabilities	14,581,654
13302-5543000	Aid to the Blind	1,000
13303-5541000	Aid to the Needy Disabled	1,000,000
13305-5551000	General Assistance	1,691,732
13306-5552000	Local Funded Community Service	6,548,644
13812-5557000	Homeless Services	7,200,000
13813-5580000	Affordability Program	3,100,000
TOTAL HUMAN SERVICES DEPARTMENT		$177,424,092
13008-9911400	Transfer to Alternative Transportation SRF	$88,500
13008-9911800	Transfer to Housing Investment SRF	$2,500,000
13008-9913200	Transfer to Crime Prevention and Control SRF	250,000

Section 6. Special Revenue Funds: There is hereby authorized from the following listed Special Revenue Funds such specific expenditures as are necessary for specific programs for the year 2017, not to exceed the amount appropriated by separate ordinance for such specific programs on the basis of anticipated revenue. Grants from the state or federal government for specific projects, programs or services and deposited to a Special Revenue Fund shall be deemed custodial funds not subject to appropriation within the meaning of Charter § 7.2.2, and may be expended upon the order of the agency or department signified by the Accounting number. For those specific expenditures funded by private donations or by loan repayments, expenditures are hereby authorized in amounts not to exceed the revenues actually received and deposited to a Special Revenue Fund for a specific program, to be expended upon the order of the agency or department head signified by the Accounting number:

General Government Special Revenue Fund (Accounting No. 11000)

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Public Safety Special Revenue Fund (Accounting No. 12000)

Human Services Special Revenue Fund (Accounting No. 13000)

Health Special Revenue Fund (Accounting No. 14000)

Culture and Recreation Special Revenue Fund (Accounting No. 15000)

Community Development Special Revenue Fund (Accounting No. 16000)

Economic Opportunity Special Revenue Fund (Accounting No. 17000)

TABOR Excess Revenue Special Revenue Fund (Accounting No. 19000)

Expenditures are hereby authorized from Special Revenue Funds in the amounts of money in the following tabulation, to be expended for the purposes and upon the authorizations in said Ordinance set forth. This authorization for expenditures includes the capital equipment program as indicated in the following tabulation.

Accounting Number	Appropriation Accounts/Title and Capital Equipment Program	Total Budget
11804-5053000	Planned Fleet Replacement	
	Executive Director of Public Works	

Authorized Capital Equipment Items:

Quantity	Description
For Environmental Health	
5	Pickup Trucks (Replacement)
For Parks and Recreation	
3	Dump Trucks (Replacement)
4	Mowers (Replacement)
10	Pickup Trucks (Replacement)
6	Tractors (Replacement)
For Public Works	
1	Aerial Lift Truck (New)
1	Asphalt Profiler (Replacement)
1	Utility Loader (Replacement)
1	Crackseal Trailer (Replacement)
1	Digger/Derrick Truck (New)
10	Dump Trucks (1 New, 9 Replacement)
1	Paver (Replacement)
2	Pickup Trucks (Replacement)
3	Recycling Trucks (New)
1	Skid Steer Loader (New)
5	Sweepers (Replacement)
13	Trash Trucks (Replacement)
2	Utility Trucks (Replacement)
For Fire Department	
1	Aerial Ladder (Replacement)

Accounting Number	Appropriation Accounts/Title and Capital Equipment Program	Total Budget
	Authorized Capital Equipment Items:	
	Quantity / Description	
For Police	3 Engine (Pumper) (Replacement)	
	52 SUVs (23 New, 29 Replacement)	
	5 Trucks (Replacement)	
For Sheriff	2 SUVs (Replacement)	
	1 Truck (Replacement)	
	6 Vans (Replacement)	
11827-4511000	Liability Claims City Attorney	$ 2,000,000
11846-0601000	Alternative Transportation Personnel Director	2,171,800
11835-2540000	Convention Center Hotel Chief Financial Officer	18,740,152
11851-2540000	Denver Preschool Program Chief Financial Officer	20,602,245
11859-0150000	Energy Efficiency Assistance Fund Director, HRCP	2,002,950
11862-5000000	Composting Program Executive Director of Public Works	1,679,409
12824-3511000	Police/Fire Pension Executive Director of Safety	18,896,155
12824-3521000	Police/Fire Pension Executive Director of Safety	23,773,929
14903-6502000	Child Care Facility Inspection Executive Director of Environmental Health	655,938
15815-3050000	Denver Arts and Venues Director, Denver Arts and Venues	35,055,615
	1 Tractor (Replacement)	
	1 Truck (Replacement)	

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Accounting Number	Appropriation Accounts/Title and Capital Equipment Program	Total Budget
16606-0145000	Affordable Housing Property Tax Revenue Fund Director of Economic Development	12,021,300
16607-0145000	Affordable Housing Linkage Fee Revenue Fund Director of Economic Development	3,500,000
17601-0117000	Employer Recruitment, Training & Retention Program Director of Economic Development	277,500
17603-0117000	Summer Youth Program Director of Economic Development	296,200

Section 7. Debt Service Funds: There is hereby authorized from the Debt Service Funds (Accounting No. 21000/22000/25000) such amounts as are necessary for payment of interest on and principal of general obligation bonds and commercial paper, and excise tax revenue bonds, and payments of associated fees during the year 2017, to be expended by the Chief Financial Officer or by duly authorized agents.

Section 8. Capital Improvements Fund:

(a) There is hereby appropriated from the Winter Park Parks and Recreation Capital Projects Fund (Accounting No. 30000) the amounts of money indicated in the following tabulation to be expended for the purpose indicated by the title of each item, including associated Authorized Capital Equipment Items. The appropriations are to be expended upon the order of the respective officers or employees designated, or of their duly authorized agents.

Item Number	Accounting Number Agency/Department Project Number and Title and Expending Authority	Amount
1	**Department of Parks and Recreation - Executive Director of Parks and Recreation**	
2	30035-7011102 Trail Projects - 30035	
3	RJ008 Citywide Trail Improvements	$285,000
4	Total	$285,000
5	30040-7011102 Mountain Parks Projects - 30040	
6	RC454 Mountain Parks Facilities	$290,000
7	RC454 Mountain Parks Infrastructure	175,000
8	Total	$465,000
9	30045-7011102 Parks Citywide Projects - 30045	

Item Number	Accounting Number Agency/Department Project Number and Title and Expending Authority		Amount
10	RJ010	Citywide Water Conservation	$475,000
11	Total		$475,000
12	30120-7011102 Natural Areas Projects		
13	RJ010	Citywide Natural Resources	$288,000
14	Total		$288,000
15	30130-7011102 Parks Facilities Projects - 30130		
16	RJ009	Citywide Park Restrooms	$50,000
17	Total		$50,000
18	30135-7011102 Parks Infrastructure Response - 30135		
19	RJ010	Citywide ADA Upgrades	$25,500
20	RJ008	Citywide Bridges	205,000
21	RJ008	Citywide Park Roads & Parking	105,600
22	RJ008	Citywide Park Walks	200,500
23	RJ010	Citywide Turf Restoration	75,000
24	Total		$611,600
25	Total	Department of Parks and Recreation and Winter Parks Projects	$2,174,600

(b) There is hereby appropriated from the Capital Improvements Fund (Accounting No. 31000) the amounts of money indicated in the following tabulation to be expended for the purpose indicated by the title of each item, including associated Authorized Capital Equipment Items. The appropriations are to be expended upon the order of the respective officers or employees designated, or of their duly authorized agents.

Item Number	Accounting Number Agency/Department Project Number and Title and Expending Authority		Amount
1	**Community Planning and Development-Executive Director of Community Planning and Development**		
2	34080-0141102 Other Agency Capital Project		
3	ZP003	16th Street Mall Analysis	$400,000
4	ZA904	Board-up/Securing of Hazardous Structures	150,000
5	ZP001	Citywide Plans Updates	390,000
6	ZA901	Demolish Hazardous Structures	150,000
7	ZO001	DRCOG: Station Area/Urban Centers Studies	100,000

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Item Number	Accounting Number Agency/Department Project Number and Title and Expending Authority		Amount
8	Total		$1,190,000
9	34080-0146102 Other Agency Capital Project		
10	MO001	NDCC 47th & York Safe Crossings	$500,000
11	MO001	NDCC Brighton Boulevard	2,500,000
12	MO001	NDCC Globeville Elyria-Swansea Bus Stops	300,000
13	Total		$3,300,000
14	**Other Cultural Facilities Support**		
15	34995-1000102 Culturals Capital Maintenance		
16	ZF100	Museum of Nature and Science Maintenance	$300,000
17	Total		$300,000
18	34995-1200102 Culturals Capital Maintenance		
19	ZG100	Art Museum Maintenance	$300,000
20	Total		$300,000
21	**Department of Finance-Chief Financial Officer**		
22	33080-2540102 Revenue Projects		
23	SD100	2015A COP 911 & Fleet Service Center	$612,110
24	PL001	Central Platte Service Payment	818,100
25	ZC935	Lowry Child Care Center Payment	41,650
26	ZE002	NWC/CCC Capital Reserve	2,000,000
27	ZC930	Parkfield Fire Station Payment	97,270
28	Total		$3,569,130
29	34020-2580102 BMO Capital Projects		
30	ZR001	DOJ ADA Implementation Support	$350,000
31	Total		$350,000
32	34060-2570102 DOF Real Estate		
33	ZJ100	Property Planning & Evaluation	$300,000
34	PQ014	Space Reallocation Move Support	4,728,005
35	Total		$5,028,005
36	**Department of General Services-Executive Director of General Services**		
37	33069-3080102 Facility CIP Projects		
38	GJ408	Energy Conservation Projects	$200,000
39	Total		$200,000
40			

Item Number	Accounting Number Agency/Department Project Number and Title and Expending Authority		Amount
	Denver Arts and Venues Special Revenue Fund-Director		
41	34080-3050102 Other Agency Capital Project		
42	GJ803	Buell Theatre Structure & Systems	$475,000
43	Total		$475,000
44	34995-0116102 Culturals Capital Maintenance		
45	ZZ401	Public Art Maintenance	$270,000
46	Total		$270,000
47	**Technology Services-Chief Information Officer**		
48	34080-3070102 Other Agency Capital Project		
49	ZI902	Innovation Projects	$11,000,000
50	ZI905	Replacement of Infrastructure and Network Components	2,040,085
51	ZI903	Replacement of Radios	1,552,600
52	ZI904	Replacement of User Components	1,395,000
53	ZI907	Sheriff Reform Technology Investments	3,075,000
54	ZI906	Strategic Resource Alignment	2,650,000
55	ZI908	System Upgrades	1,000,000
56	Total		$22,712,685
57	**Public Works-Executive Director of Public Works**		
58	31015-5011102 PW Debt Payments		
59	PO007	16th Street Mall Maintenance Program	$300,000
60	PH035	56th Avenue/Quebec St. Improvements	766,000
61	PO012	Burn Building Replacement	162,648
62	PM008	East Corridor Payment	3,943,017
63	PQ003	Pena Boulevard Operations & Maintenance	1,000,000
64	PQ001	Pena Tower Rd Interchange	25,400
65	Total		$6,197,065
66	31020-5011102 PW Matching Funds		
67	PO003	CDOT Bridge Enterprise 6th/Federal	$1,000,000
68	PP003	Cherry Creek Drive South	2,500,000
69	PR011	Colfax BRT Local Match	168,750
70	PQ006	DRCOG TIP High Line Canal (Hampden/Colorado)	166,667
71	PQ004	DRCOG TIP I-25/Broadway Interchange	1,000,000
72	PQ005	DRCOG TIP Quebec Reconstruction	4,481,999

FOR CITY SERVICES VISIT DenverGov.org | CALL 311

Item Number	Accounting Number Agency/Department Project Number and Title and Expending Authority		Amount
73	PR009	Iowa/Santa Fe Connections	420,000
74	PO011	RAMP: Federal Blvd. (6th to Howard)	2,565,000
75	PR008	Safe Routes to School	87,500
76	PP005	Tower Road Improvements	500,000
77	Total		$12,889,916
78	31025-5011102 PW Annual Programs		
79	PZ776	2A Rotomill & Overlay Streets	$4,500,000
80	PZ129	Bike Infrastructure	500,000
81	PZ035	Bridge and Viaduct Emergency Repairs	365,000
82	PZ034	Bridge Programmed Maintenance/Replacement	1,725,000
83	PZ043	Curb Ramps	10,000,000
84	PZ045	Faded Signs	500,000
85	PM014	Medians/Traffic Islands	238,000
86	PH005	Parking - Neighborhood Transition Improvements	310,000
87	PC022	Safety & Neighborhoods	410,000
88	PZ041	Street Rotomill and Overlay Program	7,807,105
89	PZ037	Traffic Signal Infrastructure	3,600,000
90	PZ128	Transportation Management Center Program	105,000
91	PZ047	Vehicle and Multi-Modal Detection	105,000
92	Total		$30,165,105
93	31035-5011102 PW Studies/Implementation		
94	PR013	8th Avenue over S. Platte River Bridge Replacement	$800,000
95	PQ018	Colfax BRT Preliminary Engineering	2,000,000
96	PR015	Colfax Corridor and Pedestrian Mobility Improvements	500,000
97	PO008	Denver Moves Implementation	2,200,000
98	PQ016	Denver Moves Ped/Transit Facilities	750,000
99	PR012	Hampden Corridor Multimodal Study	300,000
100	PR003	Smart Cities Infrastructure	3,000,000
101	PR007	Transportation and Mobility Asset Study	300,000
102	Total		$9,850,000
103	31050-5011102 PW Improvement Projects		
104	PR006	Colfax and Civic Center Crossing Improvements	$1,662,000

Item Number	Accounting Number Agency/Department Project Number and Title and Expending Authority		Amount
105	PQ013	Drainage Enhancements	1,000,000
106	PR002	Sidewalk Gaps and Safety Repair	2,500,000
107	PR005	South Broadway Multi-Modal Improvements	470,000
108	PR010	Traffic Monitoring Cameras	714,100
109	PQ008	Transportation Reconstruction	500,000
110	PQ015	VisionZero Multimodal Safety Improvements	900,000
111	Total		$7,746,100
112	33069-5011102 Facility CIP Projects		
113	GK070	ADA Improvements	$250,000
114	GK023	Animal Shelter Maintenance/Repair	77,758
115	RI822	Central Denver Recreation Center	500,000
116	GK050	DPD Mounted Patrol Relocation	600,000
117	GK050	DPL Western History Collection	605,000
118	GK040	Facilities Reserve for Emergency Projects	273,999
119	GK012	PAB/PADF Mtce/Repair	279,000
120	PP014	Service Center/DPD Bike Bureau Relocation	849,250
121	GK013	Sheriff Facilities Maintenance/Repair	617,150
122	GK060	Studies and Assessments	200,000
123	GK006	Waste Management Facilities	50,000
124	GK001	Webb Building Maintenance/Repair	260,000
125	Total		$4,562,157
126	34991-5011102 Facilities Plan & Mgmt Cap Maintenance		
127	GK014	City and County Building Maintenance/Repair	$792,000
128	GK040	Facilities Reserve for Emergency Projects	188,162
129	GK009	Fire Facilities Maintenance/Repair	690,100
130	GK008	Human Services (Other Facilities) Maintenance/Repair	12,000
131	GK016	Justice Center Maintenance/Repair	635,332
132	GK020	Library Facilities Maintenance/Repair	1,205,000
133	GK002	Minori Yasui Building Maintenance/Repair	388,000
134	GK011	Police Facilities Maintenance/Repair	301,000
135	GK005	Roslyn Campus Maintenance/Repair	730,500
136	Total		$4,942,094
137	34993-5011102 Public Works Capital Maintenance		
138	PF033	Alley Program	$150,000

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Item Number	Accounting Number Agency/Department Project Number and Title and Expending Authority		Amount
139	PN013	Bike-Ped Bridges Maintenance Program	54,000
140	PZ034	Bridge Programmed Maintenance/Replacement	1,725,000
141	PZ036	Concrete Street and Alley Repair Program	1,074,000
142	PZ038	Curb and Gutter	1,730,000
143	PZ043	Curb Ramps	2,890,000
144	PZ045	Faded Signs	1,359,000
145	PH008	Parking Garage Maintenance	310,000
146	PI008	Pavement Markings	1,960,000
147	PA066	Signal System Conduit Cable, Electronics	310,000
148	PZ130	Signal Systems Match	220,000
149	PZ041	Street Rotomill and Overlay Program	11,693,000
150	PZ037	Traffic Signal Infrastructure	3,600,000
151	Total		$27,075,000
152	**Environmental Quality-Executive Director of Environmental Health**		
153	33020-6506102 Env Health Capital Projects		
154	EP001	DHHA OME Relocation	$1,232,967
155	EO001	Westside Clinic	1,200,000
156	Total		$2,432,967
157			
158	**Department of Parks and Recreation-Executive Director of Parks and Recreation**		
159	32030-7011102 Playground Projects - 32030		
160	RR003	Paco Sanchez Re-imagine Play	$750,000
161	Total		$750,000
162	32115-7011102 Neighborhood Parks Projects - 32115		
163	RR001	GOCO Inspire Implementation	$187,000
164	Total		$187,000
165	32135-7011102 Parks Infrastructure Response - 32135		
166	RJ009	Citywide Structures	$272,160
167	RJ010	Citywide Tree Program	377,000
168	RJ010	Citywide Water Conservation	490,000
169	RM006	Project Development Funds	475,000
170	Total		$1,614,160

Item Number	Accounting Number Agency/Department Project Number and Title and Expending Authority		Amount
171	34995-7011102 Culturals Capital Maintenance		
172	ZG200	DBG Infrastructure Repairs	$300,000
173	ZZ303	Zoo Repairs	300,000
174	Total		$600,000
175	Total of Appropriations and Transfers from CIP		$146,706,384

(c) There is hereby appropriated from the State Conservation Trust Fund Projects (Accounting No. 35000) the amounts of money indicated in the following tabulation to be expended for the purpose indicated by the title of each item. The appropriations are to be expended upon the order of the Executive Director of Parks and Recreation or by duly authorized agents.

Item Number	Accounting Number Agency/Department Project Number and Title and Expending Authority		Amount
	Department of Parks and Recreation – Executive Director of Parks and Recreation		
1	35015-7011102 Parks Debt Payments - 35015		
2	RZ037	Parks Maintenance Headquarters Payment	$106,000
3	RJ007	Sand Creek Greenway	25,000
4	RJ007	UDFCD Trail Development	100,000
5	Total		$231,000
6	35045-7011102 Parks Citywide Projects - 35045		
7	RJ010	Citywide Courts Rehab	$398,000
8	RJ010	Citywide Historic Structures	300,000
9	RJ010	Citywide Parks Rehabilitation	200,000
10	Total		$898,000
11	35050-7011102 Parks Improvements Projects - 35050		
12	RJ010	Citywide Dog Parks	$100,000
13	Total		$100,000
14	35115-7011102 Neighborhood Parks Projects - 35115		
15	RR002	Platte Farm Open Space	$35,000
16	RP005	Sullivan Gateway	1,800,000
17	Total		$1,835,000
18	35130-7011102 Parks Facilities Projects - 35130		
19	RJ009	Citywide General Pool Rehab	$725,000

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Item Number	Accounting Number Agency/Department Project Number and Title and Expending Authority		Amount
20	RJ009	Citywide Recreation Center Rehabilitation	774,540
21	Total		$1,499,540
22	35135-7011102 Parks Infrastructure Res Pgms		
23	RJ010	Citywide Athletic Fields	$255,000
24	RJ010	Citywide Emergency & Response	175,000
25	RJ010	Citywide Fountain Repairs	202,000
26	RJ010	Citywide Furnishings & Picnic Facilities	20,000
27	RJ010	Citywide Lighting	175,000
28	RJ010	Citywide Median Rehabilitation	250,000
29	RJ008	Citywide Park Walks	220,500
30	RJ010	Citywide Playgrounds	455,000
31	RJ010	Citywide Signage Program	61,200
32	Total		$1,813,700
33	Total	State Conservation Trust Fund Projects	$6,377,240

(d) There is hereby appropriated from the Entertainment and Cultural Capital Projects Fund (Accounting No. 39000) the amounts of money indicated in the following tabulation to be expended for the purpose indicated by the title of each item, including associated Authorized Capital Equipment Items. The appropriations are to be expended upon the order of the respective officers or employees designated, or of their duly authorized agents.

Department of General Services, Denver Arts and Venues Special Revenue Fund - Director

Item Number	Accounting Number Agency/Department Project Number and Title and Expending Authority		Amount
1	**Department of Finance-Chief Financial Officer**		
2	39010-2540102 Theatres & Arenas Capital Projects		
3	GE008	Auditorium Lease Payment	$5,381,750
4	Total		$5,381,750
5	**Denver Arts and Venues Special Revenue Fund-Director**		
6	39010-3050102 Theatres & Arenas Capital Projects		
7	GJ804	Auditorium Capital Maintenance	$50,000
8	GJ802	Boettcher Capital Maintenance	50,000
9	GI008	Bonfils Theatre Complex Capital Projects	521,143
10	GJ803	Buell Theatre Capital Maintenance	50,000

Item Number	Accounting Number Agency/Department Project Number and Title and Expending Authority		Amount
11	GJ803	Buell Theatre Structure & Systems	1,485,000
12	GJ805	Coliseum Capital Projects	250,000
13	GJ801	DPAC Capital Projects	150,000
14	GJ810	McNichols Capital Maintenance	50,000
15	GM001	National Western Capital Projects	321,484
16	GJ806	Red Rocks Capital Maintenance	325,000
17	GJ806	Red Rocks Structure & Systems	565,000
18	Total		$3,817,627
19	Total Entertainment and Cultural Projects		$9,199,377

Section 9. Lease Purchase Rentals:

(a) 2005A Lease Base Rentals. There is hereby authorized the payment of $4,633,132 from the Master Indenture Special Trust Fund (Accounting No. 56800) for the total City-wide 2017 lease payments associated with Lease Purchase Agreement 2005A with Denver Public Facilities Leasing Trust 2005A. Upon written request by the Chief Financial Officer, funds (monies) shall be transferred from City agency accounts by intergovernmental transfer in such amounts and at such times as deemed necessary for the 2017 annual rental payments under the terms of the lease in accordance with the following schedule of amounts:

Accounting Number	Appropriation Account	Amount To Be Transferred
13008-5513000	HSOA Business Management	$3,761,787
13005-5532000	Family Crisis Center	731,929
13005-5533000	Child Welfare	139,416
		$ 4,633,132

(b) 2010B Lease Base Rentals. There is hereby authorized the payment of $2,750,971 from the 2001A Lease Base Rentals Special Trust Fund (Accounting No. 56820) for the 2017 lease payments associated with Lease Purchase Agreement No. 2010B with Wastewater/Roslyn Properties Leasing Trust 2010B. Upon written request by the Chief Financial Officer, funds (monies) shall be transferred from City agency accounts by inter-governmental transfer in such amounts and at such times as deemed necessary for the 2017 annual rental payments under the terms of this lease, in accordance with the following schedule of amounts:

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Accounting Number	Appropriation Account	Amount To Be Transferred
01010-2541000	Annual Rental Payments (Blair-Caldwell Library)	$1,272,590
N/A	Zoo Parking Structure	641,938
N/A	Denver Museum of Nature & Science	606,375
33080-2540102	Treasury Capital Projects	
FOR:	ZC930, Parkfield Fire Station and Equipment	97,263
	ZC935, Lowry Head Start	41,642
12009-3501000	Sheriff Regional Services Fund (Denver News Agency Purchase)	91,163
Total		$2,750,971

(c) 2012A Lease Base Rentals. There is hereby authorized the payment of $1,617,451 from the 2002A and 2002B Lease Base Rentals Special Trust Fund (Accounting No. 56841) for the 2017 lease payments associated with Lease Purchase Agreement No. 2012A-B (amends and restates 2002A Lease) with Denver Public Facilities Leasing Trust 2012 A-B, formerly known as Denver Public Facilities Leasing Trust 2002A-B. Upon written request by the Chief Financial Officer, funds (monies) shall be paid from the aforesaid account as deemed necessary for the 2017 annual rental payments under the terms of these leases, in accordance with the following schedule of amounts:

Accounting Number	Appropriation Account	Amount To Be Transferred
01010-2541000	Annual Rental Payments (Cultural Center & N. Cherry Creek Parking Garage)	$ 1,617,451

(d) 2013A Lease Base Rentals. There is hereby authorized the payment of $5,381,750 from the 2003 B Lease Base Rental Special Trust (Accounting No. 56844) for the 2017 lease payments associated with Lease Purchase Agreement No. 2013A (Buell Theatre Property) with Denver Public Facilities Leasing Trust 2013A, formerly known as Denver Public Facilities Leasing Trust 2003B. Upon written request by the Chief Financial Officer, funds (monies) shall be paid from the aforesaid account as deemed necessary for the 2017 annual rental payments under the terms of this lease, in accordance with the following schedule of amounts:

Accounting Number	Appropriation Account	Amount To Be Transferred
39010-2540102	Denver Arts and Venues Capital Projects	
FOR:	GE008, Quigg Newton Municipal Auditorium	$5,381,750

(e) 2008A Lease Base Rentals and Additional Rental Payments: There is hereby authorized the payment of $15,679,000 from the 2008A Lease Base Rental Special Trust Fund (Accounting No. 56845) for the 2017 lease payments or additional rental payments associated with the Second Amended and Restated Build to Suit Lease Purchase Agreement No. 2008A with Civic Center Office Building Inc. Upon written request by the Chief Financial Officer, funds (monies) shall be paid from the aforesaid account as deemed necessary for the 2017 annual rental payments under the terms of this lease, in accordance with the following schedule of amounts:

Accounting Number	Appropriation Account	Amount To Be Transferred
01010-2541000	Annual Rental Payments (Wellington E. Webb Municipal Office Building)	$ 15,679,000

(f) 2008B Lease Base Rentals. There is hereby authorized the payment of $1,498,369 from the 2008B Lease Base Rental Special Trust Fund (Accounting No. 56846) for the 2017 lease payments associated with Lease Purchase Agreement No. 2008B with Denver Botanic Gardens Parking Facility Leasing Trust 2008. Lease payments will be made from revenues deposited with the trustee by the Denver Botanic Gardens Foundation.

(g) 2010A Lease Base Rentals. There is hereby authorized the payment of $1,543,434 from 2010A Lease Base Rental Special Trust Fund (Accounting No. 56847) for the total City-wide 2017 lease payments associated with Lease Purchase Agreement No. 2010A with Central Platte Campus Facilities Leasing Trust 2010. Upon written request by the Chief Financial Officer, funds (monies) shall be transferred from City agency accounts by intergovernmental transfer in such amounts and at such times as deemed necessary for the 2017 annual rental payments under the terms of this lease in accordance with the following schedule of amounts:

Accounting Number	Appropriation Account	Amount To Be Transferred
01010-2541000	Annual Rental Payments (Platte Service Center)	$ 725,414
33080-2540102	Revenue Capital Projects	
FOR:	PL001, Central Platte Service Center	818,020
Total		$ 1,543,434

(h) 2012C Lease Base Rentals. There is hereby authorized the payment of $4,705,795 for the total City-wide 2017 lease payments associated with Lease Purchase

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Agreement No. 2012C with Denver Properties Leasing Trust 2012C in accordance with the following schedule of amounts:

Accounting Number	Appropriation Account	Amount
31015-5011102	East Corridor COP	
FOR:	PM008	$3,943,017

(i) 2015A Lease Base Rentals. There is hereby authorized the payment of $1,898,694 for the total City-wide 2017 lease payments associated with Lease Purchase Agreement No. 2015A with Denver Public Facilities Leasing Trust 2015A in accordance with the following schedule of amounts:

Accounting Number	Appropriation Account	Amount
56540-3501000	2015A Capital Projects	
FOR:	SD100	$1,190,585
33080-2540000	2015A Capital Projects	
FOR:	SD100	708,109
Total		$1,898,694

Section 10. Workers' Compensation Internal Service Fund: There is hereby authorized from the Workers' Compensation Internal Service Fund (Accounting No. 65100) such expenditures as are necessary for the operation of the Workers' Compensation program during the year 2017, not to exceed the annual revenue plus cash balance of said Internal Service Fund, to be expended upon the order of the Chief Financial Officer or by duly authorized agents.

Section 11. Asphalt Plant Internal Service Fund: There is hereby authorized from the Asphalt Plant Internal Service Fund (Accounting No. 67000) such expenditures as are necessary for the operation of the Asphalt Plant (Accounting No. 67100) during the year 2017, not to exceed the annual revenue plus cash balance of said Internal Service Fund, to be expended upon the order of the Executive Director of Public Works or by duly authorized agents.

Section 12. Wastewater Management Enterprise Fund:

(a) There is hereby appropriated from the Wastewater Management Enterprise Fund (Accounting No. 72000) the amounts of money as are necessary for the operation, maintenance, equipment, and capital projects support of Denver's sanitary and storm

sewage systems for the year 2017, to be expended upon the order of the Executive Director of Public Works or by duly authorized agents for the purpose indicated in the following tabulation. This authorization for expenditures includes the capital equipment program as indicated in the following tabulation:

Accounting Number	Appropriation Accounts Title/Description	Amount
72100-5060000	Wastewater Management	$104,611,591

Authorized Capital Equipment Items:

Quantity	Description
1	Flow Injection Analyzer (Replacement)
1	Truck (Replacement)

72300-5060000	Storm Operations	$ 17,066,525
72901-5060000	Storm Bond Payment	11,530,925
72100-9724000	Transfer to Sanitary Capital Fund	12,011,687
72300-9721000	Transfer to Sanitary Operating Fund	13,500,000
72300-9727000	Transfer to Storm Capital Fund	31,680,479
72300-9728000	Transfer to Water Quality Capital Projects	3,000,000
72100-9911400	Transfer to Alternative Transportation SRF	29,500

(b) There is hereby appropriated from the Wastewater Management Enterprise Fund (Accounting No. 72000) the amounts of money for Sanitary Capital Improvements (Accounting No. 72400) as indicated in the following tabulation, to be expended upon the order of the

Executive Director of Public Works or by duly authorized agents.

Item Number	Accounting Number Agency/Department Project Number and Title		Amount
1	72400-5061102 WMD Sanitary Capital Improvement		
2	PZ726	Annual Sanitary Improvements	$3,500,000
3	PZ718	Capital Project Support	1,500,000
4	PA785	E Cherry Creek Sanitary Upsizing	500,000
5	PZ726	Sanitary Master Plan Updates	150,000
6	PZ726	Sanitary Project Development	150,000
7		Total Sanitary Capital Improvements	$5,800,000

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(c) There is hereby appropriated from the Wastewater Management Enterprise Fund (Accounting No. 72000) the amounts of money for Storm Capital Improvements (Accounting No. 72700) as indicated in the following tabulation, to be expended upon the order of the Executive Director of Public Works or by duly authorized agents.

72700-5061102 WMD Storm Capital Improvement

Item Number	Accounting Number	Project Title	Amount
1	PA776	27th St Interceptor	$400,000
2	PA776	33rd Street Outfall	9,300,000
3	PH718	Cherry Creek Stabilization	250,000
4	PC707	Citywide Concrete Repair	2,000,000
5	PH718	E Yale Ave Storm	500,000
6	PA776	E. 16th Avenue System	1,500,000
7	PC708	General Storm	5,500,000
8	PH718	Goldsmith Gulch MDP & FHAD	100,000
9	PA776	Marion St. System	500,000
10	PA776	Park Hill System	5,000,000
11	PC708	Public Restrooms Program	300,000
12	PH725	Sanderson Gulch Reach 1	1,300,000
13	PC708	Storm Master Plan Implementation	250,000
14	PC708	Storm MP Update	1,250,000
15	PC708	Storm Project Development	500,000
16	PC708	USACE Implementation: SPR & Gulches	500,000
17	PC708	USACE Study & Design: CAP Program: River South	500,000
18		Total Storm Capital Improvements	$29,650,000

(d) There is hereby appropriated from the Wastewater Management Enterprise Fund (Accounting No. 72000) the amounts of money for Water Quality Capital Improvements (Accounting No. 72705) as indicated in the following tabulation, to be expended upon the order of the Executive Director of Public Works or by duly authorized agents.

72705-5061102 Water Quality Capital Projects

Item Number	Accounting Number	Project Title	Amount
1	PC708	Water Quality Implementation	$2,500,000
2	PC708	WQ Project Development	500,000
3		Total Wastewater Enterprise Fund Capital Improvements	$3,000,000

Section 13. Airport Enterprise Fund:

(a) There is hereby appropriated from the Airport Enterprise Fund (Accounting No. 73000) the amounts of money as are necessary for the operation, maintenance, equipment and capital expenditures of the Airport facilities for the year 2017, to be expended upon the order of the Chief Executive Officer of Aviation or by duly authorized agents for the purpose indicated in the following tabulation. This authorization for expenditures includes the capital equipment program as indicated in the following tabulation:

Accounting Number	Appropriation Accounts Title/Description	Amount
73130-6000000	Hotel	$33,544,619
73790-6000000	Customer Facility Charge	20,000,000
73810-6000000	Airport Enterprise Fund – Operations	429,972,252
73910-6000000	Worldport	1,000,000
73850-6000000	Capital Equipment and Improvements Fund	48,197,707

Authorized Capital Equipment Items:

Quantity	Description
4	Paving Equipment (Replacement)
8	Sweeper (Replacement)
23	Commercial Trucks (New/Replacement)
20	Software Equipment(New/Replacement)
5	Software (New/Replacement)
2	Hardware (New/Replacement)
100	Vehicles (New/Replacement)
6	Tractors (New/Replacement)
1	Painting Equipment (Replacement)
2	Printer/Plotter/Scanner (Replacement)
1	Mower Broom (Replacement)
1	Fire Engine (Replacement)
1	Exercise Equipment (Replacement)
1	Sidewalk Paver (Replacement)
1	Skid Steer Box Plow (Replacement)
1	Traffic Control Vehicle (Replacement)
1	Pressure Washer (Replacement)
1	Liner (Replacement)
1	Electric Grinder (Replacement)

(b) There is hereby authorized from the Airport Enterprise Fund (Accounting No. 73000) such expenditures as are necessary for the payment of interest on and principal of

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airport revenue bonds and airport special facilities revenue bonds, becoming due in the year 2017, to be expended by the Chief Financial Officer or by duly authorized agents.

(c) There is hereby authorized from the Airport Enterprise Fund (Accounting No. 73000) such expenditures as are necessary for the Special Facilities Revenue Bonds services and charges, not to exceed the available funds in said Special Facilities Revenue Bond Funds, to be expended by the Chief Executive Officer of Aviation or by duly authorized agents.

Section 14. Environmental Services Enterprise Fund:

(a) There is hereby appropriated from the Environmental Services Enterprise Fund (Accounting No. 78000) the amounts of money necessary for the operation, maintenance, and equipment of said enterprise activities for the year 2017, to be expended upon the order of the Executive Director of Environmental Health or by duly authorized agents, for the purpose indicated in the following tabulation. This authorization for expenditures includes the capital equipment program as indicated in the following tabulation:

Accounting Number	Appropriation Accounts Title/Description	Amount
78100-6506000	Environmental Services – Operations	$8,192,921
78100-9911400	Transfer to the Alternative Transportation SRF	295,000
78100-9784000	Transfer to Underground Storage Tanks SRF	733,500
78100-9785000	Transfer to Environmental Capital SRF	1,500,000

(b) There is hereby appropriated from the Environmental Services Enterprise Fund (Accounting No. 78000) the amounts of money for Environmental Services Enterprise Lowry Closure Fund (Accounting No. 78300) as indicated in the following tabulation, to be expended upon the order of the Executive Director of Environmental Services or by duly authorized agents.

Item Number	Accounting Number	Project Title	Amount
1	78310-6506102	Lowry Closure Fund	
2	EZ999	EQ Capital Transfer to Environmental Services Operating Fund	$750,000
3	EZ600	Hazardous Response Fund	2,911,157
4		Total	$3,661,157

DENVER THE MILE HIGH CITY

Item Number	Accounting Number	Project Title	Amount
5	78410-6506102	Underground Storage Tanks	
6	EZ999	EQ Capital Transfer to Environmental Services Operating Fund	$2,500,000
7	EZ005	Active Underground Storage Tanks	733,500
8		Total	$3,233,500
9	78500-6506103	Enviro Services Seed Capital	
10	EZ500	Environmental Capital Fund	$1,500,000
11		Total	$1,500,000
7	Total	Environmental Services Capital Improvements	$8,394,657

Section 15. Golf Enterprise Fund:

(a) There is hereby appropriated from the Golf Enterprise Fund (Accounting No. 79000) the amounts of money necessary for the operation, maintenance and equipment of said enterprise activities for the year 2017, to be expended upon the order of the Executive Director of Parks and Recreation or by duly authorized agents, for the purpose indicated in the following tabulation. This authorization for expenditures includes the capital equipment program as indicated in the following tabulation:

Accounting Number	Appropriation Accounts Title/Description	Amount
79100-7029000	Golf – Operations	$11,436,409
79310-7029000	Golf Bond Payment	$684,862

(b) There is hereby appropriated from the Golf Enterprise Fund (Accounting No. 79000) the amounts of money for Golf Enterprise Capital Improvements Fund (Accounting No. 79400) as indicated in the following tabulation, to be expended upon the order of the Executive Director of Parks and Recreation or by duly authorized agents.

79400-7029102 Golf Enterprise Capital Improvements

Item Number	Accounting Number	Project Title	Amount
1	RG100	Golf Water Infrastructure	$500,000
2		Total Golf Capital Improvements	$500,000

Section 16. The Executive Director of General Services shall, whenever practical, require in all specifications that items submitted for consideration on a bid to the city be manufactured in the United States.

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Section 17. Employee Pay. The appropriations set forth herein are based upon the following provisions for employee pay for the year 2017.

A. The following provisions shall apply to employees in the Career Service and employees not in the Career Service whose pay is administered in accordance with Career Service rules as provided in Chapter 18, D.R.M.C.:

1. Employees shall be eligible for merit increases in pay in accordance with Career Service Rule 13.
2. Employees shall receive no performance-based incentive payments pursuant to Chapter 18, Article I, Division 4, D.R.M.C.
3. The annual survey of generally prevailing pay rates shall be implemented as provided in Section 18-5, D.R.M.C., and Career Service Rule 8.

B. Employees subject to collective bargaining contracts shall be paid in accordance with such contracts.

Section 18. Appropriation Credits: Grants from the State of Colorado, transfers by reasons of services performed, concession fees and other receipts shall be credited to the appropriate funds, but shall in no case operate to increase any appropriation.

Section 19. Effective Date: This ordinance shall be effective January 1, 2017.

Section 20. Separability: If any part or parts of this ordinance shall be held to be illegal or unconstitutional, such illegality or unconstitutionality shall not affect the validity of the remaining parts of this ordinance. The Council hereby declares that it would have passed the remaining parts of this ordinance if it had known that such part or parts thereof would be declared illegal or unconstitutional.

THIS BILL IS THE ANNUAL APPROPRIATION ORDINANCE AND IS REQUIRED BY LAW IN ORDER TO IMPLEMENT THE CITY'S ANNUAL BUDGET AS ADOPTED BY CITY COUNCIL.

PASSED BY THE COUNCIL: November 28, 2016

_____ - PRESIDENT

APPROVED: _____ -MAYOR Nov 29, 2016

ATTEST: _____ - CLERK AND RECORDER, EX-OFFICIO CLERK OF THE CITY AND COUNTY OF DENVER

NOTICE PUBLISHED IN THE DAILY JOURNAL: November 21, 2016 ; December 2, 2016

PREPARED BY: Tom Migaki, Budget and Management Office DATE: November 12, 2016

Pursuant to section 13-12, D.R.M.C., this proposed ordinance has been reviewed by the office of the City Attorney. We find no irregularity as to form, and have no legal objection to the proposed ordinance. The proposed ordinance is not submitted to the City Council for approval pursuant to § 3.2.6 of the Charter.

Kristin M. Bronson, Denver City Attorney

BY: _____, Assistant City Attorney DATE: Nov 17, 2016

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CITY AND COUNTY OF DENVER

MAYOR'S 2017 BUDGET

VOLUME 2

DENVER
THE MILE HIGH CITY

CITY AND COUNTY OF DENVER

Mayor's 2017 Budget

Table of Contents

Agency/Program Detail

Overview 1
How to Read the Budget Narrative 3
Program Inventory 4

General Administration

General Administration Organizational Chart 29
Budget Summary 30
- Mayor's Office 31
- Civic Events 35
- Office of H.O.P.E. 36
- Office of Children's Affairs 37
- City Attorney 41
- Board of Ethics 47
- Excise and Licenses 49
- Office of the Independent Monitor 53
- Human Rights and Community Partnerships 57
- Office of Special Events 64
- Emergency Management and Homeland Security 67
- Office of Marijuana Policy 70

Economic Development

Economic Development Organizational Chart 75
Budget Summary 76
- Department Summary 77
- Economic Mobility Division 79
- Business Development Division 84
- Operations and Communications 88
- Division of Workforce Development Special Revenue Funds 91
- Denver Housing Division 96
- Affordable Housing Fund 100

Independent Agencies

Independent Agencies Organizational Chart 103
Budget Summary 104
- City Council 105
- Clerk and Recorder Budget Summary 108
- Office of the Clerk and Recorder Department Summary 109
- Division of the Clerk and Recorder Administration 110
- Election Division 113
- Auditor 116
- Denver District Attorney 121
- Denver County Court 125

DENVER
THE MILE HIGH CITY

CITY AND COUNTY OF DENVER

Mayor's 2017 Budget

Table of Contents

Office of the Municipal Public Defender 130
Office of Human Resources 133
Hearing Office 139
Board of Adjustment for Zoning Appeals 141
Civil Service Commission 143

Finance

Finance Organizational Chart 147
Budget Summary 148
Department Summary 150
Office of the Chief Financial Officer 152
Assessment Division 154
Treasury Division 157
Cash, Risk & Capital Funding 162
Office of the Controller 165
Division of Real Estate 168
Budget and Management Office 170
Workers' Compensation 173
Payments and Appropriations 176

Community Planning and Development

Community Planning and Development Organizational Chart 179
Budget Summary 180
Department Summary 181
Office of the Manager 183
Development Services 186
Planning Services 190
North Denver Cornerstone Collaborative 193

General Services

General Services Organizational Chart 195
Budget Summary 196
Department Summary 197
General Services Administration 199
Purchasing 201
Strategic Initiatives 204
Facilities Management 206
Arts and Venues Special Revenue Fund 209

Technology Services

Technology Services Organizational Chart 215
Budget Summary 216
Department Summary 217
Office of the Chief Information Officer 219

DENVER
THE MILE HIGH CITY

CITY AND COUNTY OF DENVER

Mayor's 2017 Budget

Table of Contents

Operations 222
Denver Media Services 227
Applications Development 230
Denver 311 234

Public Safety

General Administration Organizational Chart 237
Public Safety Budget Summary 238
Safety Departmental Budget Summary 239
Safety Department Summary 240
Safety Management 242
Safety Programs 245
911 Emergency Communications 250
Police Summary 253
Department Summary 254
Police Department – Administration 256
Police Department – Operations 260
Fire Summary 265
Department Summary 266
Fire Department – Administration 268
Fire Department – Operations 273
Sheriff Summary 276
Department Summary 277
Sheriff – Administration 279
Sheriff – Operations 283

Parks and Recreation and Cultural Facilities

Parks and Recreation and Cultural Facilities Organizational Chart 289
Parks, Recreation and Cultural Facilities Budget Summary 290
Parks and Recreation Budget Summary 292
Department Summary 293
Parks and Recreation Administration 296
Recreation 299
Parks and Planning 305
CSU Denver Extension 311
Mountain Parks 314
Buffalo Bill Museum 317
Golf 319
Denver Public Library 323
Other Cultural Facilities Support 329

Public Works

Public Works Organizational Chart 331
Budget Summary 332
Department Summary 334

DENVER
THE MILE HIGH CITY

CITY AND COUNTY OF DENVER

Mayor's 2017 Budget

Table of Contents

Office of the Executive Director 336
Finance and Administration 338
Policy, Planning and Sustainability 341
Right-of-Way Services 343
Capital Projects Management 349
Transportation and Mobility 354
Street Lighting 359
National Western Center Office 360
Street Maintenance 362
Solid Waste 365
Fleet Management 368
Asphalt Plant 373
Wastewater Management Division Administration 374
Wastewater Management Division Operations 378

Aviation

Aviation Organizational Chart 381
Budget Summary 382
Denver International Airport Enterprise Fund 384

Health

Health Organizational Chart 393
Budget Summary 394
Department Summary 396
Office of the Executive Director 398
Community Health 400
Public Health Inspection 404
Denver Animal Protection 406
Office of the Medical Examiner 409
Office of Sustainability 412
Environmental Quality 414
Other Appropriations 418

Human Services

Human Services Organizational Chart 423
Human Services Budget Summary 424
Department Summary 426
Administration 429
Business Management 434
Information Systems and Technology 436
Financial Services 438
Performance Improvement and Accountability 440
Family and Adult Assistance Services 443
Child Support Services 446
Community Outreach, Resources and Engagement 448

DENVER
THE MILE HIGH CITY

CITY AND COUNTY OF DENVER

Mayor's 2017 Budget

Table of Contents

Adult Protection Services 451
Child Care 453
Human Services State and Local Programs 455
Child Welfare Budget Summary 457
Family Crisis Center 458
Child Welfare Services 460
Denver's Road Home 460

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Agency Detail

Agency Detail

Overview

The Agency Detail section contains all agency budgets and a description of services. The Department and Agency Summaries include goals for the coming year and the resources dedicated to achieve those goals. The Agency Detail section also includes elements of the Mayor's Peak Performance initiative. Peak Performance requires agencies to create and monitor progress on strategic plans that include a vision, mission, mission-level metrics and strategies that supports agencies becoming more efficient and more effective. The Budget and Management Office facilitates this process on behalf of the Mayor's Office.

The Agency Detail sections are organized into the following functional areas:

General Administration
Economic Development
Independent Agencies
Finance
Community Planning and Development
General Services
Technology Services
Public Safety
Parks, Recreation, and Cultural Facilities
Public Works
Aviation
Environmental Health
Human Services

Departmental Summary

Charter departments and major organizational units utilize a **Department Summary**. The summary includes:

- An **Executive Overview** describing the functional units of the department and a list of its programs.
- A **Vision** explaining why an organization exists and the ultimate outcome the organization seeks to achieve.
- A **Mission** stating the department's purpose and goals.
- Department **strategies** describing both on-going and focused efforts to achieve the department's mission, and how it will improve its mission-level metrics. After each strategy, departments indicate which of the Mayoral Priorities the strategy primarily supports.
- **Mission-level metrics** are high level indicators that support the organization's mission. An explanation of the mission-level metrics often follows this section. These same metrics will be utilized as part of the City's Peak Performance reviews for all organizations that report directly to the Mayor. Mission-level metrics do the following:
    - Help decision-makers refine strategies and improve results
    - Help build community understanding of City and County programs
    - Provide performance data throughout the budget process as well as the rest of the year in order to help guide decision-making and future planning
    - Be reviewed regularly to help an agency monitor its progress

Agency Summary

The budget narrative contains a number of components: Overview, Strategies, Performance Measures, Performance Context, Budget Highlights, Significant Budget Changes and Capital Equipment.

- The **Overview** describes the agency's purpose and the major functions within the agency.
- For agencies that do not have a Departmental Summary, the following sections will be included:
    - Vision
    - Mission

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- Strategies
- Mission-level metrics

See descriptions for each of these elements in the Departmental Summary section above.

- **Performance Measures** quantify an agency's progress toward achieving its strategies and link to the mission-level metrics. These measures can include relevant workload, performance and outcome information. They are used in conjunction with mission-level metrics.

- The **Performance Context** includes a brief discussion of the performance measures to:
  - Identify an underlying historical trend or the source of information
  - Describe how a particular measure supports the program or agency's strategic plan
  - Explain large increase/decrease of a measure, particularly if resource changes impact the measure
  - Explain a new performance measure or why it is being tracked
  - Translate measures and acronyms that may be confusing

- The **Budget Highlights** include an Expenditures summary, a Personnel Complement summary and a Revenue summary.
  - The **Expenditure Summary** compares the prior year actual expenditures, the current year appropriation, and the ensuing year recommended budget.
  - The **Personnel Complement Summary** compares the prior year budgeted full-time equivalents (FTE), the current year appropriated FTE and the ensuing year recommended FTE. A full-time equivalent is based on 2,080 annual working hours per employee.
  - The **Revenue Summary** compares the prior year actual revenue, the current year estimated revenue, and the ensuing year projected revenue generated by the agency.
  - The **Special Revenue Fund Summary** identifies grant, intergovernmental and donation expenditures and FTE that are funded by these sources.
  - The **budgeted vacancy savings** are indicated for each agency. Vacancy savings are an estimate of the savings occurring from the time positions becomes vacant until they can be refilled. For agencies with 11-29 employees, vacancy savings is one percent of the total compensation costs. For agencies with 30 or more employees, vacancy savings is three percent of the total compensation costs. No vacancy savings are budgeted for agencies with 10 or fewer employees.

- The **Significant Budget Changes** explain notable increases and decreases in the 2017 recommended budget from the 2016 appropriation. Some particular changes that are identified each year are:
  - Changes in expenditures as a result of personnel changes, programmatic expansions or reductions, or committed savings.
  - Changes in revenue that cannot be explained by economic or population growth.
  - Impacts on particular agencies from citywide policy or budgeting changes (i.e., the impact on a particular department of division from changing the way on-call FTE counts are estimated).

- **Capital Equipment** lists all capital items that will require City Council approval, as well as other miscellaneous equipment items. It also identifies whether the items are new or replacement items and the source of funding.

How to Read the Budget Narrative

The budget narrative contains a number of components: Executive Overview/Overview, Strategies, Mission Level Metrics, Performance Measures, Performance Context, Budget Highlights, Significant Budget Changes, and Capital Equipment. Below is an explanation of how to read the budget narrative pages to easily learn about program performance, funding sources, personnel, and budget changes for 2017. The example below has been truncated.

Parks and Recreation and Cultural Facilities 1

Denver Public Library 2 **0801000**

Overview

The Denver Public Library (DPL) provides information, education and cultural programs; manages a collection of over two million books, periodicals, government publications, and audiovisual materials; provides professional reference and research services…;

Administration includes key activities such as policy development and direction, establishment of agency goals and objectives … 3

Vision 4

An inspired and engaged Denver.

Mission 5

The Denver Public Library connect people with information, ideas and experiences…

Strategies 6

- Putting more books into the hands of children and providing Reading Rocket bookmobile services to elementary school students. (Children and *Youth*)

Mission-Level Metrics/Performance Measures 7

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Circulation children's material	2,420,802	2,222,148	2,119,986	2,000,000	2,000,000

Performance Context 8

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

- This objective is measured by participation in programs and the number of children's materials checked out with the ultimate goal of...

Budget Highlights

	2015 Actual	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures					
Personnel Services					
Services and Supplies					
Capital Equipment					
Internal Services and Misc.					
Expenditures by Activity					
Administration and Support					
Collection & Technology					
Personnel Complement					
Administration and Support					
Revenue					
Fines and Forfeits					

9

10

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Public Services		
• An increase in personnel services due to pay adjustments with the new federal FLSA Non-Exempt threshold regulations.	0.0	$162,600.

Legend

1– Department or section of budget book

2 - Division name and organization number

3 - Agency's purpose, structure, and the major functions within the agency. It also provides a brief description of programs and activities performed by the organization.

4 – A sentence on what the organization aspires to become

5 – Explains why the organization exists and what it is trying to achieve

6 - Set of activities/initiatives to impact some change within a program. It also identifies which of the Mayoral Priorities it supports

7 – Metrics and measures quantify the agency's progress both from a mission level and an operational level

8 – Provides context to the measures by explaining the relevance of the data and what is being measured. Trends and data changes are identified as well.

9 - An expenditures summary, personnel complement (budgeted full-time equivalents), and a revenue summary (if applicable). It also includes a special revenue fund summary if applicable. Expenditures are identified by type of expenditure and both expenditures and personnel are identified by activity or work unit. Actual expenditures and personnel are only identified for 2015 because the 2016 financial records are not complete as of the publication of this book. Appropriated is the 2016 budgeted amount and the final year is the recommended amount for 2017. Change is the difference between the last two years.

10 - Identifies and explains notable increases and decreases in the recommended budget from the previous year's appropriation. Significant increases/decreases in revenue, and changes in personnel are identified. Capital equipment (capital items costing $50,000 or more and all vehicles) are also identified.

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The Program Inventory section contains all programs and services the Ciy provides to the community. It helps to answer what the City provides to its citizens instead of who provides the program, such as a specific agency. After the description of the program, there is a list of the agency or agencies responsible for providing the program. The Program Inventory facilitates prioritization during the annual budget process. These programs have multiple funding sources. For further information about a specific program or service, please refer to the corresponding agency's budget section.

Administration

Includes key activities such as policy development and policy direction, establishment of agency goals, objectives and guidance, purchasing, contract management, public education and media relations, and financial management, including budgeting and accounting.

311
City Attorney
Community Planning and Development
Denver County Court
Denver Public Library
Environmental Health
Excise and Licenses
Finance
Fire
General Services
General Services/Arts and Venues Denver
Human Resources
Human Rights and Community Partnerships
Human Services
Mayor's Office
Mayor's Office for Education and Children
Office of Economic Development
Office of Emergency Management and Homeland Security
Office of Human Resources
Office of the Independent Monitor
Parks and Recreation
Police
Public Works
Safety Administration
Technology Services
Sheriff

311 Operations

Provides customer service functions for City and County non-emergency services in an efficient manner by providing access to government services through one easy to remember number (311). Primary activities include service request documentation and routing, first-call resolution and neighborhood outreach.

Technology Services

911 Operations

Answers calls for emergency service within the City and County of Denver. Calls are processed by agents and when appropriate, redirected to Denver Health for medical emergencies or Denver Fire for fire-related emergencies. Primary activities include 911 call intake, law enforcement dispatch and performance management.

Safety Administration

Accounting (Citywide)

Maintains City ledgers and books (including debt, investments, revenues and expenditures, assets and liabilities), processes vendor disbursements and maintains the County property tax roll. Primary activities include accounting, payroll and financial reporting.

Department of Finance

Active Older Adults

Provides activities for adults over the age of fifty by focusing on education, socialization, physical activity and adult learning. Primary activities include arts and crafts classes, fitness classes and social enrichment events such as dances and luncheons.

Parks and Recreation

Adaptive Recreation

Provides recreational opportunities for youth, adults and seniors with disabilities. Primary activities include inclusionary programming, social enrichment and community excursions.

Parks and Recreation

Adult Sports

Manages tournaments for adult softball, flag football, basketball, volleyball, kickball and ultimate frisbee throughout the year at several venues, and also coordinates the citywide tennis program. Primary activities include serving more than 1,200 youth and adults with tennis lessons, leagues, camps and tournaments.

Parks and Recreation

Advocacy

Advocates for the rights of all people, fosters diversity and encourages participation in City government. Primary activities include Federal Americans with Disabilities Act (ADA) compliance, investigating discrimination complaints and legislation tracking.

Human Rights and Community Partnerships

Airport Legal Services

Provides legal services to the Department of Aviation. Such legal services include, but are not limited to, the areas of land use, real estate, finance, public debt, revenue, contracts, leases, licensing and associated ordinances. It also

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provides legal services to internal departments on general municipal law, contractual, public health, bankruptcy and environmental and pollution matters.

City Attorney

Animal Protection

Emphasizes public and animal safety and health and encourages responsible pet ownership through enforcing compliance with animal related laws, caring for animals sheltered at the Denver Animal Shelter, and providing vector control services. Primary activities include animal sheltering, pet adoptions and licensing and veterinarian services.

Environmental Health Arenas

Manages two of the largest City-owned, single unit spaces: The Denver Coliseum and Red Rocks Amphitheatre and Visitor Center. Denver Coliseum is used for circus performances, family entertainment shows, concerts, motor sport events, conventions, Denver Cutthroats hockey and the National Western Stock Show and Rodeo. Red Rocks Amphitheatre and Visitor Center is an acoustically-perfect, critically-acclaimed natural, open-air amphitheater. Management includes booking, event oversight, facilities maintenance, and food and beverage contracts.

General Services/Denver Arts and Venues

Arts and Culture

Provides all arts and crafts programs, such as pottery, sewing, cooking, drama, music, and dance/creative movement for visitors to the City's recreation centers. Primary activities include arts and crafts classes, language classes, and preschool age programming.

Parks and Recreation

Auditing

Responsible for auditing the operations and performance of City agencies, departments and programs to ensure the proper and efficient use of City resources, compliance with City contracts, and compliance with the City's prevailing wage ordinance. Primary activities include performance, financial and information technology audits, commissioning the annual independent audit and enforcing prevailing wage.

Auditor's Office

Aviation

Manages the operation, maintenance, planning, and development of Denver International Airport (DEN). Primary activities include safe and efficient day-to-day operations and airfield integrity for DEN's airport operations.

Aviation

Behavioral Health Strategies

Pilots and evaluates innovative criminal justice practices recommended by the Crime Prevention and Control Commission; administers marijuana youth diversion programming; and works closely with city agencies on efforts to bolster mental health services, combat homelessness, and reduce recidivism and jail bed days.

Human Services

Budget and Management Analysis

Enables agencies to effectively deliver public services through strategic allocation and management of resources by conducting financial analysis, business process improvement services, performance management, and capital planning. Primary activities include budget operations, financial analysis and performance management.

Department of Finance

Buffalo Bill Museum

Preserves and interprets the life and times of "Buffalo Bill" Cody for the benefit of residents and visitors of Denver. Primary activities include the collection, preservation and display of western art and artifacts, historical documents and "Buffalo Bill" Cody memorabilia.

Parks and Recreation

Business Development

Supports Denver's sustainable business and economic development goals by focusing on attracting target businesses, working to retain and grow existing Denver businesses, and conducting outreach and policy activities. Primary activities include creating partnerships, conducting analyses and overseeing two Business Assistance centers.

Office of Economic Development

Cable Franchise Administration

Administers, regulates and enforces the City's cable contracts with cable providers, manages capital funding, oversees construction of the Denver Institutional Area Network Environment (DIANE), and monitors contractual compliance for public access services. Primary activities include contract management, customer service and enforcement of regulations.

Technology Services

Capital Projects

Provides planning, programming, design, construction and project management services for building and maintaining the City's infrastructure including buildings, roadways and wastewater infrastructure. Primary activities include managing transportation projects and representing the City in other major projects.

Public Works

Care and Custody of Inmates (Medical)

Contracts for routine medical care and prescriptions to detainees held at the County Jail, Downtown Detention Center, and Correctional Care Medical Facility (CCMF). Primary activities include the provision of medical services and evaluations for detainees who need special psychiatric care, utilization management and managing a dialysis program.

Sheriff

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Care and Custody of Inmates (Security)

Provides a safe and secure environment for inmates and staff and reduces jail violence and suicide attempts by ensuring that inmates are protected and/or separated from other detainees based on need or behavior. Primary activities include overseeing the populations at the Denver County Jail and the Downtown Detention Center.

Sheriff

Cash, Risk and Capital Funding

Primary activities include financial management, risk assessment and analysis, administration of banking services, cash and investments, debt issuance and administration, safety, and risk financing.

Department of Finance

Child Care Assistance

Helps families achieve and maintain financial self-sufficiency by establishing and enforcing child and medical support services and by paying vendors and providers for the daycare of children whose parents are eligible for such services. Primary activities include education, information and technical assistance to Denver Childcare providers, parents and community groups.

Human Services

Child Support Services

Plans and directs activities to effectively recover support from absent parents. Primary activities include absent parent location, paternity testing, child support order establishment, and enforcement services to TANF, non-TANF, interstate and Denver families.

Human Services

Child Welfare and Youth Protection

Protects Denver's children and youth by providing services and advocacy to promote family stability and strengthen family connections to community resources.

Human Services Child Welfare and Youth Protection

City Clerk

Serves as the custodian of Denver City records, such as City Council proceedings, ordinances, municipal and building codes, and lobbyist registrations. Primary activities include issuing marriage licenses and committed partnership certificates, campaign finance, lobbyist and bidder disclosure records, and records management.

Office of the Clerk and Recorder

City Council

Enacts all ordinances, levies taxes, appropriates monies for all City government operations, and holds weekly public meetings. Functions as the legislative branch of the City and is comprised of 13 elected members. Primary activities include legislative services and city council operations.

City Council

City Planning

Responsible for preparing plans and regulatory tools that guide future growth, enhancement, and preservation of the Denver community. Primary activities include citywide and small area planning, plan implementation, infrastructure investment, and public engagement and communications.

Community Planning and Development

Civil Litigation

Represents the City and County of Denver in all civil litigation involving revenue, taxation, bankruptcy, and recovery of other monies owed the City. Primary activities include providing legal advice and representation to the Denver Department of Human Services (DDHS), representation in the majority of tort actions filed against the City and representing the City in all employment related litigation and administrative appeals of discipline.

City Attorney

Classification, Compensation, Benefits and Wellness

Maintains the classification and pay plans for Career Service positions, manages the full range of employee benefits, and oversees the Unemployment Compensation and Prevailing Wage Programs for the City. Primary activities include supporting the collective bargaining process for Police, Fire and Sheriff, managing the City's wellness program and identifying and implementing human resource information system (HRIS) upgrades and general maintenance.

Office of Human Resources

Code Administration and Enforcement

Coordinates the development permitting process, from concept to certificate of occupancy, for all residential and commercial construction projects. This program manages plan review, permitting and inspection services in collaboration with public, private and non-profit partners to enhance and preserve safe, high quality and sustainable development for a vibrant Denver. This program also inspects businesses to ensure compliance with City ordinances; investigates complaints; and administers the City's alarm ordinances. Primary activities include plan review and permitting, inspections and issuing fines and administrative citations to individuals and businesses that are not in compliance with current City ordinances.

Community Planning and Development
Excise and Licenses

Collections and Technology Services (DPL)

Selects, processes and catalogs books, audiovisual materials and online resources for adults and children for the Denver Public Library system. Key activities include cataloging and processing materials, collections development and interlibrary loans.

Denver Public Library

Colorado Convention Center

One of the country's largest and most successful convention, trade show and business meeting facilities. The facility has a significant economic impact on the region and generates substantial tax revenue and private sector employment opportunities. Primary activities include day-to-day operation of the Center.

General Services/Denver Arts and Venues

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Colorado State University Extension

Provides educational programs for Coloradans in their communities. Primary activities include creating programs that cater to citizens along the entire life continuum, from youth to older adults, from the very poor receiving food stamps to the established renter or homeowner, and even to commercial operators in agriculture.

Parks and Recreation

Community/Civic Engagement

Empowers and serves the people and communities of Denver. Primary activities include community engagement, promotion of government participation and human rights support.

Human Rights and Community Partnerships

Community Corrections

Provides an alternative to the sentencing of inmates by the State Department of Corrections. It is a precursor to acceptance at a community-based program. Primary activities include electronic monitoring, pre-trial services, residential programs and substance abuse treatment.

Safety Administration

Community Health Services

Improves Denver's quality of life through community-oriented public health services such as the Denver Office of HIV Resources and the Denver Healthy People program. Primary activities include health education, outreach and coordination and health policy.

Environmental Health

Community Relations

Educates and informs the public of library services, resources and programs. This program supports the work of the library by providing marketing, marketing research, public relations, publication design, and promotions and also, works in conjunction with the Denver Public Library Friends Foundation to develop the Library's private fundraising efforts. Primary activities include marketing and communication, community outreach and publication and design.

Denver Public Library

Community Relations/Outreach

Supports events of interest to the whole community (City membership in local, state, and national organizations and the City's legislative lobbyists). Primary activities include City Membership Affiliations and Legislative Lobbyists.

Mayor's Office

Community Service Programs (Safety)

Operates a Work Release Program for sentenced misdemeanants and a Community Corrections Program as an alternative to Department of Corrections sentencing, which acts as a precursor to acceptance at a community based program. Primary activities include Adult Work Offender Program (AWOP), Juvenile Work Offender Program (JWOP) and Victim Information and Notification Everyday (VINE).

Sheriff

Community Workforce Development

Provides employment support services, skills assessment, and training development that target the City's unemployed, underemployed and working poor residents. Primary activities include operating workforce centers, jobseeker services and business services.

Office of Economic Development

Community and Civic Engagement

Designs and implements mechanisms for community outreach and engagement for effective and comprehensive community-based problem solving.

Human Rights and Community Partnerships

Construction Management

Manages the reconstruction or remodeling of City buildings and related infrastructure, provides in-house design engineering services and manages contracted architect and engineering services. The primary activity is contract management providing coordination, management, tracking, verification and control of Citywide contract needs.

Public Works

County Clerk

Prepares, receipts and indexes all documents presented for recording. The program also manages digital imaging which is the process of scanning recorded documents into the digital imaging system and performing final quality control verification. Primary activities include customer service, digital imaging, and document recording.

Office of the Clerk and Recorder

Court Services

Provides a safe and secure environment within courtroom settings for the public, inmates and court and jail staff. Primary activities include providing security services for City, County and District courts, serving warrants and other court orders, and transporting incarcerated defendant between trial and detention facilities.

Sheriff

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Crime Lab

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.

Police

Criminal/General Sessions Court

Adjudicates City ordinance violations other than traffic and state misdemeanors and hears felony cases through preliminary hearings.

Denver County Court

Cultural Enrichment

Strives to enrich the lives of present and future generations through Denver Art Museum, Botanic Gardens, Museum of Nature and Science, Denver Zoo and the Denver Municipal Band.

Cultural Facilities

Cultural Programs & Public Art

Advances the arts and culture through activities such as the Five Points Jazz Festival, Youth One Book One Denver and the Mayor's Awards for Excellence in Arts and Culture. Cultural Programs also runs the Create Denver initiative, supporting Denver's economy by cultivating creative enterprises and fostering a community that attracts, cultivates and mobilizes creative entrepreneurs. Public Art administers the One Percent for Public Arts program. Additionally, this group stages cultural activities and books events in McNichols Building in Civic Center Park**.**

General Services/Denver Arts and Venues

Denver Employees Fitness Center

The Denver Employee Fitness Center (formally the Wellness Center) is now managed and operated by Denver Parks and Recreation in order to better align business practices and to continually improve the services offered to employees. The Fitness Center will benefit from the expertise of DPR by creating strong recreational and fitness programs.

Parks and Recreation

Denver Media Services

Provides live and repeat coverage of City Council and selected committee meetings, public hearings, news conferences, election events, and public policy programming as the City's official television station. Primary activities include product development, product management and program scheduling.

Technology Services

Denver Performing Arts Complex

The Denver Performing Arts Complex is a world-renowned, state-of-the-art performing arts center covering 12 acres, including the Ellie Caulkins Opera House, Boettcher Concert Hall, Temple Hoyne Buell Theatre, The Galleria, Sculpture Park, Limelight Supper Club and Lounge, and Helen Bonfils Theatre Complex. Management includes booking, event oversight, facilities maintenance, and food and beverage contracts.

General Services/Denver Arts and Venues

Denver's Road Home

The primary program charged with working collaboratively with community partners and other city programs to help those who are experiencing homelessness. Implements strategic initiatives adopted by the Mayor's Commission on Homelessness and coordinates the strategic and cost effective delivery of human services in response to specific community needs.

Development Engineering

Determines developer required improvements and reviews private development plans for regulatory compliance in the areas of transportation, survey, right-of-way management and wastewater. Development Engineering also provides inspections and permits for construction of private development projects, in conjunction with the private use of the City rights-of-way. Primary activities include survey administration, inspections, plan reviews, right-of-way permitting and implementing project controls.

Public Works

Direct Services

Works toward giving every individual, within the City and County of Denver, an equal opportunity to participate fully in all aspects of life. Primary activities include sign language interpretation services, compliant investigation (disability access) and discrimination complaints (intake and mediation process).

Human Rights and Community Partnerships

District Attorney

Prosecutes misdemeanor, juvenile and felony cases in County, Juvenile and District Courts. Primary activities include maintaining an active community education and crime prevention program and providing assistance to witnesses and victims of crime.

District Attorney's Office

Economically Sustainable Communities

Provides funds and assistance for nonprofit facility improvements, neighborhood programs, and the development of new and rehabilitated affordable housing units. Primary activities include housing, neighborhood and community development grants; lending and investments; and supports community-wide collaboration.

Office of Economic Development
Office of Housing and Opportunities for People Everywhere (HOPE)

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Elections

Provides comprehensive election services for the City and County of Denver including voter services, election operations, logistical support, and election administration. Primary activities include administration, operations and voter records and relations.

Office of the Clerk and Recorder

Emergency Preparedness, Response and Mitigation

Ensures the City has appropriate and effective planning capabilities for large scale incidents and that City agencies are properly exercised and coordinated in response/recovery missions to any natural or manmade disaster. The program also manages and coordinates all activities related to public and environmental health, mass fatality and animal response to ensure a comprehensive approach to providing consistent incident management and effective and efficient interagency coordination to prepare for, and respond to, natural or man-made incidents within the City and County of Denver. Primary activities include managing the Emergency Operations Center, procuring and coordinating resources needed during an emergency or disaster, activating emergency warning systems, citizen and City staff preparedness training and planning, damage assessment and recovery, and development of regional capabilities.

Office of Emergency Management and Homeland Security

Employee Communications (Citywide)

Provides City employees with critical Human Resources information in a timely fashion, responds to all media information requests, publishes/distributes the monthly citywide InSight newsletter and marketing brochures addressing programmatic and benefits topics. Primary activities include responding to all media, employee, and Colorado Open Records Act (CORA) information requests, publishing and distributing marketing brochures, and event coordination.

Office of Human Resources

Employee Relations and Training

Drafts and interprets CSA rules, addresses issues of importance to employees and managers, oversees the City's ADA Program, and administers the Citywide Training Program to provide education, growth and development opportunities for City employees.

Office of Human Resources

Energy Management

Manages the acquisition, negotiation, monitoring, tracking and payment of utility bills for electricity, natural gas, steam, chilled water, water and sewer consumed in selected City facilities, and participates in the City’s energy conservation efforts. Primary activities include a web-enabled Energy Accounting System; Benchmarking, a Total Cost of Ownership approach to asset management, and a best practices operations and maintenance (O&M) program.

General Services

Environmental Liability Management

Manages the City's environmental liability through assessing environmental risks and by minimizing activities that present the risk of future environmental liability. Impacts to air, land, water, and structures are addressed under this program. Primary activities include assessments (sites, land and buildings), outreach, coordination and inspections.

Environmental Health

Environmental Sustainability

Implements and supports environmental sustainability initiatives for City operations and the private sector, the program-guided development of Denver's Climate Action Plan, and programs to reduce greenhouse gas emissions in order to position the City as a national leader in global efforts to meet the needs of the present without compromising the needs of future generations. Primary activities include Education, Outreach, and Coordination and Sustainability Support.

Environmental Health
Mayor's Office

Ethics

Provides ethics training to City employees and officials; publishes an ethics handbook; provides general information regarding the Code of Ethics; and handles inquiries and complaints regarding possible violations of the Code of Ethics. Primary activities include providing ethics training sessions for all new employees and officers; issuing formal advisory opinions and informal advice about ethics issues; and, responding to citizen and employee complaints about ethics issues involving the City of Denver government personnel.

Board of Ethics

Executive Administration

Directs all City agencies and departments except those administered by other elected officials, delivers the highest quality services at the lowest possible cost, and develops the City's economic base. The Mayor's Citywide Strategic Framework prioritizes Youth, Jobs, and the Public Safety/Safety Net. These priorities are supported by Denver's sustainability and customer experience improvement efforts. Primary activities include department oversight and collaboration, citywide performance expectations, and organizational priorities.

Mayor's Office

Facilities Management

Repairs and maintains City-owned buildings and provides custodial and security services. Primary activities include providing security and other contract services, repairing building systems and equipment, and conducting special event set-ups.

General Services

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Family and Adult Assistance/Protection

Coordinates program activities with employment and support resources to assist families' transition to employment, as well as to provide adult protection, self-sufficiency services, and medical assistance to the elderly and disabled. Primary activities include customer support, family and adult services and community support.

Human Services

Facilities & Security Management (DPL)

Provides security, safety, custodial and facilities maintenance services for the Central Library and 25 branches.

Denver Public Library

Fire Operations Support

Provides effective support functions unique to the Fire Department. Primary activities include training to new firefighters and tenured firefighters, dispatches personnel and equipment to fires, acquires and maintains firefighting, safety and communication equipment, and maintains Fire Department facilities.

Fire

Fire Prevention and Investigations

Addresses safety through decreasing the incidence and severity of fire, explosion, release of hazardous substances, and through ensuring safety at places of public assembly. Primary activities include code enforcement, plan review and fire safety inspections, fire safety permit issuance, fire safety licensing and fire investigations.

Fire

Fire Suppression and Emergency Response

Extinguishes all fires, responds to medical assistance calls, hazardous materials incidents, automobile accidents and other emergencies. Airport Fire and Rescue provides emergency services at the airport including aircraft accident mitigation. Primary activities include fire suppression and emergency response, airport emergency response, fuel inspections and intergovernmental assistance.

Fire

Fitness

Coordinates and offers many different types of fitness classes through the recreation centers. Primary activities include offering a variety of fitness classes in recreation centers citywide, hiring and scheduling certified fitness instructors and locating substitute instructors.

Parks and Recreation

Fleet Logistics Office

Manages parts for the Fleet Management program in order to achieve savings and service level improvements through inventory reductions, overhead cost reductions, and purchasing process improvements. Primary activities include

procurement. Main activities include procurement, distribution, and management of repair and maintenance parts for the City's fleet of vehicles and equipment.

Public Works

Fleet Management

Maintains the City fleet through inventory management, procurement of vehicles and equipment and purchase fuel for City fleets. Primary activities include maintenance operations, materials handling and equipment replacement.

Public Works

Forensics and Evidence

Works to aid victims of crime through excellence in criminal investigations. Main activities include identification of evidence and analysis and interpretation of exhibits.

Police

Golf

Operates and maintains the City's golf courses, driving range and pro shops at eight locations. Primary activities include grounds maintenance, nightly watering functions and providing starters and rangers for the golf courses.

Parks and Recreation

Graffiti

Removes graffiti from private and commercial property, as well as in the public right-of-way. Primary activities include coordinating graffiti removal projects through volunteer recruitment; maintaining operation of a paint bank for residents; and, coordinating a series of special community involvement projects and initiatives.

Public Works

Hearings and Mediation

Provides employees and agencies free mediation for employment disputes using volunteer employee and outside mediators, and provides training and support for mediators. Primary activities include providing a fair and neutral appeal process for City employees in accordance with the Career Service Rules.

Hearing Office

Housing

Works with non-profit and for-profit developers to encourage the development of affordable housing. Primary activities include leveraging grant funding and other financial support to increase affordable housing options in Denver and the preservation of expiring affordable housing units.

Economic Development
Office of Housing and Opportunities for People Everywhere (HOPE)

FOR CITY SERVICES VISIT DenverGov.org | CALL 311

Human Resources (Civil Service)

Administers the testing process for entry-level and promotional classified positions within the Denver Police and Fire Departments. Primary activities include administrative support to the Police and Fire Departments including entry-level/promotional testing, background investigations, applicant screenings, and disciplinary appeals processes for classified members.

Civil Service Commission

Human Resources Services

Provides support for the Shared Services initiative and provides day-to-day support to agencies and departments, primarily in the areas of consultation, performance management and employee relations. Primary activities include aligning core HR and safety functions with business practices and facilitating the development of a positive culture built around communication, respect, collaboration, and results.

Office of Human Resources

Human Services Legal Services

Provides legal advice and representation to the Department of Human Services. Such legal services include, but are not limited to, the areas of protection of vulnerable populations, child support establishment and collection, administrative employment discipline cases, tort and employment law litigation, and legal advice, consultation and training.

City Attorney

Investigations

Manages the investigative function of the police department. Primary activities include follow-up investigations of offenses, examination and analysis of physical evidence, and preparation and submittal of cases to the District Attorney for prosecution.

Police

Licensing

Processes and performs final action on all pertinent applications, licenses and renewals. It also handles the processing of all applications for liquor, special events and cabaret licenses. All public hearings relative to the department are scheduled and assigned hearing officers.

Excise and Licenses

Major Crimes

Assists in the apprehension of criminals and investigation of criminal acts and provides support for crime victims through the following proactive and preventative units: Robbery and Homicide Bureau, Sex Crimes, Missing and Exploited Persons Unit, Domestic Violence and Child Abuse Unit, Sex Registration Unit, Victim Assistance Unit, and Denver Assessment Response Team (DART).

Police

Marijuana Policy

Recommends, administers and implements goals, objectives and priorities related to marijuana policy for the City and County of Denver, and ensures that the city's policies are consistent with emerging local, state and federal policies. Primary activities include partnerships between city agencies/departments to establish and implement policies and regulations related to marijuana, coordination with these agencies regarding the oversight and enforcement of regulations, public education campaigns, and liaising with other jurisdictions and stakeholder groups regarding marijuana issues and policies.

Children's Affairs
City Attorney
Environmental Health
Excise and Licenses
Fire
Office of Marijuana Policy
Police

Marketing (Arts and Venues)

Increases the utilization of the facilities and generates new revenue by promoting cultural tourism in local, regional, national and international markets and develops corporate sponsorships of the facilities and events.

General Services/Denver Arts and Venues

Marketing (Citywide)

Provides expert assistance and centralized marketing and public relations to all City departments and agencies for developing, implementing, and publicizing events and programs serving City businesses and residents. Primary activities include creating and maintaining brand and logo standard and overseeing sponsorship strategy development resources for programs citywide.

Technology Services

Medical Examiner/Coroner

Investigates all deaths reportable by statute to determine the cause/manner of death, assumes control over evidence, provides expert consultants and witnesses, and coordinates death investigations. Primary activities include autopsies, body transfers and mortuary services, and death certifications.

Environmental Health

Medical/Clinical Health Services

Provides effective coordination with Denver Health & Hospital Authority to ensure best practices and effective metrics are in place when providing medical services to Denver's most vulnerable populations.

Environmental Health

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Mobility/Operational Planning

Provides policy guidance and prepares long-range transportation and infrastructure related plans for the department. Primary activities include the review, analyses and proactive efforts to improve federal, state and regional transportation, infrastructure and special district policies that affect the City and County of Denver.

Public Works

Mountain Parks

Maintains and operates 46 parks and conservation areas totaling more than 14,000 acres in Jefferson, Douglas, Clear Creek, and Grand counties. Primary activities include the operation of the Chief Hosa Lodge and Campground, visitor assistance and emergency response, hiking train/road maintenance, forest management, and care for two bison herds.

Parks and Recreation

Municipal Legal Services

Provides legal services for the City, including Denver International Airport (DEN) regarding land use, development, parks and open space, zoning, the acquisition and sale of land and interests therein. Primary activities include providing legal services to City agencies and departments on general municipal law, contractual, public health, bankruptcy, and environmental and pollution matters.

City Attorney

Municipal Public Defense

Provides high quality legal representation to indigent persons charged with municipal ordinance violations facing the possibility of jail. Primary activities include meeting with clients, conducting legal research, and representing clients in court.

Office of the Municipal Public Defender

Natural Resource Protection and Management

Manages forestry, natural areas, open waters, and wildlife; provides heavy equipment support to parks operations, and educates and supervises professional park rangers in the urban and mountain park system. Primary activities include forestry, park monitoring and natural area management.

Parks and Recreation

Outdoor Aquatics

Staffs, operates and supports 16 outdoor pools for the City's Recreation Division. Key activities include aquatics programming such as American Red Cross swimming lessons, organizing recreational activities, and programming for people with disabilities as well as organizing special events.

Parks and Recreation

Outdoor Education

Plans, markets and coordinates the delivery of outdoor activities to youth, adults and seniors who might otherwise not be able to experience the educational and environmental values of Colorado's natural resources. Key activities include providing interactive programs to raise public awareness of the natural environment and the environmental values of Colorado's natural resources.

Parks and Recreation

Parking

Manages on-street (meters and signed parking regulations) and off-street (lots and garages) parking assets, enforces parking regulations and collects related fines. Primary activities include enforcing parking regulations, collecting parking fines and penalties, and administering the Residential Parking Permit and Smart Card programs.

Public Works

Parks and Recreation Maintenance

Maintains and repairs all park facilities, park buildings, recreation centers, fountains, and the regional trail system. The program also manages engineering and construction for bond and capital improvement projects for recreation centers, fountains, trails, roads, parking lots, tennis courts, and park structures. Key activities include supporting special events held in parks; staffing and managing the deployment of the band wagon and show wagon for festivals; and conducting an annual preventative maintenance program

Parks and Recreation

Parks Maintenance (Water Conservation)

Leads strategic planning on best practices implementing projects that promote low-use water practices. Key activities include low water landscape conversions, irrigation design review and product specification, xeriscape gardens and on-going re-use water coordination with Denver Water to further support low-use water practices.

Parks and Recreation

Parks Permitting

Issues permits to individuals and organizations for picnic sites, athletic fields, tennis courts, assemblies, special events, performance stage use, and revocable vending permits.

Parks and Recreation

Parks Planning, Design and Construction

Provides strategic planning, park master planning, project management, long-range planning, development review and development of the capital improvement program for parks, natural areas, trails, and recreation facilities. Key activities include the development review of public or private projects affecting the park system and assets; long-range strategic and master planning; project management for capital design and construction projects.

Parks and Recreation

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Patrol

Provides a variety of services including uniformed patrol, crime prevention, emergency incident response, ordinance and statute enforcement, nuisance and criminal investigations, and community problem-solving and partnerships. Primary activities include responding to calls from Denver Citizens, the Public Nuisance Abatement Unit and the Gang Bureau.

Police

Police Operations Support

Provides effective administrative services as well as support functions unique to law enforcement agencies that enable the Chiefs and the Department to carry out their mission. Primary activities include managing the Finance Bureau, the Civil Liability Bureau, the Public Information Officer and Legislative Unit, the Internal Affairs Bureau, the Court Liaison Unit, the Mental Health Unit, and the Crisis Intervention Team. The program also oversees the Research, Training and Technology Division and the Police Fleet Maintenance unit.

Police

Police/Sheriff Oversight

Ensures appropriate handling of community and internal complaints by monitoring the investigations of uniformed police and sheriff personnel and making recommendations to the Manager of Safety regarding disciplinary actions for unformed personnel. Primary activities include accepting citizen complaints, community outreach and managing the community-police mediation program.

Office of the Independent Monitor

Probation

Conducts assessments and evaluations of defendants and makes sentencing recommendations to the Court. The department monitors compliance with Court Orders for those sentenced to probation. Primary activities include evaluation and treatment referral services for drunk drivers and domestic violence offenders.

Denver County Court

Property Assessment

Appraises/records Denver's real and personal properties, certifies and tracks special tax districts valuations and annual tax increments for tax increment financing (TIF) projects, maintains tax exemption records, and generates value notices. Primary activities include administration, real estate appraisal and business personal property.

Department of Finance

Prosecution and Code Enforcement

Handles all municipal citations relating to traffic, general sessions, environmental, and juvenile offenses. Primary activities include handling nuisance abatement matters in civil court and involuntary commitments of persons, minors and adult.

City Attorney

Public Health Assurance

Enforce compliance with regulations to minimize the risk of communicable and infectious diseases and facilitates environmental protection through technical assistance, education, environmental assessments, and enforcement. Primary activities include inspections, investigations and complaint response.

Environmental Health

Public Services (DPL)

Provides access to the Denver community's largest reference and research center, makes available popular and general books and audiovisual materials for circulation and presents programs for families. Primary activities include circulation and library card registration, maintenance and display of circulating collections, and preservation of historical materials.

Denver Public Library

Public Trustee

Processes foreclosure actions and provides foreclosure information and assistance prior to sale of properties, conducts public auctions, deeds unredeemed property involving mortgages in default, and processes releases of deeds of trust. Primary activities include customer service, foreclosure auctions, public auctions, and releases of deeds of trust.

Office of the Clerk and Recorder

Purchasing

Acquires goods and services for agencies Citywide through best practices procurement methods and provides opportunities for qualified firms to participate in the City’s procurement of goods and services. Primary activities include citywide administration for the procurement card and travel card programs as well as the management of surplus property activities.

General Services

Real Estate Management

Performs strategic assessment of the City's real estate portfolio via an assessment of short and long term real estate needs and maximizes asset efficiencies and financial resources available to the City for the benefit of employees and citizens. Primary activities include acquisitions and dispositions, leasing, and asset management.

Department of Finance

Records

Custodian of the recordings archives and repository of all of the documents received and recorded by the Clerk and Recorder Recording Section. Primary activities include conducting searches of Denver County-recorded documents.

Office of the Clerk and Recorder

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Recreation Centers and Indoor Pools

Offers a variety of classes, activities and programs to youth, adults, seniors, and people with disabilities along with operating the City's 13 indoor pools. Primary activities include competitive swimming teams, aqua aerobic classes, parent-tot lessons, and other recreational sports.

Parks and Recreation

Recruitment (HR/Talent Acquisition)

Provides recruitment, testing and selection services for City agencies with emphasis on a full life cycle model in meeting the business needs of its clients.

Office of Human Resources

Sheriff Operations Support

Develops, implements and manages training programs for Denver Sheriff Department employees, performs background checks on all deputy sheriff applicants, maintains the National Crime Information Center (NCIC), and collects inmate processing fees. Primary activities include training, resource development and overseeing contracts for inmate medical services.

Sheriff

Solid Waste Management

Manages and operates a safe, cost-effective, and environmentally responsible solid waste services and programs for the benefit of Denver residents. Primary activities include weekly trash collection service, regularly scheduled large item pickup, recycling collection, fee-based composting, and graffiti removal from public right-of-ways and approved private and commercial property.

Public Works

Special Events

Coordinates enhanced special event services to residents of Denver, event and film organizers, and other City agencies. Primary activities include facilitating interagency efforts, tracking and monitoring events, and engaging in outreach to impacted residents.

Office of Special Events

Special Needs

Provides recreational opportunities for youth, adults and seniors with disabilities as well as a variety of assistance payments and social services to eligible residents of Denver. Primary activities include Aid to the Blind, Aid to the Needy Disabled, General Assistance and Community Centered Board for Developmental Disabilities.

Human Services

Special Operations

Promote public safety through traffic enforcement, security and education. Primary activities include the Traffic Operations Bureau and Traffic Investigations Bureau, including Photo Traffic Enforcement, and the Juvenile Bureau. The program also provides the Mayor's executive Security Unit as well as a police presence at Denver International Airport.

Police

Street Maintenance

Maintains public streets and alleys, including resurfacing, pothole patching, street sweeping, and snow removal. Primary activities include street resurfacing and reconstruction, alley maintenance and grading, concrete repair and construction and producing asphalt.

Public Works

Tax Collection and Compliance

Collects, records and deposits all City taxes and other revenues; manages the City's cash, investments and debt; disburses money as required by law; and enforces tax compliance. Primary activities include payment processing and returns correction, tax compliance, tax collection, tax auditing and asset recovery.

Department of Finance

Technology Applications

Develops and maintains integrated software and data solutions for City agencies. Primary activities include 911 Communication Center Support, Custom Applications/Document Management, and Internet and Intranet Services.

Technology Services

Technology Customer Support

Provides phone-based computer support for desktops, laptops, and PDAs that are essential to City employees. Primary activities include Cellular Device Management, Desktop Services (PCs, Laptops, Handhelds), and Help Desk Services.

Technology Services

Technology Enterprise Architecture

Consists of the development, utilization, and maintenance of the City's enterprise applications and databases, including the enterprise resource planning suite of financial, human resources, constituent relationship management, and web portal systems. Primary activities include enterprise service development and support, security design and audit and technology architecture and design.

Technology Services

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Technology Infrastructure

Provides network services essential to both City employees and citizens. Primary activities include data Backup, Restoration, and Disaster Recovery; Messaging (Email and Anti-SPAM); Infrastructure Design and Support (Data Center, Network, Video); and, Network Security and Monitoring.

Technology Services

Technology Program Management

Delivers program management, project management, and budget development assistance to City agencies for technology projects. Primary activities include IT Governance, Project Management and Oversight, and Standards and Policies.

Technology Services

Traffic/Civil Court

Adjudicates all City ordinance traffic tickets, parking violations, civil lawsuits up to $15,000, name changes and landlord-tenant matters. Primary activities include issuing restraining orders, summonses, garnishments and transcripts of judgment as provided by State Statute.

Denver County Court

Traffic/Mobility Management

Maintains and operates the traffic control system in Denver. Primary activities include the managing of the Transportation Management Center, traffic signal design, review and maintenance and managing the signs and pavement markings.

Public Works

Trash Collection

Operates weekly trash collection service, bi-weekly recycling program, and large item pick-up and manages special programs for yard and tree waste collection, compost training and litter removal. Primary activities include the Denver Recycles program, Large Item Pickup (LIP) and the Keep Denver Beautiful program.

Public Works

Vehicle Impound Operations

Removes and stores abandoned vehicles from the streets of Denver, collects fees and charges due on impounded vehicles to cover City costs incurred and maintains auto theft records, repossession and private tow logs for law enforcement agencies. Primary activities include the intake, storage, security, release and disposal of confiscated or abandoned property.

Sheriff

Vehicle Registration and Licensing

Titles and registers all motor vehicles owned by private and corporate residents of the City and County of Denver in accordance with State statutes. Primary activities include administration and the branch/processing center.

Department of Finance

Warrants

Manages over 65,000 active warrants and restraining orders issued by Denver County Court and coordinates the transportation and court appearances of in-custody defendants. Primary activities include providing the Police Department 24-hour verification of County Court warrants, processing over 31,000 new warrants annually, and creating over 18,000 bonds through the bonding office.

Denver County Court

Wastewater Operations

Maintains storm and sanitary sewer systems by monitoring, cleaning, repairing and rehabilitating/reconstructing system components. Primary activities include systems maintenance, quality control and construction operations.

Public Works

Workers' Compensation

Administers the City's self-insured workers' compensation program, evaluates claims and authorizes payments. Primary activities include administration and claims.

Department of Finance

Youth Programs

Promotes positive youth development through afterschool programming, school readiness and academic success programs, youth crime and violence prevention/intervention, and curfew enforcement. Primary activities include youth Diversion programs, afterschool programming and school readiness and academic success programs.

Department of Finance
Mayor's Office for Education and Children
Parks and Recreation
Safety Administration

Zoning Appeals

Provides reasonable relief from the technical requirements of the Zoning Code upon the satisfaction of Zoning Code conditions, allowing citizens to develop and use their property in the most orderly and efficient manner. Primary activities include case management, public notification and stakeholder communication.

Board of Adjustment for Zoning Appeals

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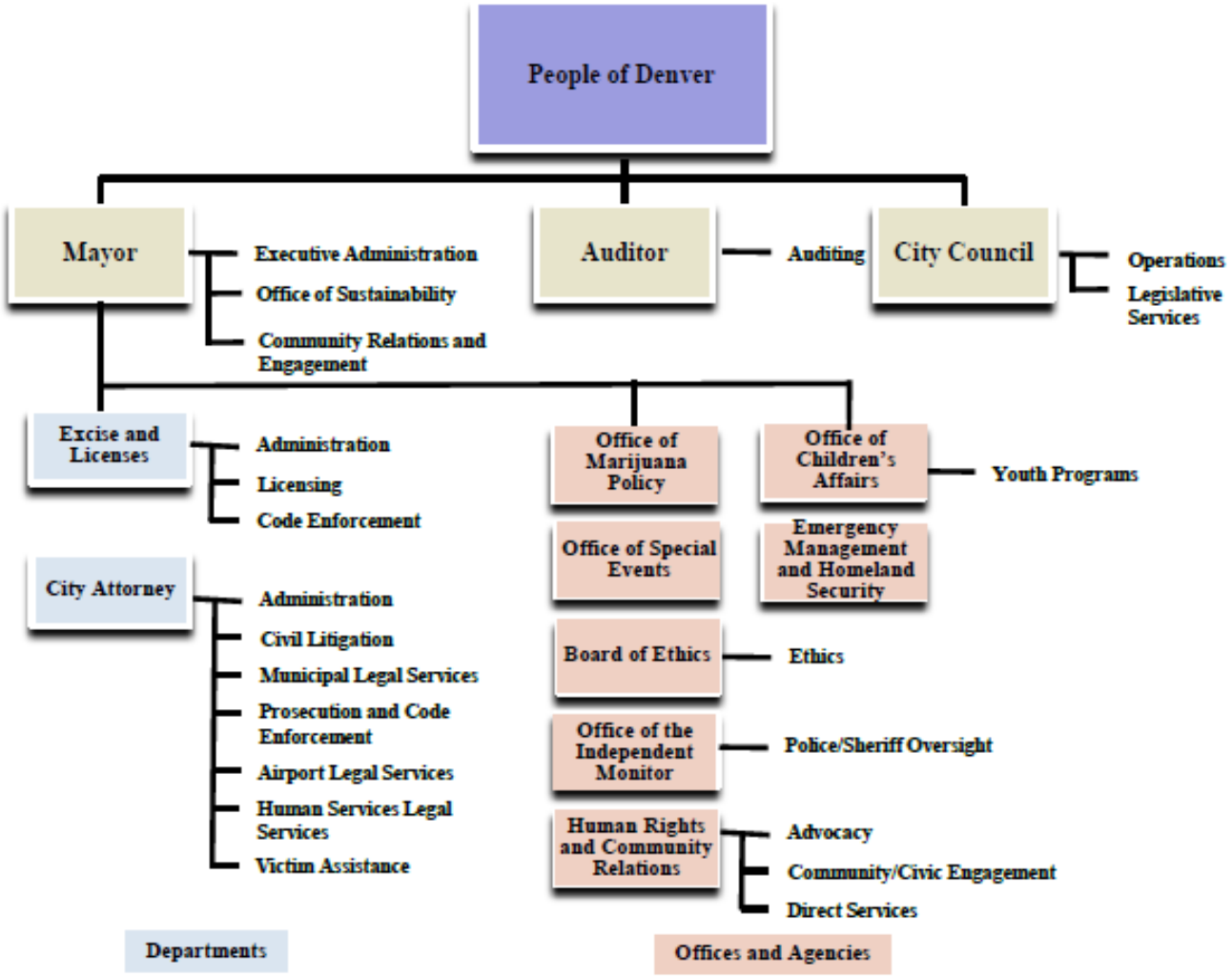
General Administration

General Administration Organizational Chart



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General Administration

General Administration Budget Summary 5533000

	2015 Actuals	2016 Appropriated	2017 Recommended
Agencies			
Mayor's Office	1,748,731	1,620,798	1,642,395
Civic Events	811,271	981,875	1,061,429
Office of Children's Affairs	2,070,044	3,113,914	3,357,521
Office of HOPE	0	0	650,000
Board of Ethics	125,280	129,721	138,857
Human Rights and Community Partnerships	1,345,644	1,914,453	2,543,690
Office of Independent Monitor	1,353,127	1,482,570	1,558,712
Emergency Management and Homeland Security	582,346	692,983	827,221
Office of Special Events	344,814	493,685	671,563
Office of Marijuana Policy	0	1,210,064	1,628,452
Excise & Licenses	3,370,737	3,231,931	3,244,736
City Attorney	25,316,981	29,706,566	30,853,815
Total	**37,068,976**	**44,578,560**	**48,178,391**
Expenditures			
Personnel Services	31,343,728	35,138,028	38,341,950
Services and Supplies	5,631,669	9,353,984	9,761,633
Internal Services and Misc.	93,579	86,548	74,808
Total General Fund	**37,068,976**	**44,578,560**	**48,178,391**
Special Revenue Funds			
General Government	5,186,281	7,387,362	4,176,440
Total Special Revenue Funds	**5,186,281**	**7,387,362**	**4,176,440**
Grants			
Grants	13,351,244	14,882,552	7,981,183
Capital Grants	2,160,227	91,344	300,000
Total Grants	**15,511,471**	**14,973,896**	**8,281,183**
Personnel Complement			
General Fund			
General Fund Operations - Civilian	301.45	329.34	347.04
Special Revenue Funds			
General Government - Civilian	13.55	11.15	12.05
Public Safety - Civilian	3.00	0.75	0.00
Total Personnel Complement	**318.00**	**341.24**	**359.09**

Overview

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 six agencies and offices. The Mayor's Office directs all city departments, agencies and offices except those administered by other elected officials, and delivers services through the following programs.

The **Executive Administration** program goal is to deliver the highest quality services at the lowest possible cost and develop the City's economic base. The Mayor's Citywide Strategic Framework prioritizes children, jobs and safety. Additional priorities include: increasing safe mobility choices; strengthening Denver's neighborhoods; increasing housing affordability and accessibility; improving livability and sustainability; and making city government more accessible and customer-friendly. Every agency and every employee has the potential to make a difference in these priority areas. Additional top initiatives for 2017 include:

- Affordable and Workforce Housing
- Economic and Transportation Mobility
- Crime Prevention and Public Safety
- Homelessness, Mental Illness and Substance Abuse
- Community Planning and Development
- Community Engagement
- Peak Performance

The **Community Relations and Engagement** program goal is to support events of interest to the whole community. This also includes city membership in local, state and national organizations and the City's legislative lobbying efforts.

The **Environmental Sustainability** program goal is to implement and support environmental sustainability initiatives for city operations and the private sector.

Vision

To deliver a world-class city where everyone matters.

Mission

To provide leadership in developing policies and priorities that promote Denver's growth and stability and advocate those policies and priorities on behalf of the citizens of Denver. 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 all citizens.

Strategies

Improving affordability and accessibility of housing

As property values, housing prices and rentals continue to rise, Mayor Hancock is working on a variety of approaches to keep Denver affordable and accessible to families of all income levels. Those strategies include:

- Coordinating partner and city agency efforts to address housing needs through the newly created Office of HOPE.
- Allocating $5.4 million in the 2017 budget to initiate a comprehensive and more sustainable affordable housing program.

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- Advancing for City Council consideration an ordinance to create Denver's first dedicated funding stream to create, preserve, and rehabilitate affordable housing. Should Council pass this ordinance, it would generate an estimated $150 million over the next 10 years to create 6,000 affordable housing units.

Increasing transportation and mobility options

Mayor Hancock has placed a high priority on improving and increasing safe mobility choices for people to move throughout the city. As the population grows and more people attempt to move around the city each day, providing safe and accessible mobility options becomes critical. The Mayor's Office will lead several efforts in 2017, including:

- Enhancing the safety of sidewalks and crosswalks for pedestrians.
- Increasing and improving bike connections through additional bike lanes and two miles of additional protected bike lanes.
- Continuing to explore and support innovative options to access mobility choices.
- Increasing investment in paving by establishing a new paving crew for an additional 50 miles of paving on arterial and collector streets each year.

Enhancing crime prevention strategies

Mayor Hancock is focused on keeping Denver one of the safest cities in America for residents and visitors by:

- Hiring dozens of additional police officers, including many dedicated to the downtown area.
- Using crime data to more effectively employ crime-prevention strategies.
- Improving 911 call answering performance and emergency response times.
- Continuing to support numerous reforms within the Sheriff Department and detention facilities.
- Continuing to improve the efficiency and transparency of employee discipline processes.
- Implementing a robust employee wellness program to develop a culture of resiliency.
- Implementing body-worn cameras for all police officers who interact with the public.

Strengthening the social safety net

Mayor Hancock is committed to providing a comprehensive social safety net for the most vulnerable populations through the following initiatives:

- Providing food, housing, child-care, and other basic need assistance to eligible Denver residents.
- Providing emergency services – including overnight shelter beds, mental health treatment, and substance abuse prevention – for Denver's homeless population.
- Ensuring a mix of housing types across the affordability spectrum to meet the many needs of Denver's population, including market-rate, workforce, affordable, and special needs housing.
- Protecting vulnerable children and adults from abuse, neglect and exploitation while fostering healthy families and communities.

Delivering more opportunity for all of Denver's children

Mayor Hancock has developed several goals for Denver's children and is working with internal agencies and community partners through the Denver Children's Cabinet and Denver Education Compact to ensure all kids are prepared to compete and succeed in today's global economy. Strategies include:

- Increasing access to and participation in high-quality early childhood education.
- Increasing the number of students who read proficiently by the end of third grade.
- Increasing access to quality out-of-school time programs such as MY Denver, Healthy Lifestyles and 2A-funded programs.

- Increasing the number of students who complete a postsecondary pathway and gain employment.
- Decreasing the number of youth who are not in school and do not have a job.
- Increasing the number of children who are at a healthy weight.

Building a diverse and innovative economy for the future

Mayor Hancock is strategically connecting every business, big and small, with customized solutions to compete in a 21st century economy by ensuring that city government is efficiently:

- Working with partners such as the Downtown Denver Partnership to evaluate the future of the city's urban core, including the 16th Street Mall, Denver Performing Arts Complex and parks and other public spaces.
- Processing record numbers of building permits, plan reviews and site inspections.
- Delivering on transformative construction projects such as Denver Union Station and FasTracks as well as mixed-use neighborhood and redevelopment projects.
- Deepening capital access and funding pools for start-up, early stage growth and expansion firms.
- Creating new global market opportunities for exports and foreign direct investment in part by launching additional international flights.
- Refocusing workforce development programs and services to support changing demands and needs to keep Denver's productive, knowledgeable workforce the best in the nation – with a particular emphasis on today's youth – tomorrow's workforce.

Improving the livability and sustainability of Denver's neighborhoods

Mayor Hancock is enacting policies that will ensure Denver grows smart by protecting neighborhoods, parks and open spaces that are:

- Designating additional acres of park land across the City.
- Facilitating transit-oriented developments and promoting multiple modes of transportation.
- Implementing initiatives to achieve the city's 2020 sustainability goals.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	1,609,269	1,451,941	1,470,324	18,383	1.3%
Services and Supplies	133,598	168,209	171,423	3,214	1.9%
Internal Services and Misc.	5,864	648	648	0	0.0%
	1,748,731	**1,620,798**	**1,642,395**	**21,597**	**1.3%**
Expenditures by Activity					
Administration	1,748,203	1,620,798	1,642,395	21,597	1.3%
Environmental Sustainability	528	0	0	0	0.0%
	1,748,731	**1,620,798**	**1,642,395**	**21,597**	**1.3%**
Other Program Funding Sources					
Grants	45,528	0	0	0	0.0%
General Government SRF	146,130	160,000	153,340	(6,660)	(4.2%)
	191,659	**160,000**	**153,340**	**(6,660)**	**(4.2%)**
Total Program Expenditures	**1,940,389**	**1,780,798**	**1,795,735**	**14,937**	**0.8%**

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Personnel Complement (Budgeted)					
Administration	15.00	14.00	13.00	(1.00)	(7.1%)
Total Personnel Complement	**15.00**	**14.00**	**13.00**	**(1.00)**	**(7.1%)**
Revenue					
Use Charges	56	0	0	0	0.0%
Internal Service and Indirect Cost	520	0	0	0	0.0%
Miscellaneous Other	425	0	0	0	0.0%
	1,001	**0**	**0**	**0**	**0.0%**
Vacancy Savings			(29,776)		

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Executive Administration		
• A decrease in personnel services due to the transfer of an administrative officer position to the Office of Special Events.	(1.00)	(121,500)

Capital Equipment

None.

Overview

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.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Services and Supplies	811,271	981,875	1,061,429	79,554	8.1%
	811,271	**981,875**	**1,061,429**	**79,554**	**8.1%**
Expenditures by Activity					
Civic Events Administration	811,271	981,875	1,061,429	79,554	8.1%
Total Program Expenditures	**811,271**	**981,875**	**1,061,429**	**79,554**	**8.1%**

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Civic Events		
• An increase in services and supplies for rate increases for city memberships and contracts.	0.00	79,600

Capital Equipment

None.

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Overview

The Office of Housing and Opportunity for People Everywhere (H.O.P.E.) is a new agency that will work closely with the Mayor's Office, Denver's Road Home, Denver Human Services, and the Office of Economic Development's Denver Housing Division to bring a coordinated and comprehensive approach to the policies, programs, and projects along the full homeless to housing spectrum. It will break down silos, refocus city agencies, and create a unified and forceful effort to help those in need access resources to find a home.

Once an executive director and staff are hired, the Office of H.O.P.E. will develop a more robust overview and identify a vision, a mission, strategies, and performance measures.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	0	0	397,163	397,163	0.0%
Services and Supplies	0	0	252,837	252,837	0.0%
	0	**0**	**650,000**	**650,000**	**0.0%**
Expenditures by Activity					
Office of HOPE	0	0	650,000	650,000	0.0%
Total Program Expenditures	**0**	**0**	**650,000**	**650,000**	**0.0%**
Personnel Complement (Budgeted)					
Office of HOPE	0	0	4.00	4.00	0.0%
Total Personnel Complement	**0**	**0**	**4.00**	**4.00**	**0.0%**

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Housing		
• An increase in personnel services for four FTEs including an executive director, a communications director, a data analyst, and an administrative assistant.	4.00	397,200
• An increase in services and supplies for computers, desks, office furniture, office supplies, data subscriptions, and other needs to create the office.	0.00	252,800

Capital Equipment

None.

DENVER THE MILE HIGH CITY

Overview

The Office of Children's Affairs (OCA) is charged with working together with city agencies, Denver Public Schools (DPS), 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 has been charged with 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.

The Youth Programs goal as it relates to OCA is to focus on three key areas: Basic Needs, Kindergarten Readiness, and Academic and Professional Success.

- **Basic Needs** 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 toward 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.

- **Kindergarten Readiness** is focused on providing comprehensive care and education to ensure that children in Denver ages 0-5 have the necessary foundation for success in kindergarten and throughout their school career. This includes managing nearly $9 million of Head Start grant funding to serve 1,153 children through six community providers. Additional responsibilities include improving the quality and delivery of Head Start services, management of Countdown to Kindergarten, administering the Five By Five Program (access to 15 of Denver's world class cultural partners such as museums and performing arts to eligible families) and fiscal and contractual oversight of the Denver Preschool Program.

- **Academic and Professional Success** leverages community partnerships to increase access to and improve quality of programs and services that support Denver children and youth in and out of school. Additionally, OCA works in partnership with Denver Public Schools to support Denver's education landscape, recognizing that academic success requires support outside the classroom. Primary activities include: Corridors of College Success to support transitions to college and career; Out of School Time initiatives (Denver Afterschool Alliance, and Denver Quality Afterschool Connection); the MY Denver Card program (supporting access to cultural facilities and increasing participation); facilitating the City's participation in the My Brother's Keeper initiative, Mayor's Youth Commission, Mayor's Youth Awards and Mile High Scholars.

Vision

To deliver a city where all children, youth and their families have the opportunity to succeed.

Mission

To ensure that the basic needs of all Denver children and youth are met, ensure that all children are ready for kindergarten and all youth are prepared for academic and professional success.

Strategies

- Increase access to quality programs and services. *(Children and Youth)*

- Increase participation in quality programs and services. *(Children and Youth)*

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- Increase quality of programs and services. *(Children and Youth)*

- 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 strategies to improve outcomes for Denver children. *(Children and Youth)*

Mission-Level Metrics	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Projected
Number of meals served in the Afterschool Meal program	131,595	149,612	149,423	151,500	151,750
The percentage of Denver Great Kids Head Start students that have literacy skills needed to be ready for kindergarten	81.8%	84%	84%	90%	100%
The percentage of Denver Great Kids Head Start students that have the math skills needed to be ready for kindergarten	70.4%	78%	78%	80%	100%
Number of Denver Youth enrolled with access to the MY Denver card	37,260	64,241	65,957	70,000	73,000
Number of unduplicated children served by Summer programs as a result of 2A	1,174	1,373	1,091	2,000	2,000
Number of unduplicated children served by afterschool programs as a results of 2A	2,113	1,330	1,250	1,250	1,250

Performance Measures	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Number of visits to cultural venues by children in the Five by Five Program	40,000	45,000	45,000	15,000	20,000
Percentage of Head Start teachers with a Bachelors degree for each delegate agency	64.9%	75%	75%	75%	80%
Number of students served by afterschool and summer programs through the Healthy Lifestyles curriculum	N/A	N/A	2,455	2,500	3,500

Performance Context

The majority of the programs supported by the Office of Children's Affairs run on a school-year calendar and therefore, straddles two calendar years. Note that for purposes of the measures above, 2017 projected numbers include the school year that begins in 2016. The estimated numbers for 2016 account for the 2015-2016 school year.

The **Afterschool Meals and Summer Meals Program** numbers combine both programs on a calendar year. Program goals include reducing wasted meals and increasing the number of children served where need exists.

Kindergarten readiness is measured by an assessment tool called Teaching Strategies Gold. There are six domains that are assessed: social- emotional skills, physical skills, cognitive skills, literacy skills and math skills. For purposes of the budget book, only three are identified, but information is available on all six domains. The percentage represents the four year olds in the Denver Great Kids Head Start program who were assessed at the end of the school year as having the level of skill needed to be ready for kindergarten entry. These are not necessarily children who have been with the Head Start program for the entire school year. The 2016 goal and 2017 projections are joint goals agreed upon between the City and its Head Start delegate agencies. Note: The TS-Gold © data for 2016 is not yet aggregated and analyzed.

Further, the target goals under the estimated and objective column above reflect "aspirational" goals and a target that the Head Start Program is making concerted efforts to achieve.

The **MY Denver program** began as a pilot in 2012 and was expanded to include all Denver school aged children for 2013 as a result of the passage of 2A. There are approximately 108,784 eligible children and youth.

As a result of the passage of 2A, the Office of Children's Affairs funded **out of school programs** in the summer and during the school year starting in the summer of 2013. Note that the amount of funds distributed is the same each year and so the number of youth served will not grow significantly.

Visits to Cultural Partner venues are possible through the **Five By Five Program**, which provides qualifying families of children 0-5 with access to cultural experiences that support kindergarten readiness. In 2016, OCA implemented a new data tracking system that tracks individual student visits rather than each family member. The average family unit is between 4-6 members in the Head Start program. This new technology has provided better data overall to help inform programming and outreach, and is used to update and refine the program strategic plan.

The **Healthy Lifestyles** program funds out of school programs in the summer and during the school year through allocation of retail marijuana special tax revenue. Participants must be in 4th-8th grades. Comprehensive program sites require participants to complete a 10-hour healthy lifestyles curriculum. The first grant awards were distributed in the summer of 2015; therefore there is no data available prior to that. Programming occurring during the school year was implemented in the fall of 2015, and a second round of funding for both summer and the 2016 school year was completed in spring 2016. Outcome data collected in the summer of 2015 was used to set a baseline for the impact of the Healthy Lifestyles curriculum on participating youth. The number of participants in 2017 will increase due to increasing funding and grants.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	963,998	1,166,333	1,234,900	68,567	5.9%
Services and Supplies	1,094,736	1,938,681	2,114,721	176,040	9.1%
Internal Services and Misc.	11,310	8,900	7,900	(1,000)	(11.2%)
	2,070,044	**3,113,914**	**3,357,521**	**243,607**	**7.8%**
Expenditures by Activity					
Administration	623,206	759,823	665,604	(94,219)	(12.4%)
Early Childhood Care and Education	27,795	99,594	80,090	(19,504)	(19.6%)
Youth Development	123,324	127,007	178,620	51,613	40.6%
After School and Summer Programs	1,068,550	1,867,647	2,171,191	303,544	16.3%
Basic Needs	122,714	128,603	129,183	580	0.5%
Education	104,456	131,242	132,833	1,591	1.2%
	2,070,044	**3,113,914**	**3,357,521**	**243,607**	**7.8%**
Other Program Funding Sources					
Grants	10,460,893	10,789,176	4,883,569	(5,905,607)	(54.7%)
General Government SRF	409	100	150	50	50.0%
	10,461,302	**10,789,276**	**4,883,719**	**(5,905,557)**	**(54.7%)**
Total Program Expenditures	**12,531,347**	**13,903,191**	**8,241,240**	**(5,661,951)**	**(40.7%)**

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Personnel Complement (Budgeted)					
Administration	4.45	6.20	4.45	(1.75)	(28.2%)
After School and Summer Programs	1.00	1.00	3.00	2.00	200.0%
Basic Needs	1.00	1.00	1.00	0	0.0%
Early Childhood Care and Education	1.00	1.00	1.00	0	0.0%
Education	1.00	1.00	1.00	0	0.0%
Youth Development	1.00	1.00	1.75	0.75	75.0%
	9.45	**11.20**	**12.20**	**1.00**	**8.9%**
Other Program Funds FTE					
General Government SRF	9.10	7.55	7.55	0	0.0%
Total Personnel Complement	**18.55**	**18.75**	**19.75**	**1.00**	**5.3%**
Revenue					
Miscellaneous Other	(2,037)	0	0	0	0.0%
	(2,037)	**0**	**0**	**0**	**0.0%**
Vacancy Savings			(23,659)		

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Youth Programs		
• An increase in personnel services due to the creation of a contract compliance technician to support the healthy lifestyles program.	1.00	62,900
• An increase in services and supplies due to an increase in funding from marijuana tax revenue.	0.00	687,100
• A decrease in services and supplies related to a one time budget roll forward from 2015 to 2016 due to the closing out of school year after school contracts.	0.00	(512,000)
• A decrease in grant expenditures due to a new uniform cutoff date for budgeting purposes.	0.00	(5,905,600)

Capital Equipment

None.

Overview

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.

Administration includes key activities such as policy development and direction, establishment of agency goals, objectives and guidelines, purchasing, contract management, public education and media relations, and financial management, including budgeting and accounting. In addition, the section represents the City and County of Denver in complex transactional negotiations and specialized forms of litigation unique to local governments.

The **Civil Litigation** section's goal is to represent the City in all civil litigation involving revenue recovery in the areas of taxation, bankruptcy, and other monies owed the City. In addition, the section provides representation in tort actions filed against the City and represents the City in employment-related litigation.

The **Municipal Legal Services** section's goal is to provide legal services for the City related to land use, development, parks and open space, zoning, and the acquisition and sale of land. The section also handles commercial litigation matters, in addition to Rule 106 of the Colorado Rules of Civil Procedures and zoning matters. In addition, the program provides legal services to City departments and agencies involved in public finance. It also provides legal services to City agencies and departments on general municipal law and contractual, public health, bankruptcy, and environmental matters.

The **Prosecution and Code Enforcement** section's goal is to handle all municipal citations relating to traffic, general sessions, environmental, marijuana and juvenile offenses. In addition, it represents the Department of Excise and Licenses on licensing matters. The section also handles nuisance abatement matters in civil court, as well as civil involuntary commitments of persons pursuant to the State of Colorado's mental health, alcohol, drug abuse, and developmental disability commitment statutes.

The **Airport Legal Services** section's goal is to provide legal services to the Department of Aviation. Services include areas of land use, real estate, finance, public debt, revenue, contracts, leases, licensing, and associated ordinances. It also represents the airport in litigation matters.

The **Human Services Legal Services** section's goal is to provide legal representation to the Denver Department of Human Services (DDHS). Services include the areas of protection of vulnerable populations, child support establishment and collection, administrative employment discipline cases, tort and employment law litigation, and legal advice, consultation and training.

The **Victim Assistance** section is part of the Municipal Victim Assistance and Law Enforcement (VALE) ordinance that established victim assistance programs within the Police Department, District Attorney's Office, City Attorney's Office and County Court. Historically, this section was administered in Special Revenue Funds in each of these four agencies; however, beginning in 2015, the section was moved to the General Fund. Revenue is a surcharge applied to all municipal ordinance violation convictions (except for parking tickets), which the City Attorney's Office uses to provide advocacy and support services for all crime victims. The section also provides support for the Rose Andom Center, a Family Justice Center that will provide coordinated services to domestic violence victims from 25 distinct agencies.

Vision

To be recognized as leaders in municipal law practice, on a statewide and national level, because of our innovative practices, streamlined operations, high levels of courtroom success, and productive and rewarding work environment.

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Mission

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

Strategies

- Maintain and improve efficiency and effectiveness of legal counsel and policy guidance while continuing to make training available for each section to be used to enhance legal counsel, policy guidance, and subject matter expertise. *(Customer Experience)*
- Maintain and improve the safety of Denver's residents through skillful litigation practices. *(Safety Net)*
- Provide proficient legal services that support the City's efforts to enhance and maintain financial integrity and fiscal responsibility. *(Sustainability)*
- Provide targeted legal services that support the City's ability to develop, conserve and preserve its physical assets. *(Sustainability)*
- Continue to focus on and enhance employee engagement, productivity and job satisfaction through diversity and inclusiveness trainings while also emphasizing the importance of interdepartmental communication to drive understanding and efficiencies in regards to various work roles within CAO. *(Customer Experience)*
- Ensure high standards of safety and rates of compliance in the marijuana industry by providing legal guidance and support on the evolving marijuana regulations and policies. *(Public Safety)*

Performance Measures	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Employment Law/Claims Litigation					
Percent of claims cases successfully resolved in the pre-litigation phase to avoid litigation expenditures	95%	95%	94%	95%	95%
Percent of employment matters successfully defended in administrative proceedings	90%	90%	85%	90%	90%
Percent of tort/employment lawsuits successfully dismissed or resolved through pretrial litigation and settlements	95%	94%	94%	90%	90%
Workers' Compensation					
Percent of contested hearings held with favorable outcomes	N/A	75%	69%	60%	60%
Percentage of stipulations involving litigated claims	N/A	82%	80%	80%	80%
Municipal Legal Services					
Percent of contracts prepared without rejection from the Auditor's Office due to errors	98%	98%	98%	98%	99%

Performance Measures	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Prosecution and Code Enforcement					
Percent of viable nuisance abatement cases presented by the police that temporarily prevented the use of property to commit illegal acts	99%	99%	99%	99%	100%
Airport Legal Services					
Percent of bankruptcy matters that are analyzed thoroughly and pursued to the fullest extent	100%	100%	100%	100%	100%
Percent of contracts prepared without rejection from Auditor's Office due to errors	98%	98%	100%	98%	100%
Human Services Legal Services					
Percent of permanency planning cases that achieve timely outcomes that align with clients case plans at strategic states of Child Protection Matters litigation	99%	90%	98%	90%	99%
Percentage of open cases that have Child Support Orders	89.5%	89.7%	91.4%	90%	90%

Performance Context

- The Percent of **tort/employment lawsuits** successfully dismissed or resolved through pre-trail litigation varies based on a variety of different types of cases that can occur on any given year.

- In 2015, there was a 50% increase in the number of claims analyzed thoroughly, pursued to the fullest extent, and successfully settled in the Litigation Section. There were a number of contributing factors which led to the significant increase in the number of claims settled in 2015:
  - There was a 40% increase in the number of new claims filed in 2015 (561 in 2015; 401 in 2014)
  - There was a 53% decrease in the backlog of claims pending at the end of the year (38 at year-end 2015; 82 at year-end 2014)
  - There was an 88% increase in the number of claims closed in 2015 (601 closed in 2015 versus 319 closed in 2014). The significant increase in the number of claims closed in 2015 is most likely attributed to the 2015 Peak Performance innovation targeting the claims process that was implemented in 2015.

- Contested **Worker's Compensation** Hearing outcomes are generally affected on a year to year basis based on a variety of different types of cases that are received. It is generally considered above average if 50% or more of cases have a favorable outcome for any given city. In 2015, 11 of the 16 contested workers' compensation hearings were held with favorable outcomes, saving the City significant payouts.

- In 2015, only 3 **Municipal Legal Services contracts** prepared out of 2,211 were rejected, resulting in a 99.9 percent success rate.

- In 2015, 1,622 nuisance **abatement cases** were handled. For those cases involving vehicles, as well as real estate, 100 percent of the cases accepted by the City Attorney's Office resulted in action being taken that **temporarily prevented**

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the use of property to commit illegal acts. While vehicles are seized, real property is not; however, restrictions are placed upon real estate to prevent the use of property to commit illegal acts.

- In 2015, 215 **contracts were prepared** for Denver International Airport (DEN), and zero were returned for correction, yielding a 100 percent success rate. All **bankruptcy cases were filed** (or processed), and all of them were reviewed to the fullest extent and handled appropriately to ensure the best result for DEN, yielding a 100% success rate.

- Human Services Legal Services is required to perform **permanency planning hearings** within three months after the decree of disposition. The client agency is required by the Federal Child and Family Services Review Process to meet the standard 98 percent of the time.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	22,781,188	25,741,419	27,176,911	1,435,492	5.6%
Services and Supplies	2,471,372	3,915,061	3,626,364	(288,697)	(7.4%)
Internal Services and Misc.	64,421	50,087	50,540	453	0.9%
	25,316,981	**29,706,566**	**30,853,815**	**1,147,249**	**3.9%**
Expenditures by Activity					
Administration	3,029,405	3,623,072	3,247,813	(375,259)	(10.4%)
Civil Litigation	5,162,347	6,044,059	6,121,231	77,172	1.3%
Municipal Operations	1,939,169	3,378,453	3,861,448	482,995	14.3%
Muni Legal Services	2,817,052	2,549,224	2,644,230	95,006	3.7%
Prosecution and Code Enforcement	3,973,640	4,548,012	5,150,271	602,259	13.2%
Victim Assistance	837,635	868,913	834,273	(34,640)	(4.0%)
Airport Legal Services	2,445,878	2,805,288	3,422,118	616,830	22.0%
Human Services Legal Services	5,111,856	5,889,546	5,572,431	(317,115)	(5.4%)
	25,316,981	**29,706,566**	**30,853,815**	**1,147,249**	**3.9%**
Other Program Funding Sources					
Grants	160,234	480,213	325,164	(155,049)	(32.3%)
General Government SRF	2,729,007	4,908,919	2,000,000	(2,908,919)	(59.3%)
	2,889,241	**5,389,132**	**2,325,164**	**(3,063,968)**	**(56.9%)**
Total Program Expenditures	**28,206,222**	**35,095,699**	**33,178,979**	**(1,916,720)**	**(5.5%)**
Personnel Complement (Budgeted)					
Administration	7.00	9.00	10.00	1.00	11.1%
Airport Legal Services	15.00	17.00	19.00	2.00	11.8%
Civil Litigation	49.00	55.00	54.00	(1.00)	(1.8%)
Human Services Legal Services	48.75	51.75	47.75	(4.00)	(7.7%)
Muni Legal Services	20.00	20.00	20.00	0	0.0%
Municipal Operations	21.00	22.00	25.00	3.00	13.6%
Prosecution and Code Enforcement	36.00	45.00	47.00	2.00	4.4%
Victim Assistance	9.75	9.75	8.75	(1.00)	(10.3)%
	206.50	**229.50**	**231.50**	**2.00**	**0.9%**

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Other Program Funds FTE					
General Government SRF	**1.95**	**2.00**	**2.00**	**0**	**0.0%**
Total Personnel Complement	**208.45**	**231.50**	**233.50**	**2.00**	**0.9%**
Revenue					
Fines and Forfeits	507,927	380,000	380,000	0	0.0%
Fees	5,928	6,000	6,000	0	0.0%
Charges for Services	32,302	47,500	47,500	0	0.0%
Internal Service and Indirect Cost	8,813,435	9,003,670	9,920,152	916,482	10.2%
Miscellaneous Other	3,329	0	0	0	0.0%
	9,362,921	**9,437,170**	**10,353,652**	**916,482**	**9.7%**
Vacancy Savings			(803,049)		

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Administration		
• An increase in personnel services due to the creation of a director position to lead the administration team in strategic planning, talent management, training, and professional development activities at the direction of the city attorney and deputy city attorney.	1.00	129,400
• An increase in services and supplies due to additional service processing fees initiated by increased caseloads.	0.00	13,000
• A net decrease in services and supplies for outside legal services to support the National Western Center project. The net decrease accounts for an adjustment in budget due to a 2016 supplemental that was encumbered for initial project costs.	0.00	(250,000)
• A decrease in services and supplies due to a one-time purchase of equipment in 2016.	0.00	(10,000)
Airport Legal Services		
• An increase in personnel services to create two new entry level attorney position for Airport Legal Services. These positions will be fully reimbursed by DEN.	2.00	210,200
• An increase in services and supplies for outside legal services. This will be fully reimbursed by DEN.	0.00	300,000
• An increase in revenue due to an increase in estimated billings for services.	0.00	710,300
Civil Litigation		
• A decrease in personnel services due to the transfer of a senior assistant city attorney to Municipal Operations to more accurately reflect the duties of this position.	(1.00)	(161,900)
• An increase in personnel services to upgrade a paralegal position to an entry assistant city attorney position.	0.00	33,200

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Impact Description	FTEs	Dollars
Human Services Legal Services		
• A net decrease in personnel services due to a department reorganization.	(3.00)	(51,400)
• A decrease in personnel services due to the transfer of an assistant city attorney to the Municipal Operations division to more accurately reflect the duties of this position.	(1.00)	(109,100)
• A net increase in revenue due to an increase in estimated billings for services.	0.00	200,500
Municipal Operations		
• An increase in personnel services due to the creation of a new assistant director position to provide support for transformational projects portfolio, support the Taxpayer Protection Unit, and provide legal services to meet citywide needs.	1.00	182,700
• An increase in personnel services due to a senior assistant city attorney position transferring from the Civil Litigation division to more accurately reflect the duties of this position.	1.00	161,900
• A decrease in personnel services due to the transfer of an associate assistant city attorney to the Municipal Operations division from Human Services Legal Services to more accurately reflect the duties of this position.	1.00	(109,100)
• A decrease in services and supplies due to a one-time purchase of office equipment.	0.00	(14,500)
Prosecution and Code Enforcement		
• An increase in personnel services to create a limited assistant city attorney position and a limited paralegal position that will focus on license and nuisance abatement cases related to marijuana.	2.00	177,000
• A decrease in services and supplies due to a one-time purchase of office equipment in 2016.	0.00	(30,400)
Victim Assistance		
• A net decrease in personnel services due to the abolishment of a senior criminal investigator position that was no longer aligned with the department's strategic needs.	(1.00)	(47,500)

Capital Equipment

None.

Overview

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 city boards and commissions and to consider complaints regarding possible violations of the Code of Ethics by city personnel.

The Ethics program goal is to ensure that all city officers, officials and employees understand the Denver Code of Ethics and use that knowledge to conduct city business in an ethical manner. Furthermore, the Board of Ethics endeavors to create a strong integrated culture of good ethics at all levels in Denver's government through consistent, high-quality ethics training and advice and by providing a fair and objective opportunity for citizens and city employees to file complaints without fear of retaliation. Key activities include providing ethics training sessions for all new employees and officers; issuing formal advisory opinions and informal advice about ethics issues; responding to citizen and employee complaints about ethics issues involving the City of Denver government personnel; updating the Denver Ethics Handbook; and engaging in community outreach.

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.

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 for all city employees to increase employees' understanding of the Code of Ethics and to reduce potential violations. *(Customer Experience)*

- 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. *(Customer Experience)*

- Use various communications methods to encourage awareness among citizens and city personnel about the Code of Ethics and to help maintain a good ethical culture in City government. *(Customer Experience)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Ethics					
Number of official cases	28	35	44	35	35
Number of informal requests answered	223	249	225	250	250
Percent of responses to formal cases within 10 days after deliberation	100%	100%	100%	100%	100%
Percent of responses to informal questions within 1 day	100%	100%	100%	100%	100%

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Performance Context

- The Board of Ethics, if requested, gives written **official advisory opinions** advising whether a specific proposed action would violate the Code of Ethics or not. It also considers whether to grant a waiver if an action would violate the Code of Ethics but would be in the City's best interest. Subjects considered include conflicts of interest, gifts, travel expenses and lodging, outside employment or outside business activity, hiring or supervision of relatives, prior or subsequent employment, use of confidential records, and use of public office for private gain. It also investigates and responds to complaints from citizens or city personnel and, if necessary, conducts hearings on complaints.

- The Board's staff director also responds to **informal requests for advice**, giving quick, unofficial advisory opinions by e-mail, telephone or personal discussion to city personnel or citizens and to give unofficial help to citizens or city personnel regarding complaints that they may have.

- The numbers of official **advisory opinions** and informal **requests for advice** have been steady for the last three years. This trend is likely attributable to additional training for employees and a growing awareness of the Code of Ethics. However, the Board of Ethics will continue to work to determine if there are factors, other than increased awareness, that could be impacting the number of employee contacts.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	120,330	123,293	132,429	9,136	7.4%
Services and Supplies	4,950	6,428	6,428	0	0.0%
	125,280	**129,721**	**138,857**	**9,136**	**7.0%**
Expenditures by Activity					
Administration	125,280	129,721	138,857	9,136	7.0%
Total Program Expenditures	**125,280**	**129,721**	**138,857**	**9,136**	**7.0%**
Personnel Complement (Budgeted)					
Administration	1.00	1.00	1.00	0	0.0%
Total Personnel Complement	**1.00**	**1.00**	**1.00**	**0**	**0.0%**

Significant Budget Changes by Program

None.

Capital Equipment

None.

Overview

Excise and Licenses issues over 100 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.

Administration includes key activities such as policy development, implementation of agency goals, contract management, public education, media relations, and financial management.

The **Licensing** program intakes license applications, reviews qualifications for and issues all licenses for businesses and individuals including merchant guards, taxi drivers, liquor stores, and marijuana businesses. Licensing also reviews applications for all transfers of location, transfers of ownership, and corporate structure changes. Licensing facilitates public hearings and appeal hearings. The department also issues permits for commercial and residential security alarms.

The **Code Enforcement** program goal is to inspect businesses to ensure compliance with city ordinances and protect neighborhood vitality. 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.

Vision

We support the economic and neighborhood vitality of our city through licensing and business compliance.

Mission

To provide the best business climate possible while serving and protecting the public through the issuance and regulation of business licenses.

Strategies

- Issue and renew licenses in a professional, efficient, and timely manner. (*Customer Experience)*
- Improve the customer experience through superior customer engagement. (*Customer Experience*)
- Enforce applicable laws, rules, and regulations fairly and justly to support the health, safety, and vitality of the City. (*Public Safety*)

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Administration					
Customers served in 15 minutes or less	N/A	N/A	77%	80%	85%
Customer satisfaction rating of 'Excellent'	89%	90%	92%	93%	95%

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Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Licensing					
Number of business and individual licenses issued	N/A	21,735	20,729	24,874	24,437
Number of retail and medical marijuana license transactions	N/A	N/A	1,811	1,484	1,479
Number of lobby visits	17,435	21,003	26,685	30,500	27,500
Percent of license renewals processed on time	65%	61%	63%	70%	75%
Number of burglar alarm permits	33,500	34,000	37,369	37,456	38,205
Percentage of alarm permits applied for online	25%	43%	47%	52%	60%
Public hearings	N/A	N/A	346	364	383
Code Enforcement					
Number of total inspections	3,402	3,332	3,416	4,023	4,500
Inspections related to marijuana	N/A	557	641	849	1,350
Percent of marijuana compliance inspections completed	N/A	N/A	100%	50%	100%

Performance Context

- Excise and Licenses measures wait time as "**customers served in 15 minutes or less."** Data for this measure is not available prior to 2015 because a new queueing system was implemented that year to more accurately capture customer wait times. Additionally, process improvements have been implemented to reduce customer wait times.

- **Customer satisfaction** reflects feedback from customers gathered via paper surveys completed in the lobby and web-based surveys emailed to customers. Customers can also provide real-time feedback through handheld surveys at each counter station, although this data is not captured in the quoted statistics.

- The **number of business and individual licenses issued** is a baseline measure to understand workload. The measurement includes the number of new and renewed licenses by type that are received by the agency to review and process. This count excludes many transactions which do not result in the issuance of a new or renewed license, such as transfers of ownership, transfers of location, and modifications of premises. The implementation of a new licensing management system in the summer of 2014 began to allow for a more accurate measure of the number of business and individual licenses issued. Corrections to the licensing statistics were made when data was transferred from the old system. As a result, the actuals reported above for 2013 through 2015 differ from those reported in prior budget books.

- The **number of retail and medical marijuana license transactions** measures the licensing technicians' workload attributed to marijuana. Transactions include processing new licenses, renewals, transfers of location, transfers of ownership, corporate structure changes, and modifications of premises. The first full year of available data is 2015, since the database that processes and tracks these transactions first came online in the summer of 2014. In 2016 and 2017, these transactions will be impacted to varying degrees by past and future ordinance changes. One of the ordinances implemented a cap effective May 1, 2016 on the number of licensed marijuana storefronts and cultivation sites, as well as prohibited the issuance of new licenses for medical marijuana centers and cultivation sites. As a result of the cap, technicians' processing of new marijuana licenses and license amendments is projected to decline in 2016 and 2017; however, processing of renewals will remain relatively constant.

- The **number of lobby visits** measures the volume of customers who come through the lobby, including contact that may not result in a license transaction (questions asked, incomplete application materials, etc.). This is another workload measure to show other types of customer interaction. It is projected to decline in 2017 as more transactions occur online.
- The **percent of license renewals processed on time** is expected to increase in 2016 and 2017 as a result of the department's improvements to its reminder communications, such as validating licensee email addresses and enhancing the automated renewal notice.

- Customers are able to renew their **alarm permits online,** by mail or in person. The department's goal is to have all permits eventually issued online.

- **Public hearings** are held for marijuana and liquor businesses obtaining a new license, a transfer of location, or a modification of premises. Hearings are tracked through workflow in the database that came online in the summer of 2014; thus, 2015 is the first full year of data. Estimates in 2016 and 2017 are impacted by the marijuana capping bill which has significantly decreased the number of new and transfer applications being received by Excise and Licenses.

- **Number of total inspections** includes inspections for licensing, renewal notifications, verification of proper posting preceding public hearings, marijuana compliance, license expirations, and compliance investigations. Since 2015, the initial licensing and posting inspections have been tracked through the department's new database. Previously, these transactions were tracked in a spreadsheet. The tracking of the other inspection types is being transferred from a spreadsheet to the new licensing database during the summer of 2016, when the handheld inspection devices were deployed.

- **Inspections related to marijuana** include inspections for licensing, renewal notifications, license expirations, postings for public hearings, compliance, and inspections for transfers of ownership, transfers of location, and modification of premises. In 2015, Excise and Licenses' policy was to conduct compliance inspections annually for just retail stores. In 2016, the department expanded the goal to include an annual compliance inspection for each individual marijuana business license. Inspection numbers vary from prior budget books because they capture both retail and medical marijuana, whereas prior budget books only tracked retail. Reporting for Licensing, Posting, and Notice inspections covers June – December of 2014, the period during which the new licensing database was being used. Compliance inspections were tracked separately from the reporting system and therefore cover the entire year.

- **Percent of marijuana compliance inspections completed** reflects the percentage of marijuana compliance inspections that the department planned to complete each year that were actually completed. In 2014, the department did not have a goal for the number of compliance inspections to be performed. In 2015, the goal was to complete one compliance inspection for each retail store (a total of 212 inspections). Starting in 2016, the department's goal is to perform one compliance inspection for each active license. Whereas the department does not expect to be able to meet its 2016 compliance inspection goal, it hopes to complete 100% of its intended inspections in 2017.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	2,650,178	2,403,876	2,613,001	209,125	8.7%
Services and Supplies	715,477	811,848	625,035	(186,813)	(23.0%)
Internal Services and Misc.	5,082	16,207	6,700	(9,507)	(58.7%)
	3,370,737	**3,231,931**	**3,244,736**	**12,805**	**0.4%**
Expenditures by Activity					
Administrative	1,647,895	1,796,675	1,745,961	(50,714)	(2.8%)

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Licensing	1,021,891	1,171,557	913,383	(258,174)	(22.0%)
Code Enforcement	240,307	263,699	585,392	321,693	122.0%
Marijuana Policy	460,644	0	0	0	0.0%
Total Program Expenditures	**3,370,737**	**3,231,931**	**3,244,736**	**12,805**	**0.4%**
Personnel Complement (Budgeted)					
Administrative	13.00	10.24	11.24	1.00	9.8%
Code Enforcement	3.00	3.00	7.00	4.00	133.3%
Licensing	19.60	18.00	14.00	(4.00)	(22.2%)
Total Personnel Complement	**35.60**	**31.24**	**32.24**	**1.00**	**3.2%**
Revenue					
Licenses and Permits	6,967,535	6,023,327	6,060,827	37,500	0.6%
Fines and Forfeits	180,400	149,650	149,650	0	0.0%
Fees	2,413,618	1,968,181	2,032,056	63,875	3.2%
Charges for Services	5,280	4,600	4,600	0	0.0%
Miscellaneous Other	(2,919)	0	0	0	0.0%
	9,563,914	**8,145,758**	**8,247,133**	**101,375**	**1.2%**
Vacancy Savings			(49,222)		

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Administration		
• An increase in personnel services for on-calls to conduct background checks on individuals applying for armed merchant guard licenses to reduce the current backlog.	1.00	$80,000
• A one-time increase of $200,000 in services and supplies for enhancements to the licensing database to process new licenses mandated by city ordinances and state legislation.	0.00	$200,000
• An increase in services and supplies to purchase a short-term rental compliance software application service that will identify unlicensed rentals in Denver and target inspectors' compliance efforts.	0.00	$70,400
• A decrease in services and supplies for one-time purchases in 2016, including a contract for storing paper files of marijuana records, build-outs to the licensing database, and handhelds for inspectors.	0.00	($466,700)
• A decrease of in internal services directly offset by an increase in services and supplies to more accurately account for Excise and Licenses' postage spending.	0.00	$0

Capital Equipment

None.

Overview

The Office of the Independent Monitor (OIM) works with the Denver Police Department (DPD) and Denver Sheriff Department (DSD) Internal Affairs Bureaus (IAB) to promote thorough, complete, unbiased, and timely citizen and internal complaint investigations. The OIM also makes recommendations regarding complaints and discipline. Drawing upon national standards and best practices, the OIM also works with the DPD, the DSD, and the Executive Director of Safety on identifying potential policy development and training tactics.

The Citizen Oversight Board (COB) consists of seven citizens appointed by the Mayor and confirmed by City Council to assess the effectiveness of the Independent Monitor's Office. It also holds public meetings to gather issues of concern from the community and makes recommendations regarding policy and training issues to the Police, Sheriff, and Fire Departments.

The primary activities of the Police/Sheriff Oversight program include receiving citizen complaints, managing the community/police mediation program, monitoring and participating in critical incident and internal affairs investigations, conducting policy reviews, issuing public reports, performing community outreach, maintaining communication with community members regarding their complaints, and making disciplinary recommendations.

Vision

To be a model police oversight agency focused on enhancing effective and constitutional policing and reducing the risk of law enforcement misconduct and liability by assisting the Department of Safety in the implementation of best practices in relation to complaint handling, investigations, discipline, and policy.

Mission

The mission of the Office of the Independent Monitor is to promote accountability, effectiveness, and transparency in the Denver Police and Sheriff 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; and promoting alternative and innovative means for resolving police complaints, such as mediation.

Strategies

- Increase citizen engagement by significantly expanding the number of community outreach meetings (including quarterly community forums) in collaboration with the COB, developing innovative strategies to engage with youth and families, and by increasing use of social media to reach a broader audience. *(Customer Experience)*

- Improve policing and detention practices by publishing semi-annual and annual reports on patterns and trends that proactively identify and propose solutions to policy, practice, or training tactics based on research and best practices. *(Public Safety)*

- Improve self-policing in the DPD and the DSD by actively monitoring internal affairs investigations and proposed disciplinary outcomes and making investigative and disciplinary recommendations to ensure thoroughness and fairness for all parties. *(Public Safety)*

- Further develop the OIM community/police mediation program into one of the largest of its kind in the country in order to maximize its benefits to police officers, DSD staff, and community members. *(Public Safety)*

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- Further the ongoing reform of the DSD by helping the department draft and implement new policies and practices. (*Public Safety)*

Mission-Level Metrics	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Projected
Number of DPD complaints received and reviewed	624	639	506	527	570
Number of DSD complaints received and reviewed	304	421	232	281	317
Number of DPD citizen complaints resolved through mediation	40	53	38	53	57
Percent of DPD citizen complaints mediated	7%	9%	8%	10%	10%
Complainant satisfaction with mediation	85%	96%	78%	96%	96%
Officer satisfaction with mediation	95%	89%	98%	98%	98%
Number of investigations returned to DPD for additional work	N/A	N/A	121	126	135
Number of investigations returned to DSD for additional work	N/A	N/A	208	225	240
Number of cases actively monitored	79	69	48	53	58
Number of outreach events held or attended by the OIM in calendar year	64	107	208	225	240
Number of phone calls received from DSD inmates through OIM direct phone line	NA	933	1,257	1,522	1,715

Performance Measures	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Police/Sheriff Oversight					
Average number of days to close complaint cases (DPD)	46	45	42	59	47
Average number of days to close complaint cases (DSD)	88	140	153	161	80
Number of complaint/commendation from distribution sites	41	53	53	60	65
Number of youth served through the OIM Youth Outreach Project	N/A	N/A	85	500	500
Number of DPD officers trained through The OIM Youth Outreach Project	N/A	N/A	37	100	120

Performance Context

- The total **number of complaints** filed against DPD officers is expected to rise slightly in 2016 and 2017 (by 4% and 8%, respectively). These projections are based on first quarter 2016 totals and average annual seasonal trends in DPD complaints, as well as an estimated 2% population growth in the metro area. The total also reflects an anticipated increase of one complaint for every two new DPD recruits completing training (69 graduating in June 2016 and 65 in 2017, excluding lateral hires), a ratio based on historical trends in complaint data. DPD complaint figures reported by OIM included both internal and community complaints.

- The total **number of complaints** filed against DSD sworn personnel is expected to increase by 13% in 2017, after rising by 21% in the second half of 2016. These projections are based on first quarter 2016 totals and average annual seasonal trends in DSD complaints, as well as an estimated 2% population growth in the metro area. The

total also reflects an anticipated increase of one complaint for every four new DSD recruits completing training (80 in May 2016 and 120 in late 2016 and early 2017). This ratio is based on historical trends in complaint data, and mitigated by the positive impact the new personnel will have on current understaffing. In addition, the DSD projects that its jails will be above optimal capacity 68% of days in 2016 and 34% of days in 2017, which may contribute to an increase in complaints. The OIM's estimated number of new complaints against DSD personnel is a conservative one and does not include new complaints that may be related to overcrowded conditions in the jails.

- Community/police **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 and DSD. The process provides complainants with the opportunity to sit down with an officer in a neutral and confidential setting, with the assistance of a professional mediator. The number of complaints mediated is projected to grow by 8% in 2017.

- The OIM plays an important role in quality control of IAB investigations by **returning investigations to DPD and DSD for additional work**. The total number of DPD cases returned may grow by 8% in 2017, and the total number of DSD cases returned may grow by 13% in 2017, proportionate to the projected increase in number of complaints for each department.

- OIM staff will **actively monitor** more IAB cases in 2017 to ensure unbiased and thorough investigations and proactively identify concerns with the investigative process at an early stage, rather than after-the-fact. The number of cases actively monitored is projected to increase by 10 percent (the average increase in DPD and DSD complaints combined) in 2017.

- The OIM has considerably expanded its **outreach** to the Denver community and law enforcement. This expansion includes community forums, neighborhood meetings, and community events. Most notably, the OIM's Youth Outreach Project, titled Bridging the Gap: Kids and Cops rolled out a full curriculum in collaboration with the DPD and other community partners in 2016. Through this program as well as regular outreach efforts, the number of outreach events held or attended by the OIM increased by 94% from 2014 to 2015, and is expected to continue to increase through 2017.

- The OIM seeks to provide exemplary customer service to community members wishing to file complaints or commendations. By ensuring that the complaint and commendation processes are accessible to all community members, including jail inmates, the OIM furthers the goal of transparency and accountability of the DPD and DSD. OIM tracks the number of **phone calls from DSD jails** to further the goal of transparency.

- The **average number of days to close complaints** within the DPD remains low and has continued to improve. However, research suggests that processing times for some cases may increase by up to 80% with the introduction of body worn camera footage to the investigation process. The introduction of body worn camera footage will likely affect case processing times for the OIM as well as the DPD, due to an increase in the amount of video evidence to be reviewed by investigators. A conservative estimate based on empirical research suggests that case processing times for the DPD may increase in 2016 before decreasing by 25% in 2017. The average number of days to close a complaint for the Sheriff Department continued to increase in 2015. DSD case processing times may decrease in 2017, once new IAB staff are trained and many important reforms to the DSD have been implemented.

- **Distribution sites** are publicly accessible locations where the OIM distributes complaint/commendation forms for community members to use in filing complaints or commendations regarding DPD officers or DSD sworn personnel. The goal is to increase the number of distribution sites by 8% in 2017.

- Through its Youth Outreach Project, the OIM provides **training and education** to youth, police officers, and community facilitators. In addition, DPD Officers will be trained on effective youth interactions using an evidence-based train-the-trainer model.

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Office of the Independent Monitor 0157000

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	1,287,825	1,403,705	1,461,707	58,002	4.1%
Services and Supplies	65,302	78,705	97,005	18,300	23.3%
Internal Services and Misc.	0	160	0	(160)	(100.0%)
	1,353,127	**1,482,570**	**1,558,712**	**76,142**	**5.1%**
Expenditures by Activity					
Administration	1,353,127	1,482,570	1,558,712	76,142	5.1%
Other Program Funding Sources					
Grants	67,037	54,166	12,150	(42,016)	(77.6%)
Total Program Expenditures	**1,420,165**	**1,536,736**	**1,570,862**	**34,126**	**2.2%**
Personnel Complement (Budgeted)					
Administration	11.00	13.00	13.40	0.40	3.1%
Other Program Funds FTE					
Public Safety SRF	0	0.75	0	(0.75)	(100.0%)
Total Personnel Complement	**11.00**	**13.75**	**13.40**	**(0.35)**	**(2.5%)**
Revenue					
Miscellaneous Other	783	0	0	0	0.0%
Vacancy Savings			(24,671)		

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Police/Sheriff Oversight		
• An increase in personnel services to fund 40 percent of a grant-funded staff assistant position associated with the Youth Outreach Program.	0.40	26,600
• An increase in services and supplies for the purchase of an interactive flat-panel television to review body camera footage.	0.00	7,500
• An increase in services and supplies for enhanced staff training.	0.00	4,500
• An increase in services and supplies for graphic design and professional formatting of OIM's annual report.	0.00	4,400
• An increase in services and supplies for an escalation in OIM's legal research database costs.	0.00	1,000

Capital Equipment

None.

DENVER THE MILE HIGH CITY

Overview

The **Agency for 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. In 2015 the agency added the Office of Financial Empowerment, formerly the Financial Empowerment Centers in the Office of Strategic Partnerships, as well as the Office of Community Affairs. This change will have implications as these new offices grow and work closely with other HRCP offices. Agency offices include:

- Denver Anti-Discrimination Office
- Denver Office for Disability Rights
- Denver Office of Strategic Partnerships
- Denver Office of Immigrant and Refugee Affairs
- Denver Office on Aging
- Denver Office on Women and Families
- Denver Office of Community Affairs
- Denver Office of Financial Empowerment

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 American Indian Commission
- Denver African American Commission
- Denver Asian Pacific Islander Commission
- Denver Gay, Lesbian, Bisexual, Transgender, Queer (LGBTQ) Commission
- Denver Commission for People with Disabilities
- Denver Latino Commission
- Denver Women's Commission
- Denver Office of Strategic Partnerships Commission
- Denver Immigrant and Refugee Commission

The agency accomplishes its work through the following programs:

- The **Advocacy** program goal is to develop multi-faceted approaches to empower and advocate for the people and communities of Denver through policy and increased civic engagement.

- The **Community/Civic Engagement** program goal is to design and implement mechanisms for community outreach and engagement for effective and comprehensive community-based problem solving.

- The **Direct Service** program goal is to serve as a resource to the community for conflict resolution, program and direct-service referral and nonprofit partnership; provide oversight for Federal Americans with Disabilities Act (ADA) measures and local anti-discrimination ordinance; and efficiently manage and distribute city grant funds to nonprofits for energy efficiency, financial empowerment and shared space.

Vision

HRCP envisions a unified city where individual and organizational capacities and partnerships have been built, and leaders from city governments and all corners of our community are empowered and supported. The agency creates opportunities for innovation to take root in local government and throughout the community to impact local challenges. HRCP is the model of inclusiveness, recognizing that diverse perspectives, skills, and resources strengthen the foundation for lasting solutions.

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Mission

HRCP's mission is to proactively protect human rights, build individual and organizational capacities, and strengthen connections that result in stronger relationships in the community through collaboration, communication and advocacy.

Strategies

Advocacy

- All nine offices and ten commissions will advocate with and on behalf of constituent groups that they represent in order to improve access, inclusion and service delivery across city sectors. *(Safety Net)*

Community/Civic Engagement

Our Offices and Commissions will use multiple means of community engagement approaches, including capacity building and collaboration, for the purpose of identifying and addressing community issues, such as:

- The Agency absorbed the Office of Community Affairs, adding three staff members. The addition of this staff will expand the Agency's ability to interface with the community, address neighborhood problems, and build close-knit neighborhoods in Denver while working closely with other offices within HRCP. **(***Safety Net)*

- The Office on Women and Families and the Denver Women's Commission will work collaboratively with community partners to build a Gender Equity Best Practices toolkit for employers to use in the City and County of Denver. *(Safety Net)*

- Following up on the 2015 release of the Age Matters report, the Denver Office on Aging will do extensive work to address the findings of the Age Matters Community Needs Assessment as it relates to city services, programs to make the city more accessible and safe for senior residents. *(Safety Net)*

- The Office of Immigrant & Refugee Affairs will continue its "Denver is Home" collaborative, an effort to align immigrant advocacy priorities throughout Denver. By aligning priorities, HRCP aims to organize community groups to address the concerns and challenges of the immigrant community. (*Safety Net)*

- The Office of Sign Language Services (OSLS) will continue to distribute its standard interpreter protocol for all divisions under Denver Human Services, and continue to educate DHS employees regarding the ADA requirement of providing an interpreter to increase sign language interpretation accessibility and usage for Denver's deaf and hard-of-hearing citizens. (*Customer Experience)*

Direct Service

- The Office of Sign Language Services and the Office of Disability Rights (ODR) will ensure the City is compliant with the Americans with Disabilities Act (ADA) by working with city departments to provide construction plans review and parking regulation enforcement, as well as outreach and education to ensure city staff know the requirements for sign language interpreters. *(Public Safety)*

- Implement anti-poverty initiatives through the Office of Financial Empowerment and Bank on Denver program to improve financial knowledge, increase access to financial services and products, and increase prosperity for Denver residents. *(Safety Net)*

- Provide discrimination support and referrals of protected classes. *(Safety Net)*

Mission-Level Metrics

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Human Rights Campaign Municipal Equality Index Rating	99	89	90	91	92
Number of Denver Days Events	133	184	224	276	300

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Advocacy					
Denver Days Events in low/mod income Neighborhoods & HRCP constituencies	63	64	80	90	100
Number of non-profit and community partnerships established	15	43	61	67	74
Community/Civic Engagement					
Number of collaborative community projects	8	16	65	70	77
Inter-departmental events	5	24	67	74	81
Total reach	210	22,206	61,660	66,500	71,000
Direct Services					
Sign language interpreters and computer-aided captioning (hours)	1,200	1,250	1,597	1,800	2,000
ADA Training	26	28	24	45	50
Accessibility and ADA on-site evaluations	50	40	5	310	110
Accessibility plan reviews	200	250	810	1,193	1,432
Disability street parking signs	150	175	280	300	325
DPEP Tickets Written	1,150	723	1,998	2,000	3,300
OFE Clients Served	N/A	N/A	1,338	1,050	1,050
OFE Client Debt Reduction	N/A	N/A	$2,000,000	$2,500,000	$3,158,000
OFE Client New Savings	N/A	N/A	$500,000	$550,000	$716,000
Denver Anti-Discrimination Office cases resolved and mediated	60	10	6	15	25
Cases referred to partners	N/A	69	75	85	100
Number of DADO intakes	N/A	23	25	32	30
Discrimination Inquires	240	240	350	375	400

Performance Context

Mission Level Metrics

- The **Human Rights Campaign's Municipal Equality Index (MEI)** examines the laws, policies, and services of municipalities and rates them on the basis of their inclusivity of LGBTQ people who live and work there. The 2015 MEI rates a total of 408 cities from every state in the nation, with 100 being the highest possible rating.

- **Denver Days** is an initiative Mayor Michael B. Hancock created to help neighbors get to know neighbors and get involved with their communities. HRCP is developing a survey to assess whether the events are helping neighbors get to know neighbors, feel more connected, and feel safer as a result of the relationships they have established/developed.

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Advocacy

- 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.

Community/Civic Engagement

- **Collaborative and community projects** are events, programs or initiatives that bring nonprofit and city agency partners and residents together to improve access to resources or information and to meet goals of both HRCP and the partner nonprofit or agency. For example, the Denver Anti-Discrimination Office held a Listening Clinic to Hear & Assist with Your Civil Rights Concerns. This clinic brought together civil rights enforcement staff and advocates knowledgeable on federal, state, and municipal law on race, gender, disability, and other protected classes. There was an increase in this metric due to the addition of the Office of Community Affairs.

- **Inter-departmental** collaboration enables HRCP to work with other city departments to increase our outreach and access to the community. An example of this includes the Office of Disability Rights' collaborative work with city agencies to ensure city planning is ADA compliant. Another example is Cabinet in the Community, a quarterly meeting the Office of Community Affairs hosts, which includes all city agencies to connect residents to information and services. The recent increase is due to the addition of the Office of Community Affairs.

- **Total reach** includes: Volunteer hours, number of attendees for all events, number of people on newsletter list serves, number of calls/walk-ins, and the number of social media followers (Facebook and Twitter). A strategic effort has been in place to enhance our communications via newsletters and social media. Additionally, the Agency now has a full time staff member dedicated to increasing and enhancing our community outreach efforts.

Direct Service

- **Sign language interpreters and computer-aided captioning (hours)** have increased primarily due to Office of Sign Language Services training, policy changes, and outreach efforts informing city agencies of the services the Office provides. As a result, demand for services has increased. Additionally, a part-time staff member has been added to assist with requests.

- **Accessibility and ADA on-site evaluations** decreased in 2015 due to an employment gap while filling the Director of the Office of Disability Rights position. In addition, the Department of Justice audit of city facilities eliminated the need for HRCP-conducted audits. In 2016, a third party conducted further evaluations, which were overseen and advised by the Director of the Office of Disability Rights. The decrease in 2017 is due to the completion of external audits.

- **Accessibility plan reviews** have increased primarily due to an increase in multi-family and commercial development submittals in the City and County of Denver. This trend is expected to continue to increase over the next 5 years.

- The **Disability Street Parking Sign program** was overhauled with an eye toward process improvement in 2014 and 2015. Process improvements include better tracking mechanisms of new sign applications and better follow up with existing/renewal applications. As a result, HRCP expects to continue to see an increase in applications processed.

- The number of **Disability Parking Enforcement Program (DPEP) tickets** written has increased substantially from the low in 2014 due to changes in staffing, improved volunteer training, and new volunteers. DPEP expects to increase tickets as a result of additional FTE.

- New categories were established for the Office of Financial Empowerment (OFE). These include: **OFE clients served**, **OFE Client Debt Reduction**, and **OFE Client New Savings**. Debt reduction and new savings come as a result of OFE

counselors' guidance, which improves clients' financial management skills and reduces debt. Note: OFE Client Debt Reduction and OFE Client New Savings are cumulative over 2013-2015.

- The Number of **Denver Anti-Discrimination Office (DADO) intakes** refers to the number of information gathering sessions into alleged discrimination cases that, through the course of interviews, reveal that discrimination may have actually occurred and further investigation is warranted.

- **Anti-Discrimination cases** are cases of discrimination that are resolved directly by Office staff. **Cases referred to partners** are those that the Office does not cover, such as those against government, those that are faith-based, claims against small business, and those that fall outside of the City and County's borders that are then referred to partner organizations which cover these types of discrimination cases.

- **Discrimination inquiries** include calls, walk-ins, emails, and letters inquiring if an issue is discriminatory in nature.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	1,022,494	1,279,450	1,930,287	650,837	50.9%
Services and Supplies	319,813	629,803	609,503	(20,300)	(3.2%)
Internal Services and Misc.	3,337	5,200	3,900	(1,300)	(25.0%)
	1,345,644	**1,914,453**	**2,543,690**	**629,237**	**32.9%**
Expenditures by Activity					
Administration	528,169	910,915	1,053,375	142,460	15.6%
Office of Immigrant & Refugee Affairs	112,284	113,059	117,084	4,025	3.6%
Office of Neighborhood Partnerships	33,892	67,505	69,002	1,497	2.2%
Anti-Discrimination Office	100,642	101,358	107,224	5,866	5.8%
Office of Strategic Partnerships	22,170	36,963	38,468	1,505	4.1%
Office of Sign Language Services	146,729	122,619	179,095	56,476	46.1%
Office of Financial Empowerment	0	150,680	249,000	98,320	65.3%
Office of Disability Rights	240,818	250,562	531,735	281,173	112.2%
Office on Aging	79,085	78,877	111,543	32,666	41.4%
Office of Women on Families	81,854	81,915	87,164	5,249	6.4%
	1,345,644	**1,914,453**	**2,543,690**	**629,237**	**32.9%**
Other Program Funding Sources					
Grants	274,243	40,000	95,065	55,065	137.7%
General Government SRF	2,310,735	2,318,343	2,022,950	(295,393)	(12.7%)
	2,584,977	**2,358,343**	**2,118,015**	**(240,328)**	**(10.2%)**
Total Program Expenditures	**3,930,621**	**4,272,796**	**4,661,705**	**388,909**	**9.1%**
Personnel Complement (Budgeted)					
Administration	3.00	5.00	7.00	2.00	40.0%
Anti-Discrimination Office	1.00	1.00	1.00	0	0.0%
Office of Disability Rights	0	2.50	6.50	4.00	160.0%

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Office of Immigrant & Refugee Affairs	1.00	1.00	1.00	0	0.0%
Office of Neighborhood Partnerships	1.00	1.00	1.00	0	0.0%
Office of Sign Language Services	1.00	1.00	2.00	1.00	100.0%
Office of Strategic Partnerships	0.40	0.40	0.40	0	0.0%
Office of Women on Families	1.00	1.00	1.00	0	0.0%
Office on Aging	3.50	1.00	1.30	0.30	30.0%
	11.90	**13.90**	**21.20**	**7.30**	**52.5%**
Other Program Funds FTE					
General Government SRF	2.50	1.60	2.50	0.90	56.3%
Total Personnel Complement	**14.40**	**15.50**	**23.70**	**8.20**	**52.9%**
Revenue					
Internal Service and Indirect Cost	3,898	5,000	4,000	(1,000)	(20.0%)
	3,898	**5,000**	**4,000**	**(1,000)**	**(20.0%)**
Vacancy Savings			(30,059)		

Significant Budget Changes

Impact Description	FTEs	Dollars
Community/Civic Engagement		
• An increase in personnel expenses as a full time executive secretary is transferred from the Budget and Management Office to HRCP in 2017.	1.00	119,000
• An increase in personnel expenses as a full time administrative assistant is transferred from the Office of Economic Development to HRCP in 2017.	1.00	115,000
• An increase in personnel expenses as the agency hires a project inspector in the Office of Disability Rights to oversee the City's settlement agreement with the Department of Justice.	1.00	80,300
• An increase in personnel expenses in the Office on Aging for partial funding of a program administrator to conduct research on addressing the needs of the city's elderly population through policy and programs. The balance of this position is grant-funded.	0.30	26,900
• A decrease in service and supplies driven by the end of a one-time increase to the community mini-grant program.	0.00	(250,000)
Direct Service		
• An increase in personnel expenses as enforcement officers are added to the Disability Parking Enforcement Program within the Office of Disability Rights.	3.00	186,500
• An increase in personnel expenses as the Office of Sign Language Services adds an on-call in 2017 for staff working to provide sign-language services to users of city services.	1.00	40,200
• An increase in services and supplies as the Agency increases its contribution toward Financial Empowerment Centers to fund contracted financial counselor positions.	0.00	176,000

• An increase in services and supplies as the cost of the Agency's contract for mediation services increases.	0.00	37,000
• In increase in services and supplies for office equipment and other devices for new positions.	0.00	14,900
• An increase in revenue for DPEP-issued tickets as a result of the work of the three new full-time parking enforcement officers.	0.00	150,000

Capital Equipment

None.

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Overview

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 film producers and event organizers through the City and County of Denver's permitting process while facilitating better notification and communication between the event organizers and Denver's impacted neighborhoods.

Vision

The Office of Special Events will further the City and County of Denver's vision of building a world-class city by offering an unparalleled customer experience, continually working to improve and nurture existing events and film productions, attracting exciting new events and films, making Denver a more sustainable venue, and exploring the possibilities for future targeted event and film opportunities.

Mission

The Office of Special Events offers 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.

Strategies

- Conduct an extensive citywide study of all special events and films, identifying all associated costs to the City to ensure adequate cost recovery measures are in place. *(Customer Experience)*
- Create and implement a comprehensive workflow that tracks the full lifecycle of an event or film; the results are multi-agency efficiencies and events of robust quality and full compliance with city guidelines and policies. *(Customer Experience)*
- Build a citywide culture of communication and collaborative decision making by encouraging engagement and participation in the special event and film workflow. *(Customer Experience)*
- Conduct research and appoint a stakeholder group to explore and propose the future of film in Denver. *(Customer Experience)*
- Engage in regular outreach to residents and event and film organizers to enhance the City's relationship with these stakeholders. The Office of Special Events will work to improve and enforce the new notification policy. *(Customer Experience)*
- In tandem with the Office of Emergency Management and Homeland Security, further the goal to build a citywide GIS real-time global mapping and calendaring technology solution (Situational Awareness) that will enable the OSE and the CCD to make well informed citywide strategic decisions. *(Customer Experience)*

Performance Measures	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Number of Special Events with OSE	590	630	543	700	750
Customer service satisfaction (survey results)					
Percent of event organizers which deem OSE a valuable resource	N/A	88.3%	N/A	90%	95%
Percent of city departments which deem OSE a valuable resource	N/A	90.5%	N/A	92%	97%
Percent of city departments noting Improved efficiencies due to OSE	N/A	76.2%	N/A	87.3%	93%
Number of event applications completed	N/A	N/A	465	850	950
Number of Film applications completed	N/A	N/A	258	300	370

Performance Context

- The **number of special events** supported by the OSE shows continual growth due to Denver's growing popularity as a place to live and host events, and overall industry expansion. Variance in the number of events from year to year is explained by the types and numbers of event caps in place in a given year. For example, in 2014 and 2015 there were caps on the number of certain types of events. In 2016 and 2017 there are no caps.

- **Customer Service Satisfaction:** To measure customer service performance, stakeholders in the event industry, city agencies, residents and businesses are surveyed regularly. It is the expectation that OSE will provide clarity around the City's event and film requirements, and that survey results will affirm this goal accordingly. No data is available in 2015 because these questions were not included in the survey that year.

- **The number of event applications completed** is higher than the projected number of events in 2016 and 2017 because some applications are declined or unnecessary for the event type.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	328,900	468,761	604,106	135,345	28.9%
Services and Supplies	14,510	22,874	65,309	42,435	185.5%
Internal Services and Misc.	1,404	2,050	2,148	98	4.8%
	344,814	**493,685**	**671,563**	**177,878**	**36.0%**
Expenditures by Activity					
Administration	344,814	493,685	671,563	177,878	36.0%
Total Program Expenditures	**344,814**	**493,685**	**671,563**	**177,878**	**36.0%**
Personnel Complement (Budgeted)					
Administration	4.00	5.00	6.00	1.00	20.0%
Total Personnel Complement	**4.00**	**5.00**	**6.00**	**1.00**	**20.0%**

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Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Administration		
• An increase in personnel services due to the addition of a special events liaison to reduce application processing time.	1.00	93,000
• A one-time increase in services and supplies for special events software design and development.	0.00	25,000
• An increase in services and supplies due to the addition of a special events liaison, city-sponsored event support, and travel for auditing large events.	0.00	17,500

Capital Equipment

None.

Overview

The Office of Emergency Management and Homeland Security (OEMHS) works to create a safer city and region by collaborating with stakeholders to increase Denver's ability to prepare for, respond to, and recover from natural or man-made disasters and emergencies.

OEMHS coordinates with local, state, federal, private, and nonprofit entities and community groups to minimize the impact of all potential hazards facing the City and County of Denver. OEMHS strengthens Denver's preparedness through comprehensive disaster planning, hazard identification and risk assessment, hazard mitigation, protection of critical infrastructure, and enhancement of community preparedness. OEMHS enhances disaster response by managing the Denver Emergency Operations Center (EOC) and OEMHS Duty Officer Program, to improve interagency coordination and information sharing, resource management, and emergency public information and warning. These activities improve Denver's ability to recover from a disaster, reducing the time and cost required to return to normal operations and making Denver a more resilient city.

OEMHS also manages the Denver Urban Area Security Initiative, a federally funded homeland security program to increase the Denver metropolitan area's capabilities to mitigate against, prepare for, respond to, and recover from terrorist events and other major incidents.

Vision

We will help create a disaster resilient Denver where everyone matters.

Mission

Lead Denver's efforts to prepare for, mitigate, respond to, and recover from emergencies and disasters.

Strategies

- Complete an updated, FEMA-approved Hazard Mitigation Plan that addresses all natural and man-made hazards affecting Denver and includes robust and varied risk-reduction strategies. *(Public Safety)*
- Enhance emergency preparedness by updating plans and procedures for conducting evacuations and for operating emergency shelters, ensuring all plans take into account people with access and functional needs. *(Public Safety)*
- Improve Emergency Operations Center readiness by developing and implementing a more rigorous training and exercise program for EOC Staff. *(Public Safety)*
- Implement new technologies and processes to augment information sharing processes between city agencies, and external partners during both normal and emergency operations. *(Customer Service)*
- Enhance community preparedness by leveraging existing community organizations to provide preparedness training throughout the whole community and improve outreach and coordination efforts through a more focused crisis communications and marketing strategy. *(Customer Service)*

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Performance Measures	2013 Actual	2014 Actual	2015 Actual	2016 Estimate	2017 Objective
EMAP Standard					
Compliance Rate	100%	100%	100%	100%	100%
Program Assessment					
Planning	N/A	2.5	3.1	3.1	3.5
Performance Measures	**2013 Actual**	**2014 Actual**	**2015 Actual**	**2016 Estimate**	**2017 Objective**
Operations and Logistics	N/A	2.9	3.2	3.2	3.5
Training and Exercises	N/A	2.9	3.7	3.7	4.1
Community Preparedness	N/A	2.2	2.9	2.9	3.8
Program Management	N/A	2.8	3.5	3.5	3.9

Performance Context

- The **Emergency Management Accreditation Program (EMAP)** is an independent, nonprofit organization that fosters excellence and accountability in emergency management and homeland security programs by establishing credible standards applied in a peer review accreditation process. EMAP is the "gold standard" for emergency management programs. Denver OEMHS received full accreditation in February 2012, making Denver the first city or county in Colorado and, at that time, one of only 14 local programs nationally to be fully EMAP accredited.

- OEMHS has developed an **Emergency Management Program Assessment Tool** to assess our programs, using identified benchmarks to quantify performance standards that are qualitative in nature and to help prioritize areas for improvement. This tool replaces the metrics used in previous years, which did a poor job of evaluating mission critical areas that were difficult to quantify. Scores range from 1 (low) to 5 (high), with 3 reflecting a national standard wherever available. The program evaluates the following mission areas:

  - The **Planning** mission area includes hazard identification, risk assessment and hazard mitigation planning; the City's Emergency Operations Plan; agency continuity of operations planning and the City's Continuity of Government plan; recovery planning; critical infrastructure protection; and special events planning and management.

  - The **Operations and Logistics** mission area includes managing the City's Emergency Operations Center and Joint Information Center; the OEMHS 24/7 Duty Officer program; monitoring the City's compliance with the National Incident Management System; resource management procedures; and communications systems and procedures.

  - The **Training & Exercises** mission area includes providing training for OEMHS staff; as well as coordinating citywide emergency management training; and ensuring our training programs align with regional and state training and exercise programs.

  - The **Community Preparedness** mission area includes public outreach; providing community preparedness training courses; emergency public information and warning; and volunteer management.

  - The **Program Management** mission area includes office administration; budget and finance procedures, to include grants management; administering the Denver UASI Program; and maintaining key relationships with our governmental and non-governmental stakeholders.

	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	579,546	680,483	803,210	122,727	18.0%
Services and Supplies	639	10,500	22,011	11,511	109.6%
Internal Services and Misc.	2,160	2,000	2,000	0	0.0%
	582,346	**692,983**	**827,221**	**134,238**	**19.4%**
Expenditures by Activity					
Administration	582,346	692,983	827,221	134,238	19.4%
Other Program Funding Sources					
Grants	2,343,309	3,518,996	2,665,235	(853,761)	(24.3%)
Capital Grants	2,160,227	91,344	300,000	208,656	228.4%
	4,503,536	**3,610,340**	**2,965,235**	**(645,105)**	**(17.9%)**
Total Program Expenditures	**5,085,882**	**4,303,323**	**3,792,456**	**(510,867)**	**(11.9%)**
Personnel Complement (Budgeted)					
Administration	7.00	7.00	8.00	1.00	14.3%
Other Program Funds FTE					
Public Safety SRF	3.00	0	0	0	0.0%
Total Personnel Complement	**10.00**	**7.00**	**8.00**	**1.00**	**14.3%**
Revenue					
Miscellaneous Other	(150)	0	0	0	0.0%

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Administration		
• A net increase in personnel services due to the addition of a marketing and communication professional II.	1.00	79,460
• An increase in services and supplies due to an increase in expenses of early warning sirens and staff travel.	0.00	11,511

Capital Equipment

None.

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Overview

The Office of Marijuana Policy (OMP) recommends, administers, and implements goals, objectives, and priorities related to marijuana policy for the City and County of Denver, and ensures that City policies are consistent with emerging local, state, and federal policies. The OMP partners with various City agencies and departments, including Excise and Licenses, the Denver Police Department, the Denver Fire Department, the Office of Children's Affairs, the Department of Environmental Health, 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 the 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.

Vision

Maintain Denver's quality of life through effective and efficient implementation of the first-of-its-kind sales and commercialization of retail marijuana through partnerships with Denver agencies, departments, and other external stakeholders.

Mission

Recommend, administer, and implement goals, objectives, and priorities related to marijuana policy for the City and County of Denver.

Strategies

- Develop comprehensive marijuana regulations to ensure the highest standards for safety and operation are met. *(Public Safety)*
- Enforce marijuana regulations efficiently and effectively to establish high rates of compliance. *(Public Safety)*
- Protect the health and safety of the community through marijuana education and outreach. *(Public Safety)*
- Foster innovation and agility through serving as a leader in the effective and efficient management of marijuana. *(Customer Experience)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Total number of active retail marijuana business licenses	N/A	43	308	410	455
Retail cultivation facility business licenses	N/A	20	154	200	225
Retail store licenses	N/A	19	106	150	160
Retail manufacturer of infused product licenses	N/A	4	41	50	60
Retail testing facility licenses	N/A	0	7	10	10
Number of marijuana sales locations	N/A	N/A	N/A	212	226
Number of marijuana cultivation locations	N/A	N/A	N/A	273	311
Number of marijuana cultivation and sales locations	N/A	N/A	N/A	421	497
Number of marijuana industry bulletins	N/A	1	8	20	15

Performance Context

- The **number of active retail marijuana business licenses** is a snapshot of the number of active licenses in January of the reporting year. This number includes retail licenses for stores, testing facilities, manufacturers of infused products, and cultivation facilities. Retail marijuana business licensing began on January 1, 2014.

- In April 2016, City Council passed a bill placing separate caps on **marijuana cultivation locations** and **marijuana sales locations** and an overall cap on the total number of cultivation locations and marijuana sales. The number of locations for 2016 are the number of active locations as of May 1, 2016 and the number of active locations in 2017 are maximum cap numbers included in Bill 16-0291.

- The first **marijuana industry bulletin** was distributed in December 2014 in an effort to keep the industry apprised of City marijuana policies, regulations, and other current events.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	0	418,768	517,912	99,144	23.7%
Services and Supplies	0	790,000	1,109,568	319,568	40.5%
Internal Services and Misc.	0	1,296	972	(324)	(25.0%)
	0	**1,210,064**	**1,628,452**	**418,388**	**34.6%**
Expenditures by Activity					
Administration	0	1,210,064	1,628,452	418,388	34.6%
Total Program Expenditures	**0**	**1,210,064**	**1,628,452**	**418,388**	**34.6%**
Personnel Complement (Budgeted)					
Administration	0	3.50	4.50	1.00	28.6%
Total Personnel Complement	**0**	**3.50**	**4.50**	**1.00**	**28.6%**

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Administration		
• An increase in personnel services for a limited program administrator position to educate internal and external stakeholders on the evolving marijuana regulatory environment.	1.00	79,500
• An increase in services and supplies to expand the Office of Marijuana Policy's education campaign from half a year to one full year in 2017.	0.00	400,000
• A decrease in services and supplies to reallocate budget to personnel services.	0.00	(79,500)

Capital Equipment

None.

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Dedicated Special Retail Marijuana Tax Revenues

In November 2013, Denver residents voted to impose a special 3.5 percent retail marijuana sales tax to fund the enforcement and regulation of the retail marijuana industry, education and public health programs associated with marijuana consumption, and other city expenses. Below are budget highlights showing the City's budgeted allocations of projected special retail tax revenue across city agencies. For more information regarding programs and strategies, please refer to the budget sections for the departments listed below.

Budget Highlights	2017 Recommended
Revenue	
3.5% Special Retail Marijuana Tax	$10,126,050
Regulation	
Office of Marijuana Policy	535,815
Community Planning and Development	477,815
Environmental Health	551,304
Fire	741,167
Finance	88,719
	2,394,820
Enforcement	
Police	1,093,625
Parks and Recreation	175,000
City Attorney's Office	1,345,867
	2,614,492
Education	
Office of Marijuana Policy	1,089,460
Parks and Recreation	99,803
Children's Affairs	1,500,000
Denver Health	169,172
Office of Behavioral Health	750,000
	3,608,435
Public Health	
Economic Development (Affordable Housing)	1,500,000
	1,500,000
Total Program Expenditures	**10,117,747**
Personnel Complement (Budgeted)	
Office of Marijuana Policy	4.50
Community Planning and Development	6.00
Environmental Health	8.00

Budget Highlights	2017 Recommended
Fire	7.00
Finance	1.00
Police	11.00
City Attorney's Office	12.00
Parks and Recreation	7.43
Children's Affairs	1.00
Office of Behavioral Health	1.00
Total Personnel Complement	**58.93**

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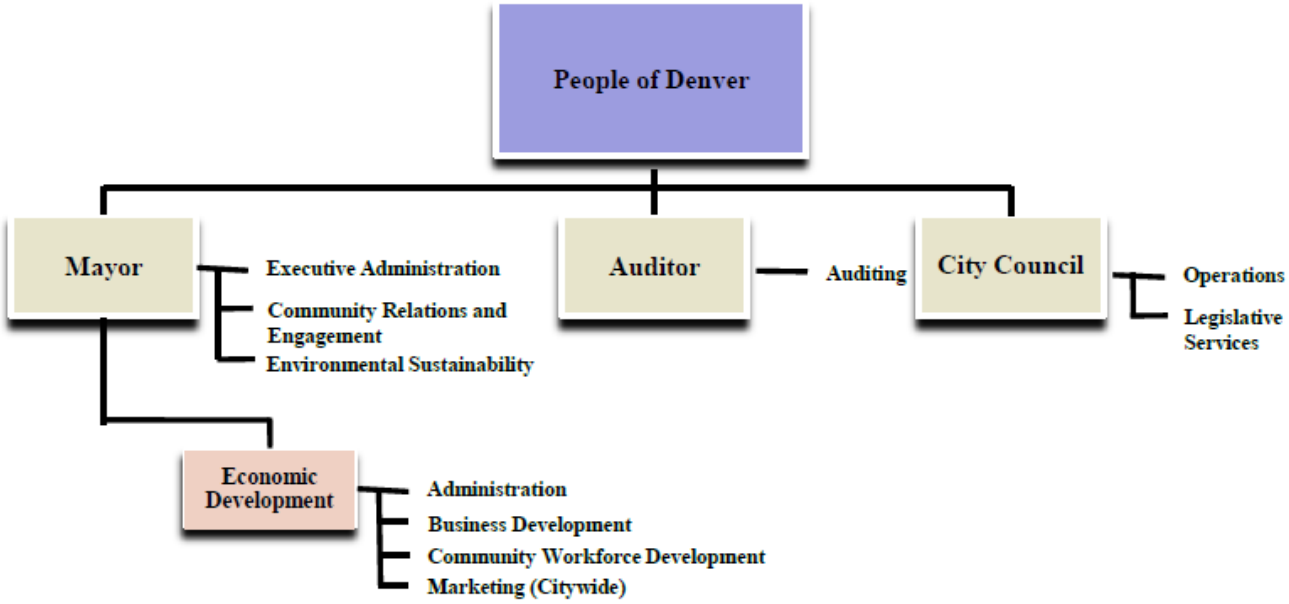
Economic Development

Economic Development

Economic Development Organizational Chart



Offices and Agencies

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Economic Development

Economic Development Budget Summary

	2015 Actuals	2016 Appropriated	2017 Recommended
Agencies			
Economic Mobility Division	1,401,143	1,575,149	1,874,510
Business Development Division	584,055	1,173,748	1,407,762
Operations and Communications	2,894,709	1,990,544	2,538,504
Total	**4,879,907**	**4,739,440**	**5,820,776**
Expenditures			
Personnel Services	3,227,144	3,818,861	4,091,447
Services and Supplies	1,640,862	904,229	1,712,769
Internal Services and Misc.	11,902	16,350	16,560
Total General Fund	**4,879,907**	**4,739,440**	**5,820,776**
Special Revenue Funds			
Economic Development	5,568,127	11,909,847	23,302,211
Total Special Revenue Funds	**5,568,127**	**11,909,847**	**23,302,211**
Grants			
Grants	45,272,965	36,084,980	35,087,826
Total Grants	**45,272,965**	**36,084,980**	**35,087,826**
Personnel Complement			
General Fund			
General Fund Operations - Civilian	34.25	41.25	41.97
Special Revenue Funds			
Economic Development - Civilian	220.85	145.37	69.60
Total Personnel Complement	**255.10**	**186.62**	**111.56**
Capital Improvements*			
Capital Improvements		1,000,000	0
Total		**1,000,000**	**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.'

Economic Development Department Summary

Executive Overview

The **Office of Economic Development (OED)** strives to be a driving force that advances economic prosperity for the City of Denver, its businesses, neighborhoods, and residents. OED provides coordinated planning and implementation of initiatives designed to grow and strengthen Denver's economic and community base through four divisions and is supported generally by the Operational and Communications Division. The four programmatic divisions are:

- Economic Mobility
- Business Development
- Housing
- Workforce Development

Vision

OED must be boldly ambitious, with innovative, forward-thinking policies that are intent upon delivering a World-Class City where everyone matters.

Mission

The Denver Office of Economic Development will be a driving force that advances economic prosperity for the City of Denver, its businesses, neighborhoods and residents through purposeful and intentional economic development that: (1) stimulates balanced economic growth through business assistance, neighborhood revitalization and the development of a skilled workforce; (2) broadens the tax base; and (3) focuses on innovation, sustainability and education.

This mission is delivered through programs and initiatives in coordination with private, public and non-profit partners, as well as through the leadership and work efforts of OED's work and support divisions.

OED is currently focused on the following four strategic priorities, as detailed in the three-year strategic plan (primary responsible OED division is noted for each).

- Meeting the Workforce, Affordable and Homeless Housing Needs Challenge (Housing),
- Growing Denver's Next-Generation Economy (Business Development),
- Ensuring Economic Mobility and Opportunity for All (Economic Mobility and Workforce Development), and
- Providing Effective and Efficient Program Services and Outcomes (Operations and Communication)

Strategies

- Increase the number of affordable, workforce and homeless housing units to meet the changing needs of the community; increase resources and partnerships supporting housing development and preservation; invest OED resources and encourage partner investments in a range of housing choices (type and location); and support innovative design and approaches for meeting tomorrow's housing needs. Specifically, support the annual development of at least 600 additional affordable and workforce for-sale and rental housing units to reach and exceed the Mayor's 3x5 initiative. (*Sustainability*)

- Grow and sustain Denver's economy and business environment by attracting, retaining and growing Denver's businesses, encouraging and supporting the entrepreneurial and emerging business growth, and increasing the economic and business connections to the global marketplace through market access, trade activities, and increased foreign-direct investment. (*Jobs*)

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- Improve economic mobility and opportunity for all Denver residents by implementing the Collective Impact strategy and several specific programmatic actions, including (1) implementing a number of the findings and recommendations of the 2016 Gentrification Study; (2) supporting neighborhood, minority, and women-owned business growth and success; and (3) making strategic neighborhood investments and program support. (*Safety Net)*

- Strengthen organizational and resource coordination; leverage employment development and engagement, and a culture of customer service to continue delivering and achieving impacts and outcomes for Denver's residents and businesses. (*Customer Service*, *Sustainability*)

- Provide best practice workforce programs to meet the needs of the 21st century job markets, including adult skills and knowledge training ("stackable certificates") and youth programs for disconnected and at-risk youths. (*Children and Youth)*

Mission-Level Metrics

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Total Employment	441,390	460,690	478,370	492,700	502,000
Employment in Targeted Biz Sectors	22.8%	22.5%	22.7%	22.9%	23.2%
Jobs Growth Influenced by OED	4,190	7,394	7,240	6,200	6,200
Investments in Targeted Biz Sectors	67.0%	37.4%	32.2%	36.0%	40.0%
Mayor's 3x5 Initiative (Share Achieved)	15.8%	22.3%	10.5%	14.7%	36.7%
Housing Units of Affordability Created	19,082	15,827	5,702	11,450	20,000
Investments Made in Targeted Neighborhoods	26.6%	45.8%	14.6%	35.0%	40.0%
Job Placement Rate	56.0%	54.0%	54.0%	55.0%	56%
Youth Job Placements	420	300	350	350	350

Performance Context

- **Total Employment** includes both private and public sector employment. This metric provides a snapshot of the strength and opportunities in Denver's economy. **Employment in Targeted Sectors** reflects the share of total employment in OED target industry sectors (e.g. Manufacturing, Advanced Technology, Logistics, and Professional and Business Services).

- **Jobs Influenced** through OED are direct jobs created or retained as a result of (1) Business Incentive Fund (BIF) support for recruitment or retention/expansion of a business; (2) partial business personal property tax credits for significant job creation or investment activities through the Business Investment Program (BIP); and (3) gap financing through OED's Small Business Lending Program. While 2014 and 2015 were peak years in regards to economic growth and business investment OED is forecasting growth to slow in 2016 and 2017.

- **Investments in Targeted Biz Sectors** represents the share of OED investments made to firms in the Targeted Businesses Sectors.

- **Mayor's 3x5 Initiative** is the number of housing units delivered in the given city fiscal year (Jan-Dec) as a percent completed toward meeting the 3X5 goals. 3X5 refers to the Mayor's *3X5 Challenge* to the public and private sectors collectively creating, rehabilitating, and preserving at least 3,000 affordable housing units in Denver in five years.

- Number of **Housing Units of Affordability** reflects a more complete picture of the housing unit affordability

achieved through various investments. The metric is simply calculated by multiplying the number of years of rental (or sales restrictions) by the units, then totaling them. For example, if OED provided funding to a 60 unit housing development project and obtained 30 units of affordable housing for 30 years, the Units of Affordability would be 900 (30x30) for that project. The decrease in 2015 was due to housing development projects started but not completed in 2015, and the increases in 2016 and 2017 are due to forecasted completions of those projects currently under construction as well as new funding sources coming online. OED's tracking system only includes units into this metric that are completed and ready for occupancy.

- **Investments Made in Targeted Neighborhoods** represents the share of OED investments made in targeted neighborhoods (Sun Valley, Westwood, Globeville/Elyria/Swansea, Montbello, and Five Points). The decrease seen in 2015 was due to a decrease in Community Development Block Grant (CDBG) funding, while increases in 2016 and 2017 are due to the implementation of the new Economic Mobility Division that will combine and leverage neighborhoods and small business opportunity resources.

- The combined **Job Placement Rate** for TANF (Temporary Aid to Needy Families), WIA (Workforce Investment Act), and Wagner-Peyser is the percentage of participants in the agency's programs who have secured employment. The effectiveness of the programs is monitored by the share of persons obtaining meaningful employment, and tracking job tenure of those successful in finding work.

- **Youth Job Placements**, both summer and year-round, provide job training and mentored employment experience opportunities for Denver youth. A measure of the outcome and focus of the OED Workforce Development programs is aiding youth as they move from the academic to the workforce stage of their life.

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Overview

The **Economic Mobility Division** encourages development, equity ownership (including home ownership, business ownership, Co-ops, employment stock ownership plans), and access to neighborhood programs and services to assist in creating mobility and opportunity in all of Denver's neighborhoods. In 2016, the Office of Economic Development completed a department re-organization to enhance its focus and align key activities to create synergies around mobility. OED works continuously to support neighborhood investments, business start-up and growth, job training and opportunities to encourage neighborhood reinvestment and resident opportunity. Over the past several years, OED leadership and staff, along with city leadership, have deepened the understanding of the linkages and outcomes from public and private investments in our community. In 2016, OED released the results of a closer look at the outcomes and impacts of investments in Denver's neighborhoods, the Gentrification Study: Mitigating Involuntary Displacement. OED's 2016 JumpStart and the associated Three-Year Strategic Plan incorporated a number of the 2016 study's findings and recommendations into strategies, tasks, and initiatives.

EM brings together several key work teams from OED into a single group to advance the initiatives and approaches for increasing economic opportunity for all. Specifically, EM combines the Neighborhood Development and Small Business Opportunity (Minority and Woman-owned Business) programs, while coordinating investments, research and work with OED's three other program divisions. By strengthening focus, resources, and commitment, the division serves to advance economic, housing, business and employment opportunities to all of Denver's neighborhoods and residents.

The EM Division also provides direct programs and services and coordinates with other OED divisions, city agencies, and private and non-private partners to increase economic opportunity, meet residents' needs, and improve access to public and quasi-public programs and services.

A key responsibility of EM is to encourage the economic growth and success of disadvantaged residents through business ownership, often resulting in employment opportunities for these residents. Often these businesses are located in Denver's neighborhoods, which results in both income and wealth building. This increased economic and business success can provide real change and investment in Denver's neighborhoods today – and leads to increased economic sustainability and multi-generational opportunity.

EM team's promotion of business ownership is focused on partnerships, with an emphasis on (1) working directly on our clients' needs to access new business opportunities; (2) creating a thriving business environment; (3) building a system of technical assistance with private, non-profit and public entities; (4) and creating business success by assisting those seeking services and goods from qualified small businesses.

The second key responsibility of the Division is to undertake and promote investment in targeted neighborhoods to improve access of household and residents for services and programs to meet their needs. Often neighborhoods are viewed by their building stocks and environmental character. EM recognizes a neighborhood embodies the interactions that exist between the families and residents, businesses, community support services and programs and physical assets (buildings, housing and public amenities). This awareness, and the work with many neighborhood partners, has resulted in a re-focusing of OED's efforts into a "collective impact" (CI) framework.

Strategies

- Implement the CI framework as a multi-year, multi-partner coordinated investment and program while taking a support approach for neighborhood revitalization and sustainability. The Collective Impact initiative is a concerted response to concentrated neighborhood poverty and impeded economic mobility. OED is a partner organization in the CI initiatives recently initiated in Denver through the Globeville-Elyria/Swansea Impact Coalition and the West Denver Renaissance Initiative. The CI approach includes institutional and community partnerships to leverage diverse resources, physical development (for example transit and housing), economic inclusion (for example, supporting local retail and supply chain development), and community engagement to ensure residents have

authorship in the revitalization of their neighborhoods. OED will focus specifically on business development, housing choices, community services access, job opportunities and training and educational achievement with emphasis on OED target neighborhoods (Sun Valley, Westwood, Globeville/Elyria/Swansea, Montbello, and Five Points). *(Safety Net)*

- Grow business success and increased job opportunities for certified and emerging minority/women-owned businesses through direct services and programs, including: counseling; referrals to partners for business assistance; capability and needs assessment; review and providing specialized certification statuses (e.g., Minority and Women Business Enterprise) for eligible businesses; placing eligible businesses in applicable directories and listings; and assisting businesses in making business-to-business and business-to-government connections. *(Jobs)*

- Work with Denver Public Schools, colleges and universities, early education providers, and other lifelong learning organizations to support resident's job and career opportunities. *(Children and Youth)*

- Increase the number of women and minority businesses serving as project prime contractors; including building capacity of current successful sub-contractors and increasing bidding awareness by contractors/and contract bidders. *(Jobs)*

- Work with the Colorado Fresh Food Financing Fund (Colorado Health Foundation and CHFA), the Healthy Corner Store Program, and other initiatives to increase fresh food access throughout Denver. *(Safety Net)*

- Enhance the Mentor/Protégé program for minority and women business enterprise resulting in increased business capabilities and opportunities, and greater business-to-business and subcontracting activity. *(Jobs)*

- Enforce adherence to applicable city ordinances, Equal Employment Opportunity (EEO) regulations, and federal regulations and guidelines, as well as ensures payments to all certified firms on city and federal contracts. *(Safety Net)*

Performance Measures	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Business Opportunity by Denver M/WBE & DBE Firms					
Share of Awards	26.8%	27.8%	29.5%	32.0%	33.3%
OED Targeted Neighborhoods	18.6%	12.6%	8.4%	19.8%	20.0%
Average Revenue per Firm	$2.41M	N/A	N/A	N/A	$3.0M
Annual Goals Achievement					
Construction (Goal 24%)	22%	23%	28%	25%	26%
Professional Services (Goal 33%)	15%	29%	35%	30%	33%
DBE (Goal 33%)	36%	39%	39%	34%	37%
Neighborhood Investments					
Residents Served by OED-Funded Organizations	30,000	30,000	28,500	30,000	26,000
Share of Funds to Targeted Neighborhoods	42.0%	51.2%	24.4%	45.0%	55.0%

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Performance Context

- **Minority and Women Business Enterprise (MWBE)** certification allows Denver area small businesses to compete for construction-related projects funded by the City and County of Denver. The impact of Executive Order 101 and associated budget changes on the MWBE awards is still being determined.

- **Share of Awards** by Denver Firms are based on the share of the total dollar value of contracts awarded during that fiscal year. The amount is calculated for Denver M/WBE and DBE firms, with the awarded contracts often being for several years of work to be completed.

- Share of Awards by Firms in **OED Targeted Neighborhoods** reflects the location of the firm, not the location of the work to be completed, and is thus a subset of the total awards (not the Denver firm share). OED target neighborhoods referred to in this document were selected in 2016 and were not used to direct funds in 2015, although there is some continuity between the 2016 target neighborhoods and focus areas used in the past (which explains the shares for 2013 and 2014). The target neighborhoods are a subset of all neighborhoods in Denver that are eligible to receive Community Development Block Grant (CDBG) funding.

- **Average Revenue per Firm** is calculated based on firm tax filings – and thus is several years lagged, as firms can file amended tax returns for previous years. OED is working to obtain more timely information, and other information, to reflect the business and employment outcomes.

- **Annual Goals** are established for enterprise participation in city contracts. The percentages measure firm utilization of the certification program within each of the categories listed.

- **Disadvantaged Business Enterprise (DBE**) certification allows Denver area small businesses to compete for U.S. Department of Transportation federally-funded projects throughout the state of Colorado (including airport, highway and transit contracts). Certifications are expected to decline as businesses graduate out of disadvantaged status.

- **Residents Served by OED-Funded Organizations** provides a snapshot of the base customers served by funded organizations. The number served is impacted both by programmatic investment decisions and total funds available to be awarded. The Economic Mobility and Collective Impact frameworks will focus OED's limited resources in a way that concentrates efforts in very targeted geographic areas and resident populations. While a smaller number of residents may be served in 2017, they will receive a more comprehensive suite of services through coordinated and complementary programs.

- **Share of Program Funds invested in Targeted Neighborhood** reflects the strategy of investing limited neighborhood funds in higher need and focused neighborhoods. The "target neighborhoods" referred to in this document were selected in 2016 and were not used to direct funds in 2015, although there is some continuity between the 2016 target neighborhoods and focus areas used in the past (which explains the shares for 2013 and 2014).

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	1,240,749	1,445,922	1,531,683	85,761	5.9%
Services and Supplies	156,831	126,527	338,827	212,300	167.8%
Internal Services and Misc.	3,564	2,700	4,000	1,300	48.1%
	1,401,143	**1,575,149**	**1,874,510**	**299,361**	**19.0%**
Expenditures by Activity					
Economic Mobility Administration	182,559	283,701	470,700	186,999	65.9%

Economic Mobility Division 0111000

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Economic Mobility Certification	614,913	622,011	748,031	126,020	20.3%
Economic Mobility Compliance	104,525	70,947	67,454	(3,493)	(4.9%)
Economic Mobility Airport Administration	25,760	135,597	86,311	(49,286)	(36.3%)
Economic Mobility Airport Compliance Unit	152,187	140,234	143,411	3,177	2.3%
Economic Mobility Airport Concessions Unit	321,198	322,658	358,603	35,945	11.1%
Total Program Expenditures	**1,401,143**	**1,575,149**	**1,874,510**	**299,361**	**19.0%**
Personnel Complement (Budgeted)					
Economic Mobility Administration	1.00	2.00	1.80	(0.20)	(10.0%)
Economic Mobility Airport Administration	0.00	1.00	0.25	(0.75)	(75.0%)
Economic Mobility Airport Compliance Unit	2.00	2.00	2.00	0.00	0.0%
Economic Mobility Airport Concessions Unit	4.00	4.00	4.00	0.00	0.0%
Economic Mobility Certification	8.00	8.00	9.00	1.00	12.5%
Economic Mobility Compliance	2.00	1.00	1.00	0.00	0.0%
Total Personnel Complement	**17.00**	**18.00**	**18.05**	**0.05**	**0.3%**
Revenue					
Fees	70,100	54,500	54,500	0	0.0%
Internal Service and Indirect Cost	497,976	553,500	553,500	0	0.0%
	568,076	**608,000**	**608,000**	**0**	**0.0%**
Vacancy Savings			(47,096)		

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Mobility		
• A decrease in personnel services due to a position transferring to the Human Rights and Community Partnerships Office to more closely align the position with its responsibilities.	(1.00)	(115,000)
• A net increase in personnel services due to the reallocation of multiple staff members to more accurately align budget with their specific workload.	1.05	97,500
• An increase in services and supplies to fund the City of Denver's Disparity Study which is required by ordinance every five years.	0.00	210,000

Capital Equipment

None.

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Overview

The **Business Development Division (BD)** is responsible for growing and sustaining the local business environment. The division's efforts are focused on attracting, retaining and growing Denver businesses, encouraging and supporting entrepreneurial opportunities, and increasing economic access with global markets by fostering further investment and trade. BD's efforts can be measured in jobs, investment, business and entrepreneurial activity, and trade.

The Division works toward growing Denver's economy and job opportunities through working directly and indirectly with businesses and partners for business growth and job opportunity.

BD's industry focus is centered on those business sectors that strengthen and diversify the local economy and increase our global marketplace. These sectors include professional and business services, technology, digital health, active lifestyle, advanced manufacturing, agribusiness, and retail. Our job opportunity efforts center on middle-skill, middle-wage positions, jobs which allow for career mobility and upward movement, and those positions related to emerging and targeted sectors.

As one of the nation's leading cities for entrepreneurism and innovation, the BD works to ensure an environment and support system for nurturing the next generation of businesses. BD has incorporated a broader programmatic approach to supporting business start-up, growth and expansion in Denver.

- BD works directly with Denver's existing and new businesses to aid in their continued success and growth.
- BD serves as ombudsman for businesses accessing information about the City's business environment and specific business structure or operational issues (such as zoning, licenses, and financial resources).
- In partnership with DEN and other strategic partners, the team promotes Denver's economic growth and success through international trade and investment through (1) encouraging exports by Denver businesses; (2) attracting foreign direct investments; (3) increasing awareness of our community and economic opportunities by hosting international delegations and dignitaries; (4) and supporting DEN's route development through international business missions, events and programs.
- BD maintains strong partnerships with business and community stakeholders, such as the Colorado Office of Economic Development and International Trade, the Metro Denver Economic Development Corporation, the Downtown Denver Partnership, and Denver International Airport, to support efforts in growing and expanding business opportunities.

Strategies

- Establish an Economic Zone Program with specific industry or innovation focuses for each zone to encourage business growth and investment, job opportunities, and linkage to surrounding neighborhoods. At least one economic zone will focus on global business market opportunities and a second will center on advanced and craft manufacturing. *(Jobs)*
- Target two to three international markets (cities) and build partnerships with appropriate stakeholders (i.e. local Chambers of Commerce, business and civic leaders) to promote potential business locations and environments, and collaborate on international business development and investment opportunities. *(Jobs)*
- Enhance and maintain relationships with local business leaders, commercial brokers, local chambers, and industry associations to strengthen understanding of challenges and opportunities and shared efforts in sustaining our local business environment. *(Customer Service)*

- Strengthen and facilitate an increased level of community engagement by Denver's leading businesses resulting in increased social and direct connections and investments in our neighborhoods through engagement commitments, civic leadership participation, and company/employee direct partnership with local schools and organizations. *(Safety Net)*

- Provide comprehensive programs and services designed to assist entrepreneurs at capitalizing an idea, launching a successful start-up, and growing a business to a sustainable profitability in conjunction with technology and entrepreneurial partners at The Commons on Champa. *(Jobs)*

- Expand OED's Export Promotion Program that selects and assists export-ready companies in high-growth industries and promote these companies and others in foreign recruitment trips with the aim of creating new jobs in Denver. *(Jobs)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
New Businesses Established	845	830	1,660	1,000	900
Small Businesses	N/A	10,640	11,400	12,100	12,500
Jobs Influenced Through Business Development Programs	4,190	7,394	7,240	6,200	6,200
BIF Funds leveraged to private Investment	$36.90	$30.70	$32.40	$28.00	$30.00
Small Business Loans (value)	$3.9M	$2.8M	$0.7M	$1.2M	$1.5M
OED Targeted Neighborhoods	$1.8M	$2.0M	N/A	$0.5M	$1.0M
Educational Opportunities for Entrepreneurs and Small Businesses	N/A	N/A	N/A	75	125

Performance Context

- **New Businesses Established** captures business creation and entrepreneurship as well as businesses attracted to the community. It is updated through an analysis of various public records of businesses started or paying taxes or other fees. These figures reflect changes in the Denver economy during the reporting period. Between 2014 and 2015, the total number of businesses in Denver increased by 13%. While growth in the net number of businesses has slowed down according to 2016 mid-year business counts, it is estimated that the portion of those businesses accounted for by new businesses will remain significant in 2016, and will decrease in 2017 as Denver economic growth stabilizes.

- **Numberof small businesses (employing 5 to 99 persons**) in the community is a direct indicator of the business climate and environment allowing firms to prosper and economically sustain in Denver. These firms are the primary customer of many Business Development programs.

- **Jobs influenced through Business Development Programs** are direct jobs created or retained as a result of (1) Business Incentive Fund (BIF) support for recruitment or retention/expansion of a business; (2) partial business personal property tax credits for significant job creation or investment activities through the Business Investment Program (BIP); and (3) gap financing through OED's Small Business Lending Program. This number does not include indirect and induced jobs resulting from a business development project. As referenced previously, the number of new business created in 2014 and 2015 rose significantly, which directly correlates to increases in jobs influenced by BD programs over that time period. OED is forecasting that this growth will normalize towards the end of 2016 and 2017, causing the decrease in forecasted job growth.

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- **BIF funds leveraged** shows the relationship between incentives provided and capital investment by the organization that received the BIF directly in Denver for the project. For every city dollar invested, the performance measure each year shows amount of private dollars invested.

- **Educational Opportunities for Entrepreneurs and Small Businesses** focuses on the business environment, creating programs to strengthen Denver's emerging enterprises. It represents the number of programs and business development events offered by OED@Commons in collaboration with their business services partners at The Commons on Champa. 2016 was the first year for this new metric, coinciding with the implementation of OED@Champa in collaboration with the newly opened Commons on Champa. OED anticipates growth of the program and number of events able to be offered in 2017.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	329,305	865,703	1,103,917	238,214	27.5%
Services and Supplies	251,862	305,385	302,345	(3,040)	(1.0%)
Internal Services and Misc.	2,888	2,660	1,500	(1,160)	(43.6%)
	584,055	**1,173,748**	**1,407,762**	**234,014**	**19.9%**
Expenditures by Activity					
Business Development Administration	0	0	2,000	2,000	0.0%
Business Development	376,830	1,022,778	1,266,217	243,439	23.8%
International Trade	93,850	42,600	42,600	0	0.0%
Business Assistance Center	113,375	108,370	96,945	(11,425)	(10.5%)
	584,055	**1,173,748**	**1,407,762**	**234,014**	**19.9%**
Other Program Funding Sources					
Grants	16,500	16,800	16,800	0	0.0%
Economic Development SRF	236,270	70,000	70,000	0	0.0%
	252,770	**86,800**	**86,800**	**0**	**0.0%**
Total Program Expenditures	**836,824**	**1,260,548**	**1,494,562**	**234,014**	**18.6%**
Personnel Complement (Budgeted)					
Business Assistance Center	1.00	1.00	1.00	0.00	0.0%
Business Development	1.00	8.00	9.67	1.67	20.8%
International Trade	1.00	0.00	0.00	0.00	0.0%
Total Personnel Complement	**3.00**	**9.00**	**10.67**	**1.67**	**18.5%**
Vacancy Savings			(33,907)		

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Business Development		
• A net increase in personnel services due to the reallocation of multiple staff members to more accurately align budget with their specific workload.	1.67	169,200

Capital Equipment

None.

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Overview

The **Operations and Communications Division (OC)** is dedicated to advancing the operational effectiveness and customer service of the OED, its programs and initiatives, and increasing the impacts and outcomes achieved for the residents and businesses of Denver. OC's team provides assistance and works with OED's leadership, programmatic divisions, other city agencies, and a wide variety of community partners supporting a local environment that stimulates balanced growth through job creation, business assistance, housing options, neighborhood redevelopment and the development of a skilled workforce. OC delivers theses services through the following activities:

- The **Administration and Policy** program includes departmental direction and management; policy development and direction; collaboration with the Mayor's office, other city departments and key stakeholders. Staff within this team work closely with OED leadership and divisional staff to pursue grants and other funding opportunities to bring additional resources and best practice knowledge to OED's efforts.

- The **Communication Program** promotes OED's efforts to the greater community. This group helps to promote the delivery of information and consistent messages of OED's programs and initiatives. This team works directly with City Council members, committees and staff to provide timely, relevant information on OED's activities. It also provides marketing and public relations support for all programs to increase awareness within the media and general public of OED's programs and activities.

- The **Finance Team** supports OED's programs by providing operational and budget services. With both city and federal funding, OED's budgets, contracts and compliance efforts operate in various regulatory and requirement environments. As an integral part of the OED supporting of each program division, this team works as a partner to deliver innovative, performance-orientated initiatives and outcomes for Denver residents and businesses.

Strategies

- Leverage OED's policy, programs, and initiatives to influence and increase collective impacts and outcomes, provide support to citywide and other department's work efforts, and partner with private, other public and non-profits for advancing Denver's economic prosperity and opportunity among neighborhoods, businesses and residents. *(Jobs)*

- Promote awareness of OED programs, initiatives and achievements. Disseminate relevant, timely information using various media, including traditional media, direct community outreach events, and social media/other emerging technologies. *(Customer Service)*

- Support innovation, best practices, and strategic approaches in all aspects of OED's efforts – from policy and program development, through investments and program delivery, with timely and effective support services, to communication and reporting of outcomes and impacts – with a primary focus always on partners and end beneficiaries of our efforts. *(Customer Service)*

- Utilize ever-limited resources to provide tools, programs and investments in an effective, efficient, equitable manner resulting in the business, resident and neighborhood opportunities. *(Sustainability)*

- Provide transparent performance metrics and outcomes, which will inform OED and city decision makers on policies to increase economic growth and opportunities. *(Sustainability)*

- Continue implementing Peak Performance Lean practices throughout all OED divisions and work teams to increase program effectiveness and outcomes. Additionally, work to increase employee engagement and satisfaction through organizational best practices. *(Customer Service)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Population	641,900	656,600	671,100	684,600	697,600
Residents Living Below Poverty Level	19.1%	18.3%	17.0%	16.0%	16.0%
Employed Denver Residents	340,400	352,750	359,300	366,100	371,400
Unemployment Rate	6.6%	4.8%	3.7%	3.4%	3.8%
Percent of Renter-Occupied Households	45.5%	46.0%	46.5%	48.0%	49.0%
Average Wage Level	$29.40	$30.50	$31.33	$32.40	$33.60
Median Household Income (estimated)	$50,300	$51,800	$53,200	$55,300	$57,300

Performance Context

- **Population** is estimated by the Colorado Department of Local Affairs (adjusted to January 1st) and provides a measure of the potential overall demand for various OED and other city services and programs.
- **Residents living below poverty level** reflects economic conditions for the hardest impacted residents. Poverty level itself is defined in the annual update from the Federal Government's Health and Human Services Department.
- **Employed Denver Residents** is the number of residents that are employed—even if they are not employed in Denver—as reported by the Local Area Unemployment Statistics (LAUS) from the Bureau of Labor Statistics.
- **Percent of Renter-Occupied Households** is an indicator reflecting the changing character of Denver's housing stock—and in the short term, a reflection of the housing markets.
- **Median household income** is calculated annually by the U.S. Department of Housing and Urban Development (HUD).

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	1,657,090	1,507,237	1,455,847	(51,390)	(3.4%)
Services and Supplies	1,232,169	472,317	1,071,597	599,280	126.9%
Internal Services and Misc.	5,450	10,990	11,060	70	0.6%
	2,894,709	**1,990,544**	**2,538,504**	**547,960**	**27.5%**
Expenditures by Activity					
Administration	1,873,467	1,797,276	2,151,088	353,812	17.0%
Policy Team	154,910	153,268	155,370	2,102	1.4%
Marketing and Communication	841,245	0	192,046	192,046	0.0%
Fiscal/IT	25,088	40,000	40,000	0	0.0%
	2,894,709	**1,990,544**	**2,538,504**	**547,960**	**27.5%**
Other Program Funding Sources					
Economic Development SRF	503,800	1,866,000	666,800	(1,199,200)	(64.3%)

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Capital Projects Funds		1,000,000	0	(1,000,000)	(100.0%)
	503,800	**2,866,000**	**666,800**	**(2,199,200)**	**(76.7%)**
Total Program Expenditures	**3,398,509**	**4,856,544**	**3,205,304**	**(1,651,240)**	**(34.0%)**
Personnel Complement (Budgeted)					
Administration	8.25	13.25	10.25	(3.00)	(22.6%)
Marketing and Communication	5.00	0.00	2.00	2.00	0.0%
Policy Team	1.00	1.00	1.00	0.00	0.0%
Total Personnel Complement	**14.25**	**14.25**	**13.25**	**(1.00)**	**(7.0%)**
Revenue					
Use Charges	160,023	0	0	0	0.0%
Internal Service and Indirect Cost	37,543	0	0	0	0.0%
	197,566	**0**	**0**	**0**	**0.0%**
Vacancy Savings			(44,851)		

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Administration		
• A decrease in personnel services due to a marketing communication specialist position transferring to the National Western Center Office to better align the position with assigned duties.	(1.00)	(95,200)
• A decrease in personnel services due to an executive director position transferring to the North Denver Cornerstone Collaborative Office to better align the position with assigned duties.	(1.00)	(149,100)
• A net increase in personnel services due to the reallocation of multiple staff members to more accurately align budget with their specific workload.	1.00	95,800
• An increase in services and supplies to provide funding for neighborhood projects in target areas that have been identified as underserved or distressed.	0.00	500,000
• An increase in services and supplies for consulting services to help with implementation, evaluation, and compliance coordination for the new contracted workforce support services evaluation model.	0.00	100,000
• An increase in services and supplies to support services for Denver Urban Gardens. This increase will be partially offset by other reductions in supplies.	0.00	57,500
• A decrease in services and supplies due to the one-time change management consulting services in 2016 to support team-building and internal communication.	0.00	(50,000)

Capital Equipment

None.

Overview

OED's **Workforce Development Division (WD)** strives to ensure Denver has the most highly skilled and accessible workforce in the country. Nearly every company starting, growing or expanding in the city cites the talented, productive labor force as a top reason for choosing Denver as their home. WD partners with Denver's businesses and contribute to their long range success by providing access to a qualified talent pool through programs for residents seeking local jobs and careers.

Much of the WD programs and services are funded through federal dollars from the U.S. Department of Labor and the U.S. Department of Health and Human Services, which are passed through recipient Colorado departments. As anticipated and shared in 2015, Denver changed its WD service delivery model in 2016. Denver competitively bid out the services of the one-stop centers, including the Colorado Works (Temporary Assistance to Needy Families (TANF)) program to leverage additional resources and increase outcomes for both its business and jobseeker customers. Denver maintains overall policy direction and oversight and has a significant aligned team who works with WD's entire network of service delivery contractors to ensure businesses and residents are able to access services easily and are adequately supported.

The Workforce Development Division administers a variety of employment and training programs, including the Workforce Innovation and Opportunity Act (WIOA) and Wagner-Peyser programs. Services to adults and dislocated workers are delivered through three one-stop centers: Arie P. Taylor, Castro DHS Office and East DHS Office. Services for eligible youth, ages 16-24, are delivered at the one-stop locations as well as at various community-based organizations and are funded through the year-round WIOA Youth program. The Summer Youth Employment Program is funded through the City's General Fund and occasional grants from the Denver Department of Human Services and is fully integrated with the year-round youth program to ensure that more youth are aware of summer opportunities as well as benefit from additional programming after summer ends This division administers the Colorado Works program, which helps individuals/families receiving TANF to move from public assistance to work, placing them on a path to self-sufficiency.

Strategies

- Assist in the training and employment of Denver's most vulnerable populations by increasing access to program opportunities, leveraging a fully aligned and integrated system to increase the number of individuals connected to employment. *(Jobs)*
- Partner with industry to support career and technical education programs in high-growth industries, and continue to develop internships/apprenticeship for youth and young adults in targeted sectors. *(Children and Youth)*
- Work with a leading national evaluator to ensure that the new service delivery model is adequately serving Denver's residents and is truly an evidence-based, comprehensive model. *(Customer Service)*
- Focus on job training initiatives designed to prepare residents of Globeville/Elyria/Swansea to obtain employment opportunities projected by the redevelopment of the National Western Center and the associated economic development opportunities. *(Jobs, Safety Net)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Workforce Development					
Customers Entering Employment	17,711	16,633	23,908	23,150	25,000
OED Target Neighborhoods (Adult)	3,161	3,534	4,398	4,167	6,250
People Assisted by Staff	25,097	19,747	16,995	11,469	15,000
Number Served with Barriers to Employment	N/A	N/A	N/A	9,619	11,000
Total Youth Served	2,712	2,997	2,677	1,915	2,300

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Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
OED Targeted Neighborhoods (Youth)	1,251	1,239	1,221	842	1,150
Employer Penetration Rate	N/A	N/A	N/A	4.8%	7.0%
Repeat Business Customers Rate	N/A	N/A	N/A	4.4%	9.0%

Performance Context

- **Customers entering employment** is the number of participants who have secured unsubsidized employment across all workforce development programs. This demonstrates program effectiveness by tracking job placements and wages of those successful in finding work.

- **OED Targeted Neighborhoods (Adult)** refers to workforce development in targeted neighborhoods mentioned previously in this document and in this case refers to those who have entered employment.

- **People staff assisted** is the number of participants who received services with the assistance of OED staff and/or OED contractors through all workforce development programs. OED notified workforce development staff of impending layoffs in July 2015, which led to staff attrition and an increase in worker caseload. Remaining staff were laid off by July 2016, and Workforce Development Switched to a new model where all services are being provided by contractors.

- **Number served with barriers to employment** shows the number of unique participants served with a WIOA identified barrier to employment across all programs. This population identifies those participants with indicators such as offender, single parent, veteran, high school dropout, pregnant/parenting youth, basic skills deficient, etc.

- **Total youth served** is the number of Youth served across all OED Workforce Development funded programs. OED notified workforce development staff of impending layoffs in July 2015, which led to staff attrition and an increase in worker caseload. Remaining staff were laid off by July 2016, and Workforce Development Switched to a new model where all services are being provided by contractors.

- **OED Targeted Neighborhoods (Youth)** refers to workforce development in targeted neighborhoods mentioned previously in this document. This generally consists of the number of youth that enter remedial education, skills certifications, start entry into post-secondary education, summer work experiences, career academies, etc. (typically not employment). In 2016 OED target neighborhoods were used to provide metrics across all years which is a new way for OED to focus on where the department is making investments.

- **Employer penetration rate** provides a measure for the ability of OED to engage employers in Denver with workforce development. The rate is defined as the number of employers who received a service or other assistance divided by the total number of employers in the region. These are preliminary estimates while waiting for guidance from Colorado Department of Labor & Employment. The increase in 2017 assumes that the State will be implementing better ways of tracking this metric moving forward.

- **Repeat business customers rate** is a new metric and measures the rate of repeat businesses provided services this year that have previously been provided a service within the prior 3 years. These are preliminary estimates, while waiting for guidance from Colorado Department of Labor & Employment on tracking this metric.

Workforce Development Special Revenue Funds 0117000

Budget Highlights	2015 Actuals	2016 Estimated	2017 Recommended	$ Change	% Change
Expenditures by Type (Appropriated SRFs)					
Personnel Services	1,587,832	2,206,662	252,500	(1,954,162)	(88.6%)
Services and Supplies	448,543	780,091	321,200	(458,891)	(58.8%)
Internal Services and Misc.	5,828	11,687	0	(11,687)	(100.0%)
Expenditures by Type Total	**2,042,203**	**2,998,440**	**573,700**	**(2,424,740)**	**(80.9%)**
Expenditures by Activity (Appropriated SRFs)					
Administration	601,278	1,389,013	573,700	(815,313)	(58.7%)
Employment First Admin.	1,440,925	1,609,427	0	(1,609,427)	(100.0%)
Expenditures by Activity Total	**2,042,203**	**2,998,440**	**573,700**	**(2,424,740)**	**(80.9%)**
Other Program Funding Sources					
Workforce Development Grants					
Career Opportunities in Retail	0	0	422,000	422,000	0.0%
Denver Urban Renewal Authority (DURA) Construction Sector	98,951	0	0	0	0.0%
Disabled Vets Outreach Program (DVOP)	18,792	32,000	28,000	(4,000)	(12.5%)
EDW Hire for Colorado Initiative	43,034	137,832	0	(137,832)	(100.0%)
Employment Support Fund	858,704	1,032,885	1,060,011	27,126	2.6%
Ex-Offender Services for Youth	726,054	0	0	0	0.0%
Governor's Summer Job Hunt	43,596	44,000	44,000	0	0.0%
H-1B Ready to Work Grant	549,208	1,892,635	1,683,391	(209,244)	(11.1%)
H-1B Technical Skills Training Grant	129,696	0	0	0	0.0%
Local Veterans Employment Representative(LVER)	2,194	8,000	7,000	(1,000)	(12.5%)
TAA Case Management	2,899	16,768	16,768	0	0.0%
TANF Case Mgmt/Employ/Training	8,762,698	7,500,000	7,500,881	881	0.0%
Veterans Workforce Investment Program	19,088	0	0	0	0.0%
Wagner-Peyser	1,585,271	1,297,101	1,294,673	(2,428)	(0.2%)
WIA Title I Adult	1,480,409	526,000	0	(526,000)	(100.0%)
WIA Title I Dislocated Workers	547,038	200,000	0	(200,000)	(100.0%)
WIA Title I Youth	1,287,453	396,000	0	(396,000)	(100.0%)
WIOA Adult	393,046	1,069,277	1,178,604	109,327	10.2%
WIOA Dislocated Worker	238,725	771,514	952,149	180,635	23.4%
WIOA Youth	462,687	1,466,231	1,476,050	9,819	0.7%
WOIA Workforce Performance Incentive	0	0	21,462	21,462	0.0%
Total	**17,252,708**	**16,390,244**	**15,684,989**	**(705,255)**	**(4.3%)**
Workforce Development SRF					
DETA Special Projects	64,922	60,000	39,885	(20,115)	(33.5%)
MOWD General Cost Pool	453,704	0	0	0	0.0%
Total	**518,626**	**60,000**	**39,885**	**(20,115)**	**(33.5%)**

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Workforce Development Special Revenue Funds 0117000

Budget Highlights	2015 Actuals	2016 Estimated	2017 Recommended	$ Change	% Change
Other Program Funding Sources Total	**17,771,335**	**16,450,245**	**15,724,874**	**(725,371)**	**(4.4%)**
Total Program Expenditures	**19,813,538**	**19,448,684**	**16,298,574**	**(3,150,110)**	**(16.2%)**
Personnel Complement (Budgeted)					
Administration	3.50	1.00	0.00	(1.00)	(100.0%)
Employment First Admin.	15.00	19.28	0.00	(19.28)	(100.0%)
Personnel Complement (Budgeted) Total	**18.50**	**20.28**	**0.00**	**(20.28)**	**(100.0%)**
Other Program Funds FTE					
Grants					
Employment Support Fund		11.00	3.63	(7.37)	(67.0%)
Governor's Summer Job Hunt		0.50	0.75	0.25	0.0%
H-1B Ready to Work Grant		3.46	3.46	0.00	0.0%
TANF Case Mgmt/Employ/Training		42.05	13.46	(28.60)	(68.0%)
Wagner-Peyser		11.33	4.80	(6.53)	(57.6%)
WIA Title I Adult		11.23	0.00	(11.23)	(100.0%)
WIA Title I Dislocated Workers		7.99	0.00	(7.99)	(100.0%)
WIOA Adult		0.00	3.48	3.48	0.0%
WIOA Dislocated Worker		0.00	2.84	2.84	0.0%
WIOA Youth		5.20	3.89	(1.31)	(25.2%)
Other Program Funds FTE Total		**92.76**	**36.31**	**(56.46)**	**(60.9%)**
Total Personnel Complement	**18.50**	**113.04**	**36.31**	**(76.74)**	**(67.9%)**
Revenue					
Internal Service and Indirect Cost	1,439,437	0	0	0	0.0%
Miscellaneous Other	573,700	0	0	0	0.0%
Revenue Total	**2,013,137**	**0**	**0**	**0**	**0.0%**

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Community Workforce Development		
• The Career Opportunities in Retail is a newly awarded grant which will begin to be administered in the upcoming fiscal year.		422,000
• A decrease to the Disabled Veterans Outreach Program (DVOP) grant expenditures due to an anticipated decrease in Federal funding in 2017.		(4,000)
• A decrease to the EDW Hire for Colorado Initiative grant expenditures due to an end date of December 31st, 2016.		(137,800)
• An increase to the Employment Support fund expenditures due to forecasted projects in the current fiscal year moving to 2017.		27,100
A decrease to the H-1B Ready to Work grant expenditures due to a reduction of funding and a grant end date in the upcoming fiscal year.		(209,300)
• A decrease to the Local Veterans Employment Representative (LVER) grant expenditures due to an anticipated decrease in Federal funding in 2017.		(1,000)

Impact Description	FTEs	Dollars
• A net decrease in expenditures and revenue to the WIA program activities due to legislation passed on July 22, 2015 authorizing the Workforce Innovation and Opportunity Act (WIOA) to replace the previous Workforce Investment Act (WIA)		(800,800)
• A decrease to the DETA Special Projects program expenditures due an increase in the number of projects taken on in 2016 compared to initial projections.		(20,100)
• A net decrease in FTE across grants/SRFs due primarily to a transition to a change in the workforce services delivery model that leverages contracted partners to deliver services.	(76.74)	(1,954,162)

Capital Equipment

None.

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Overview

The **Housing Division (HD)** will ensure the affordability, connectivity and sustainability of housing choices in Denver for current and future residents. In 2016, the Office of Economic Development completed a department re-organization to enhance its focus and align activities to create key synergies regarding the housing needs in the City of Denver. Denver's neighborhoods are incredibly diverse, providing a full range of household and family living options. While housing is often viewed by the character and building stock, HD recognizes housing is a physical element of the interactions that exist between the families and residents and the daily lives in the community. With the connections and access to work locations, businesses and services, community amenities, and education and lifelong training locations, our housing choices reflect both our daily needs and patterns of our lives.

The most important elements of HD's work is preserving and developing housing options throughout Denver. Building from Denver's Housing Plan and the Mayor's priorities, HD continues to identify and expand financial resources to increase housing development and preservation with several priority outcomes. These priorities include ensuring a range of housing pricing choices (very affordable, affordable and workforce), housing tenure (for-sale and rental options), housing size (family and smaller household options), and locations (TOD and near key employment areas). Whether through preservation or development of new housing units, Denver's economic and neighborhood success are dependent on a healthy and diverse labor force and population.

Strategies

- With partners, identify and preserve critical affordable housing in Denver's revitalizing neighborhoods. *(Sustainability)*

- Work with key partners within the city and community organizations to identify and preserve sites for the development of new housing to meet the changing and growing needs, including affordable housing in Denver's revitalizing neighborhoods. *(Safety Net)*

- Partner with many public, for profit, and non-profit organizations to encourage development of affordable and workforce housing and identify housing locations which promote a more complete household choice, such as fresh food access, education and workforce training, and important family services and support. *(Safety Net)*

- Identify and secure additional funds to create a permanent affordable housing funding source for making investments in new affordable and workforce housing developments at priority locations, targeting preservation and rehabilitation of existing affordable housing units, and purchasing land for housing opportunities. *(Safety Net)*

- Strategically invest federal and other housing funds and leverage private investment to meet and exceed the Mayor's 3x5 Housing Development Challenge. 3X5 refers to the Mayor's *3X5 Challenge* to the public and private sectors collectively creating, rehabilitating, and preserving at least 3,000 affordable housing units in Denver in five years. *(Safety Net)*

- Implement a comprehensive affordable housing preservation strategy, prioritizing affordable housing in neighborhoods currently impacted or vulnerable to involuntary displacement resulting from private and public investments. *(Safety Net)*

- Identify and support land banking of opportunity sites for housing development throughout our evolving and growing community, including housing tenure, unit size and location choices. *(Safety Net)*

- Work with developers and building owners to ensure affordable and workforce housing incorporates design, building and operating practices of reducing and renewable energy usage and resource conversation. *(Sustainability)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Housing Development and Rehabilitation					
Income Restricted Units Created or Preserved	638	670	314	441	1,000
OED Funded Units	207	368	180	375	850
All units in OED targeted neighborhoods	0	236	0	156	350
Number of Units x Affordability Years	20,135	18,253	5,718	12,425	20,000
Unit affordability in OED Targeted Neighborhoods	0	6,869	0	2,964	7,000
Share of Units with 2 or More Bedrooms	34.5%	35.8%	17.8%	42.0%	35%
40% or Below AMI Housing Units (Very Affordable)	9.9%	26.1%	7.6%	16.8%	15.0%
41-80% AMI Housing Units (Affordable)	90.1%	73.9%	92.4%	83.2%	75.0%
81-95% AMI Housing Units (Workforce)	0%	0%	0%	0%	10.0%
Rental Share of Units	100.0%	97.3%	100.0%	98.9%	92.0%

Performance Context

- **Income Restricted Units Created or Preserved** in Denver through various developments shows the number of units resulting from OED funding and the number of units developed in OED targeted neighborhoods. The analysis is completed on the City's fiscal year calendar.

- **Number of Units x Affordability Years** reflects a complete picture of the obtained affordability through various investments. The metric is calculated by multiplying the number of years of rental (or sales restrictions) by the units, then totaling them. As example, if OED provided funding to a 60 unit housing development project and obtained 30 units of affordable housing for 30 years, the Units of Affordability would be 900 (30x30) for that project. The decrease in 2015 for this metric as well as **OED Funded Units** was due to housing development projects started but not completed in 2015, and the increases in 2016 and 2017 are due to forecasted completions of those projects currently under construction as well as new funding sources coming online. OED's tracking system only includes units into this metric that are completed and ready for occupancy.

- **Share of Units with 2 or more bedrooms** reflects the program's desire to ensure a range of unit size (bedroom counts) for affordable units. Increased unit size, as well as increased periods or achieving lower levels of AMI of affordability, often requires additional investments in project funding.

- **Housing Affordability** is measured by AMI (area median income) for the metro Denver area as determine by the U.S. Department of Housing and Urban Development (HUD). A family of four at 80% AMI earns $64,080 per year, and at 40% AMI, their total annual income would be $32,040. These units are more expensive to produce and generally account for a lower share of affordable units developed and tend to fluctuate based on available subsidies and the influence of public policy. The units completed in 2015 were mostly affordable to 40-80% AMI, but the City and other partners are pushing for more <40% AMI units to be produced in the coming years (and many are currently under construction).

- **Rental Share of Units** is the percentage of total OED funded units that are for rent rather than for sale.

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Budget Highlights	2015 Actuals	2016 Estimated	2017 Recommended	$ Change	% Change
Other Program Funding Sources					
Grants					
ARRA Neighborhood Stabilization	0	320,855	255,704	(65,151)	(20.3%)
CDBG - Administration	2,381,593	2,294,585	1,934,327	(360,258)	(15.7%)
CDBG - Program	12,916,121	12,062,000	11,958,393	(103,607)	(0.9%)
Clocktower Lofts Section 108	3,424,982	0	0	0	0.0%
H&NDS Housing for Mentally Ill	0	40,000	431,398	391,398	978.5%
HOME Program	4,304,750	3,212,000	3,243,389	31,389	1.0%
HOPWA Program	1,245,284	1,545,000	1,545,000	0	0.0%
Neighborhood Stabilization Prgm III	1,399	0	15,326	15,326	0.0%
Neighborhood Stabilization Program I	0	2,500	2,500	0	0.0%
Sec 108 NE Park Hill	8,520	0	0	0	0.0%
Stapleton Section 108	1,658,643	0	0	0	0.0%
Taxi Building III	560,032	0	0	0	0.0%
YMCA/Section 108	1,502,434	200,996	0	(200,996)	(100.0%)
Total	**28,003,757**	**19,677,935**	**19,386,037**	**(291,898)**	**(1.5%)**
Economic Development SRF					
Affordable Housing and Remediation Fund	29,978	185,000	500,000	315,000	170.3%
Affordable Housing Property Tax Revenue Fund	0	0	12,021,300	12,021,300	0.0%
Affordable Housing Linkage Fee Revenue Fund	0	0	3,500,000	3,500,000	0.0%
Community Development-Donation	24,200	22,752	22,752	0	0.0%
Housing Incentive Program	129,606	1,623,212	1,559,469	(63,743)	(3.9%)
Revolving Afford Housing Loan	200,479	3,230,000	2,848,549	(381,451)	(11.8%)
Revolving Loan Fund	100,809	163,628	163,628	0	0.0%
Skyline - Administration	7,156	10,000	10,000	0	0.0%
Skyline - Economic Develop	900,000	796,128	796,128	0	0.0%
Skyline - Housing	875,000	1,700,000	530,000	(1,170,000)	(68.8%)
Total	**2,267,228**	**7,730,720**	**21,951,826**	**14,221,106**	**184.0%**
Total Program Expenditures	**30,270,985**	**27,408,656**	**41,337,863**	**13,929,207**	**50.8%**
Other Program Funds FTE					
Grants					
CDBG - Administration		22.63	16.25	(6.38)	(28.2%)
CDBG - Program		7.70	4.52	(3.18)	(41.3%)
HOME Program		1.70	1.91	0.21	0.0%
Total		**31.03**	**22.67**	**(9.35)**	**(30.0%)**

Budget Highlights	2015 Actuals	2016 Estimated	2017 Recommended	$ Change	% Change
Economic Development SRF					
Affordable Housing Property Tax Revenue Fund	0.00	0.00	9.10	9.10	0.0%
Housing Incentive Program	0.00	1.30	0.52	(0.78)	(60.0%)
Revolving Afford Housing Loan	0.00	0.00	1.00	1.00	0.0%
Total	**0.00**	**1.30**	**10.62**	**3.82**	**293.8%**
Total Personnel Complement	**0.00**	**32.33**	**33.29**	**0.96**	**3.0%**

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Housing and Neighborhood Development		
• A decrease to the ARRA Neighborhood Stabilization grant expenditures due to an increase in the number of projects taken on in the current fiscal year compared to initial projections.		(65,200)
• A net decrease to the CDBG program expenditures due to decreases in federal funding.		(462,400)
• An increase in H&ND Housing for the Mentally Ill grant expenditures due to projects originally forecasted to begin in the current fiscal year moving out to the upcoming fiscal year.		391,400
• A decrease to the YMCA/Section 108 grant expenditures due to anticipated program completion on December 31, 2016.		(201,000)
• An increase to the Affordable Housing Remediation Special Revenue Fund expenditures due to originally anticipated expenditures in 2016 moving out to 2017.		315,000
• The Affordable Housing Property Tax Revenue Fund is a new Special Revenue Fund that will go into effect on January 1, 2017 (see affordable housing section of this budget book for more detail).		12,021,300
• The Affordable Housing Linkage Fee Revenue Fund is a new Special Revenue Fund that will go into effect on January 1, 2017 (see affordable housing section of this budget book for more detail).		3,500,000
• A decrease to the Revolving Affordable Housing Loan Special Revenue Fund expenditures due to an anticipated decrease in transfers from other city funds in the upcoming fiscal year.		(381,500)
• A decrease to the Skyline Housing Special Revenue Fund expenditures due to increased activities in 2016 related to planned housing development.		(1,170,000)
• A net increase in the number of FTE allocated to Housing and Neighborhood Development grants and Special Revenue Funds due to a reallocation of employees to more accurately align their work in 2017 and the addition of employees to support the new affordable housing fund (see affordable housing section of this budget book for more detail).	0.96	

Capital Equipment

None.

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Overview

City Council passed a proposal to create and fund two **Affordable Housing Funds** in September 2016. The proposal passed by Council will provide additional revenue from a half mill of property taxes and a linkage fee on new development. Per the ordinance, two special revenue funds will be created: The Affordable Housing Property Tax Revenue Fund which will include transfers and a half mill of property tax revenue and the Affordable Housing Linkage Fee Revenue Fund for linkage fee revenue collected by Community Planning and Development. Proposed linkage fees range from $0.40 to $1.70 per square foot depending on the type of development. These two sources are projected to generate $150 million and produce or preserve 6,000 units over the next 10 years. The Affordable Housing Property Tax Revenue Fund and the Affordable Housing Linkage Fee Revenue Fund will both be appropriated annually through the budget process.

Related to this proposal, the City's General Fund will contribute $2.9 million and the Human Services Department will contribute $2.5 million for a total $5.4 million transfer into the Affordable Housing Property Tax Revenue Fund. This fund will be administered by the Denver Housing Division of the Office of Economic Development with input from the Mayor's Housing Advisory Council and the new Office of Housing and Opportunity for People Everywhere (H.O.P.E). Information about this fund also appears in the Denver Housing Division's Economic Development SRF summary along with other affordable housing funding sources.

Affordable Housing Property Tax Revenue Fund					16606-0145000
Budget Highlights	**2015 Actuals**	**2016 Estimated**	**2017 Estimated**	**$ Change**	**% Change**
Expenditures by Type					
Personnel Services	0	0	893,747	893,747	0.0%
Services and Supplies	0	0	10,127,553	10,127,553	0.0%
Capital Equipment	0	0	1,000,000	1,000,000	0.0%
Expenditures by Type Total	**0**	**0**	**12,021,300**	**12,021,300**	**0.0%**
Expenditures by Activity					
Administration	0	0	1,002,112	1,002,112	0.0%
Land Acquisition	0	0	1,000,000	1,000,000	0.0%
Unit Development/Preservation	0	0	7,519,188	7,519,188	0.0%
Housing Assistance	0	0	1,500,000	1,500,000	0.0%
Supportive Housing Development	0	0	1,000,000	1,000,000	0.0%
Total Program Expenditures	**0**	**0**	**12,021,300**	**12,021,300**	**0.0%**
Personnel Complement (Budgeted)					
Administration	0	0	9.1	9.1	0.0%
Land Acquisition	0	0	0	0	0.0%
Unit Development/Preservation	0	0	0	0	0.0%
Housing Assistance	0	0	0	0	0.0%
Supportive Housing Development	0	0	0	0	0.0%
Total Personnel Complement	**0**	**0**	**9.1**	**9.1**	**0.0%**

Budget Highlights	2015 Actuals	2016 Estimated	2017 Estimated	$ Change	% Change
Revenue					
Transfer in – General Fund	0	0	2,879,600	2,879,600	0.0%
Transfer in – Human Services	0	0	2,500,000	2,500,000	0.0%
Property Tax Revenue	0	0	6,641,700	6,641,700	0.0%
Revenue Total	**0**	**0**	**12,021,300**	**12,021,300**	**0.0%**

Significant Budget Changes

- Expenditures are budgeted in the following activities: Land Acquisition (purchase of land for affordable housing development), Unit Development/Production (funding for affordable housing projects), Housing Assistance (programs to assist current owners and renters), and Supportive Housing Development (case management for individuals in need of additional support).

- $1,002,112 is budgeted in Administration to fund 9.1 FTE and supplies and services, which will support the Affordable Housing Program. The total 9.1 FTE consists of 4.1 existing FTE that are being reallocated from grant programs and includes a housing director, community development representative, contract administrator, contract compliance analyst, an environmental analyst, and an accounting technician, as well as 5.0 new FTE that includes two community development representatives, an assistant city attorney, a program administrator, and a plans review technician.

- The General Fund transfer into the Affordable Housing Property Tax Revenue Fund is comprised of $1.5 million from Denver's 3.5 percent special marijuana sales tax revenue and $1.4 million from general revenue.

- The Human Services transfer into the Affordable Housing Property Tax Revenue Fund is comprised of $1.0 million previously reserved to develop a 24-hour rest and resources center, however this program was not developed. Instead, this amount will be dedicated to supportive housing. The other $1.5 million is from DHS' Service Delivery and Administration fund, which derives revenue from the City's Human Services property tax mill levy.

- Administrative costs associated with the administration of the affordable housing funds will be monitored to stay below the threshold called out in the enabling ordinance.

Affordable Housing Linkage Fee Revenue Fund 16607-0145000

Budget Highlights	2015 Actuals	2016 Estimated	2017 Estimated	$ Change	% Change
Expenditures by Type					
Personnel Services	0	0	0	0	0.0%
Services and Supplies	0	0	3,500,000	3,500,000	0.0%
Capital Equipment	0	0	0	0	0.0%
Expenditures by Type Total	**0**	**0**	**3,500,000**	**3,500,000**	**0.0%**

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Affordable Housing Funds 0145000

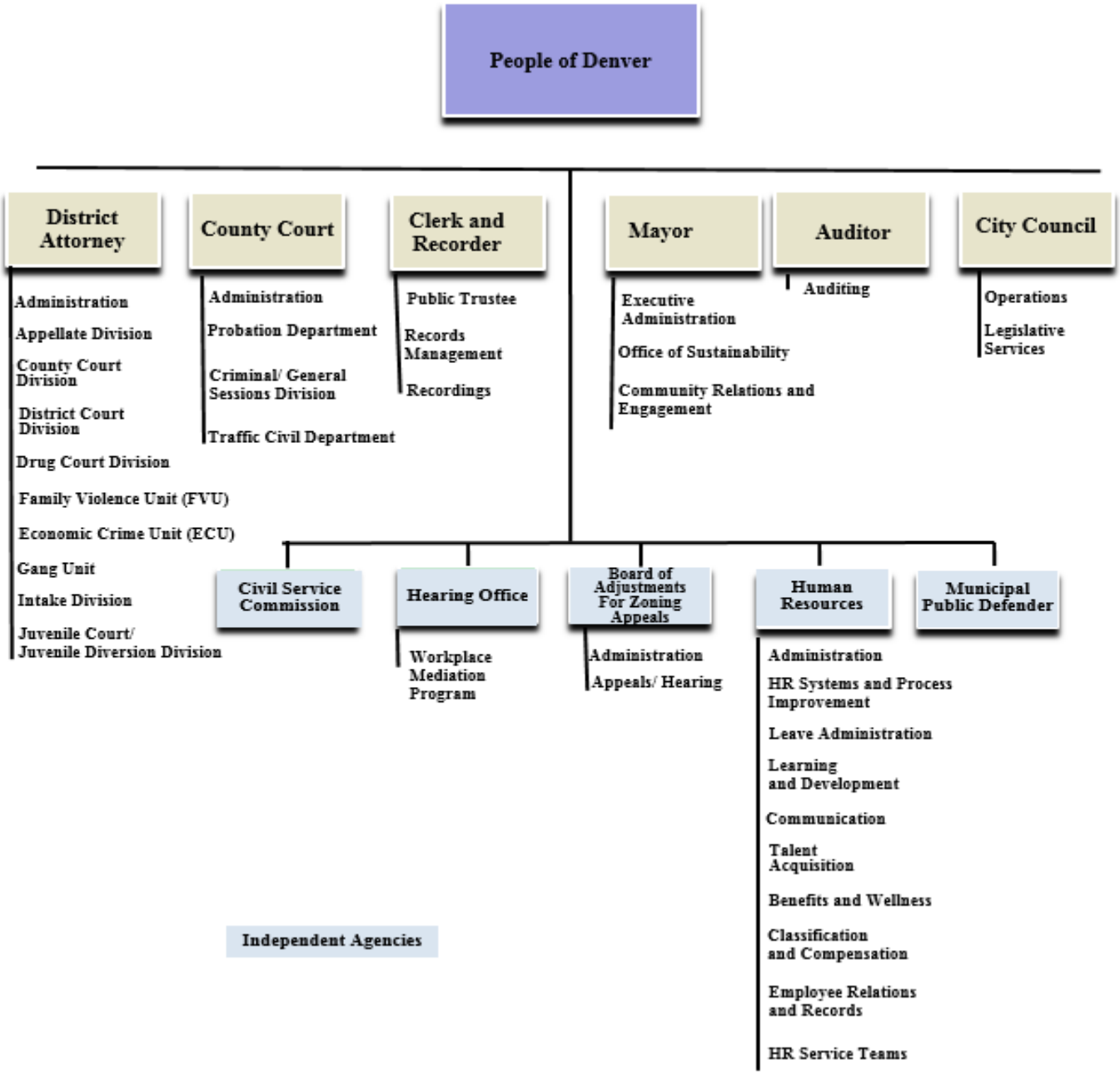
Budget Highlights	2015 Actuals	2016 Estimated	2017 Estimated	$ Change	% Change
Expenditures by Activity					
Unit Development/Preservation	0	0	3,500,000	3,500,000	0.0%
Expenditures by Activity Total	**0**	**0**	**3,500,000**	**3,500,000**	**0.0%**
Revenue					
Linkage Fee Revenue	0	0	3,500,000	0	0.0%
Revenue Total	**0**	**0**	**3,500,000**	**0**	**0.0%**

Significant Budget Changes

- The Affordable Housing Linkage Fee Revenue Fund will be appropriated annually through the budget process. At this time, it is estimated that $3.5 million of revenue will be collected by this fund in 2017. For more information, please reference the Special Revenue Fund section of this budget book under the Office of Economic Development.

Independent Agencies

Independent Agencies Organizational Chart



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Independent Agencies

Independent Agencies Budget Summary

	2015 Actuals	2016 Appropriated	2017 Recommended
Agencies			
Division of the Clerk and Recorder	2,306,861	2,860,775	2,911,373
City Council	4,299,092	4,691,257	6,029,994
Auditor	6,193,645	6,866,454	8,695,887
Denver District Attorney	21,617,554	22,737,373	24,133,899
Denver County Court	21,980,464	23,283,663	23,758,329
Office of Municipal Public Defender	880,829	1,028,663	1,317,101
Office of Human Resources	11,552,438	12,448,354	14,303,884
Hearing Office	490,675	532,394	563,948
Election Division	4,526,216	7,182,327	4,512,195
Board of Adjustment for Zoning Appeals	304,782	328,120	353,168
Civil Service Commission	1,415,050	1,746,738	1,702,482
Total	**75,567,605**	**83,706,119**	**88,282,260**
Expenditures			
Personnel Services	65,746,641	70,818,506	76,060,510
Services and Supplies	9,628,259	11,985,991	12,089,306
Capital Equipment	78,011	791,133	0
Internal Services and Misc.	114,693	110,490	132,444
Total	**75,567,605**	**83,706,119**	**88,282,260**
Total General Fund	**75,567,605**	**83,706,119**	**88,282,260**
Special Revenue Funds			
General Government	2,036,321	3,103,893	2,718,800
Public Safety	2,395,723	1,711,151	1,662,069
Total Special Revenue Funds	**4,432,044**	**4,815,044**	**4,380,869**
Grants			
Grants	1,695,659	1,193,205	950,241
Total Grants	**1,695,659**	**1,193,205**	**950,241**
Personnel Complement			
General Fund			
General Fund Operations - Civilian	788.03	785.17	798.91
Special Revenue Funds			
Public Safety - Civilian	15.50	12.75	15.17
Total Personnel Complement	**803.53**	**797.92**	**814.08**

Overview

The Denver City Council constitutes the legislative branch of the City and County government. The City Council is composed of thirteen elected members, of whom eleven represent districts and two are elected at-large. The body is supported by six central staff members, twenty-seven Council aides (pending the approval of the 2017 budget, number of aides will increase to 40), and ten on-call administrative support assistants, aides and analysts.

The City Council program goal is to enact ordinances, approve contracts and changes to the zoning code, levy taxes, appropriate monies for city government operations, and hold weekly public meetings to discuss and prepare proposed laws and changes to the Denver Revised Municipal Code (D.R.M.C.). The City Council is also the oversight body for city agencies and has the authority to investigate agency activities and employees. Additionally, City Council members directly represent city residents and advocate for Denver's communities.

- Legislative Services includes the Executive Director, Council Secretary, Staff Assistant, and Legislative Analysts. 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 (bill research, preparation, and coordination with city agencies); perform policy research and development of legislative initiatives along with strategic advice; 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.

Vision

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.

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 city-wide challenges, and to make decisions in accordance with the best interests of the citizens and the City and County of Denver.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	3,967,832	4,253,383	5,215,064	961,681	22.6%
Services and Supplies	322,488	428,799	797,240	368,441	85.9%
Internal Services and Misc.	8,772	9,076	17,690	8,614	94.9%
	4,299,092	**4,691,257**	**6,029,994**	**1,338,737**	**28.5%**
Expenditures by Activity					
Legislative Services	663,493	749,393	838,436	89,043	11.9%

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City Council 0201000

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
City Council Operations	3,635,598	3,941,864	5,191,558	1,249,694	31.7%
	4,299,092	**4,691,257**	**6,029,994**	**1,338,737**	**28.5%**
Other Program Funding Sources					
General Government SRF	198,228	187,000	187,000	0	0.0%
Total Program Expenditures	**4,497,319**	**4,878,257**	**6,216,994**	**1,338,737**	**27.4%**
Personnel Complement (Budgeted)					
City Council Operations	36.75	35.75	50.00	14.25	39.9%
Legislative Services	6.00	8.00	7.00	(1.00)	(12.5%)
Total Personnel Complement	**42.75**	**43.75**	**57.00**	**13.25**	**30.3%**
Revenue					
Fees	134	0	0	0	0.0%
Miscellaneous Other	105	0	0	0	0.0%
	238	**0**	**0**	**0**	**0.0%**
Vacancy Savings			(131,635)		

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
City Council		
• An increase to fund an additional City Council Aide in each councilmember's office. This includes an increase in personnel services of $865,900 for thirteen new aide positions and an increase of $106,900 in the services and supplies for office supplies and equipment for the new personnel. The expansion also includes an increase in the internal services of $8,400 for cell phone stipends. These additional staffing resources will address rising workload volumes experienced by existing staff.	13.00	981,200
• An increase in personnel services to account for adjustments to the wages of council aides following a staffing study completed by the Office of Human Resources.	0.00	213,000
• An increase in personnel services due to the addition of a City Council aide position in 2016. Although this position was first approved in 2016, the funding will begin in 2017.	1.00	56,500
• An increase in personnel services due to the expansion of a City Council aide position from half-time to full-time. Although this position change was first approved in 2016, the funding for the expanded hours will begin in 2017.	0.50	28,900
• An increase in services and supplies to restore funds that had been temporarily moved to personnel services to support payouts and on-call expenses in 2016.	0.00	206,200
• An increase in services and supplies for consistent management software. This software will allow councilmembers' offices to better monitor and organize constituent concerns.	0.00	50,000
• A decrease in personnel services due to a transfer of funds to the services and supplies. These funds had been temporarily moved to personnel services to support payouts and on-call expenses in 2016.	0.00	(206,200)

Impact Description	FTEs	Dollars
City Council		
• A decrease in personnel services due to a change in hours associated with the creation of a 3/4 time City Council Aide position. To accommodate this change, a full-time professional occupations intern position was abolished.	(0.25)	3,200
• A decrease in personnel services due to the conversion of a City Council aide position to on-call status. There is no change to the budget as the funding for the former position was converted to on-call dollars.	(1.00)	0

Capital Equipment

None.

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	2015 Actuals	2016 Appropriated	2017 Recommended
Expenditures by Division			
Division of the Clerk and Recorder	2,306,861	2,860,775	2,911,373
Election Division	4,526,216	7,182,327	4,512,195
Total	**6,833,076**	**10,043,102**	**7,423,568**
Expenditures by Type			
Personnel Services	4,209,423	5,714,928	5,128,668
Services and Supplies	2,474,702	3,486,291	2,233,950
Capital Equipment	78,011	791,133	0
Internal Services and Misc.	70,940	50,750	60,950
Total	**6,833,076**	**10,043,102**	**7,423,568**
Total General Fund	**6,833,076**	**10,043,102**	**7,423,568**
Special Revenue Funds			
General Government	0	250,000	250,000
Total Special Revenue Funds	**0**	**250,000**	**250,000**
Personnel Complement			
General Fund			
General Fund Operations	115.00	109.40	81.89
Total Personnel Complement	**115.00**	**109.40**	**81.89**

Office of the Clerk and Recorder

Executive Overview

The Clerk and Recorder performs all of the duties required of the county clerk and recorder by the Colorado Constitution. The Clerk has two appointees: the Deputy Clerk and Recorder and the Director of Elections that oversee the two divisions within the Office of the Clerk and Recorder. Debra Johnson is Denver's second elected Clerk and Recorder.

By City Charter, Denver's Clerk and Recorder is comprised of the City Clerk, County Recorder, Public Trustee and Chief Elections Official. The Clerk is also:

- Member of the Denver Board of Equalization
- Member of the Citywide Records Management Committee
- Attester to the signature of the Mayor
- Co-signer of all city contracts and city ordinances
- Custodian of the city seal

The Denver Clerk and Recorder is unique in Colorado. Unlike the Clerk and Recorders in other Colorado counties, Denver's Clerk and Recorder:

- **Does not** administer vehicle registrations (this responsibility resides in the Department of Finance)

- **Does** administer foreclosures and perform other Public Trustee functions (this is a county treasurer function in many other Colorado counties)

Major functions of the agency:

- Elections
- Records Management
- Marriage Licenses
- Recording
- Foreclosures

Vision

To be regarded as the most customer-centric and trusted clerk and recorder team in the State of Colorado.

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.

Strategies

- Make executed city contracts easily accessible to the public

- Revise and update the financial, gift and contractor disclosure requirements and procedures

- Preserve original, historical city records

- Implement a new city campaign finance system

Please see the division sections for detail about key resource changes impacting these strategies and related metrics.
The Clerk and Recorder's annual reports may be found at http://www.denvergov.org/clerkandrecorder.

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Overview

The Clerk and Recorder Division's mission is to provide customer-friendly processes that are efficient and transparent and records that are easy to access. The responsibilities of the four departments in the Clerk and Recorder Division are:

- The **Clerk and Recorder/Public Trustee** department manages personnel and technology to collect, preserve, and disseminate records that reflect and verify property ownership, title transfer, encumbrance, and foreclosure rights of all real property in the City and County of Denver.

- The **City Clerk/Records Management** department has executive authority to execute all contractual agreements with the City. Executive and legislative authority to implement, publish, and preserve all policies, ordinances, and appointments in the City and County of Denver reside here. Additionally, the program is custodian of the Recordings archive and is a repository of all documents recorded by the County Recording Section.

- The **County Clerk/Recordings** department is responsible for preparing, receipting, and indexing all documents presented for recording. Such documents are included as part of the public record. The program also is responsible for issuing and recording licenses for marriages and civil unions as well as registering domestic partnership commitments.

- The **Communications** department provides media relations for the Clerk and the departments above, community outreach, employee communications, legislative support, website coordination, as well as communications and marketing and strategic planning.

Strategies

- Increase online access to publicly recorded documents, city contracts and foreclosure auctions to improve city transparency and increase convenience for its customers and continue to pioneer new state-of-the-art processes such as its online foreclosure auction program. Launched in July of 2016, Denver will be the first city/county in Colorado to implement such a program that encompasses online access for attorneys (case management) and buyers (foreclosure auctions).

- Digitize and preserve original, historical city records dating back to the inception of the City and County of Denver in 1859. Many of these documents are aging and deteriorating. Through these efforts, we will preserve records for future generations.

- Capture and utilize meaningful metrics to validate compliance with established customer service levels to monitor and improve the customer experience.

- Focus on converting "Calls to Clicks" and increasing First Call Resolutions (FCRs). These key strategies empower the customer to access information easily on our website (http://www.denvergov.org/clerkandrecorder) without having to contact our office. Customers are encouraged to use Denver 311 (www.denvergov.org/311helpcenter/).

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Objective
Public Trustee					
First-call resolution	15%	19%	32%	38%	45%
Total time to complete customer transaction (minutes)	N/A	29	9	7	6

DENVER THE MILE HIGH CITY

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Objective
City Clerk/Records Management					
First-call resolution	29%	47%	65%	76%	80%
Total time to complete customer transaction (minutes)	N/A	16	9	9	8
Total number of record requests	11,590	13,382	14,359	14,000	14,000
County Clerk (Recording & Marriage/ Civil Unions)					
First-call resolution	54%	63%	80%	80%	80%
Total time to complete customer transaction (minutes)	N/A	9	9	9	8
Percentage of documents recorded by electronic submission	56%	59%	63%	62%	80%
Total Documents Recorded	187,000	152,611	173,740	164,423	170,000
Division Statistics					
Total time to complete customer transaction (minutes)	N/A	11	10	9	9
Phone Calls to Denver 311 for Division functions	19,644	17,246	15,412	14,700	14,000

Performance Context

- **First Call Resolution (FCR)** means that the customer's need is properly addressed the first time they call. FCR statistics are monitored closely to promote high levels of customer satisfaction. The Clerk and Recorder works closely with Denver 311 to train the agents on the functions of the office, frequently asked questions, and commonly requested information. The FCR rate for the Public Trustee is expected to increase in 2017 as more records become available online. The Division continues to improve the website design and content to better serve our customers.

- The Clerk and Recorder Division continues to promote **Electronic Recording.** The goal is to receive 80 percent of all recording submissions electronically by the end of 2017. On average, it takes our staff 50 percent less time to process an electronic recording than an over-the-counter or mail-in recording. The percentage of **documents recorded by mail or over the counter** is expected to continue a downward trend in 2017 due to successful implementation of the Division's electronic recording strategies.

- The **Total Number of Record Requests** processed in the office is expected to decrease in 2017 as millions of recorded documents are made available online for public access through the Clerk and Recorder website. Customers can perform record searches and request copies of recorded documents anytime, anywhere.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	1,772,142	2,275,975	2,327,573	51,598	2.3%
Services and Supplies	532,800	573,550	572,550	(1,000)	(0.2%)
Internal Services and Misc.	1,919	11,250	11,250	0	0.0%
	2,306,861	**2,860,775**	**2,911,373**	**50,598**	**1.8%**

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Activity					
Administration	1,261,865	1,458,257	1,593,340	135,083	9.3%
Recording	252,645	329,045	504,569	175,524	53.3%
Office of the Public Trustee	305,181	440,013	274,038	(165,975)	(37.7%)
Office of the City Clerk	294,857	318,640	499,426	180,786	56.7%
Records Management	185,707	292,820	10,000	(282,820)	(96.6%)
Communications	6,605	22,000	30,000	8,000	36.4%
	2,306,861	**2,860,775**	**2,911,373**	**50,598**	**1.8%**
Other Program Funding Sources					
General Government SRF	0	250,000	250,000	0	0.0%
Total Program Expenditures	**2,306,861**	**3,110,775**	**3,161,373**	**50,598**	**1.6%**
Personnel Complement (Budgeted)					
Administration	12.00	11.50	12.50	1.00	8.7%
Office of the City Clerk	5.00	5.00	7.00	2.00	40.0%
Office of the Public Trustee	7.00	7.00	4.00	(3.00)	(42.9%)
Recording	7.00	6.00	9.00	3.00	50.0%
Records Management	3.00	3.00	0	(3.00)	(100.0%)
Total Personnel Complement	**34.00**	**32.50**	**32.50**	**0**	**0.0%**
Revenue					
Fees	6,454,040	6,086,500	6,096,500	10,000	0.2%
Miscellaneous Other	19,543	2,000	2,000	0	0.0%
	6,473,583	**6,088,500**	**6,098,500**	**10,000**	**0.2%**
Vacancy Savings			(68,768)		

Significant Budget Changes by Program

None.

Capital Equipment

None.

Overview

The Elections Division of the Office of the Clerk and Recorder provides comprehensive election services for the City and County of Denver including voter records, election operations, election administration, and communications. 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 Department** provides budget and purchasing management, project management, program management, compliance coordination, campaign finance management, graphic design coordination, 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, and off-boarding processes.

- **The Communications Department** provides media relations, community outreach, candidate and campaign relations, legislation coordination, marketing coordination, event planning, website management, and strategic public information communication.

- **The Operations Department** provides voting operational 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, 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.

- **The Voter Records Department** is responsible for ballot processing management, voter registration management, canvass coordination, petition management, eSign program management, correspondence coordination, SCORE II system coordination, voting process coordination, training content coordination and management, constituent relations and analytics, and customer relations coordination. Voter Records is also responsible for the group residential facility voting process, military and overseas voting program, and the confined voting program.

The Election Division is primarily responsible for the following types of elections:

- Presidential Elections: every four years, the next is November 2020
- Gubernatorial Elections: every four years, the next is November 2018
- Primary Elections: in coordination for each of the above
- Municipal Elections: every two years, the next is May 2017
- School Board: every two years, the next is November 2017
- Special Ballot Initiative and Special Elections: when needed

Comparative budget and performance data should be used to compare similar elections. For instance, the 2016 Presidential election performance data should be compared to the 2012 Presidential election performance data.

Strategies

- Create a voter education campaign with measurable metrics and incorporate behavior modification strategies to increase voter turnout and engagement with city, state, and national elections.

- Increase the availability of historical election records online to improve election transparency.

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- Continue to expand the use of online services: Ballot TRACE, eSign, DenverVotes app, SMS for ballot information functionality. These methods improve voter trust and engagement by allowing updates about their ballots and easy voter registration to encourage civic engagement.

- Redesign the Campaign Finance Management tool to enhance usability, transparency, and efficiency.

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Projected
Ballot TRACE Users	17,115	73,340	87,342	100,000	110,000
Cost per registered voter (for the largest election in a year)	$1.52	$2.88	$1.62	$3.70	$2.00
Electronic Registration Transaction %	7%	30%	39%	40%	45%

Performance Context

- **Ballot TRACE** is an award winning, first in the nation, ballot tracking, reporting, and communications engine. The system gives voters proactive information about the status of their mail ballot. Usage of Ballot TRACE is expected to increase as voters learn about the program, even as the city transitions out of a presidential election year.

- **Cost per registered voter** includes the cost for conducting the largest election in each year (General elections in the above even years, which are those conducted in November). 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.

- **Electronic Registration Transaction %** is the percentage of the total number of registrations submitted that were completed electronically. Online forms cost less to process than paper forms. The percentage generally increases in even year election cycles.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	2,437,281	3,438,953	2,801,095	(637,858)	(18.5%)
Services and Supplies	1,941,902	2,912,741	1,661,400	(1,251,341)	(43.0%)
Capital Equipment	78,011	791,133	0	(791,133)	(100.0%)
Internal Services and Misc.	69,022	39,500	49,700	10,200	25.8%
	4,526,216	**7,182,327**	**4,512,195**	**(2,670,132)**	**(37.2%)**
Expenditures by Activity					
Administration	2,275,035	3,810,781	2,132,124	(1,678,657)	(44.1%)
Voter Records	1,457,886	2,513,869	1,455,869	(1,058,000)	(42.1%)
Operations	793,295	857,676	924,202	66,526	7.8%
Total Program Expenditures	**4,526,216**	**7,182,327**	**4,512,195**	**(2,670,132)**	**(37.2%)**
Personnel Complement (Budgeted)					
Administration	68.00	63.90	36.39	(27.51)	(43.1%)

Election Division 0701000

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Operations	7.00	7.00	7.00	0.00	0.0%
Voter Records	6.00	6.00	6.00	0.00	0.0%
Total Personnel Complement	**81.00**	**76.90**	**49.39**	**(27.51)**	**(35.8%)**
Revenue					
Charges for Services	3,601	2,500	1,000	(1,500)	(60.0%)
Internal Service and Indirect Cost	294,253	150,000	250,000	100,000	66.7%
Miscellaneous Other	2,121	0	0	0	0.0%
	299,975	**152,500**	**251,000**	**98,500**	**64.6%**
Vacancy Savings			(60,567)		

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Elections		
• A decrease in personnel services as the Division shifts out of a presidential election year and into a less resource-intensive municipal election year. The change is driven by the reduction in temporary election staff.	(27.51)	(783,500)
• A decrease in services and supplies as election printing, mailing and software needs are reduced as the city shifts out of a presidential election year.	0.00	(1,232,500)
• A decrease in equipment due to the one-time purchase of new elections equipment for the 2016 presidential election.	0.00	(779,200)
• An increase in revenue due to projected growth in revenue for ballot reimbursement from third parties.	0.00	100,000

Capital Equipment

None.

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Overview

The Auditor's Office is responsible for examining and evaluating the operations and performance of city agencies, departments and programs as well as ensuring compliance with the city's prevailing wage ordinance. Auditor Timothy M. O'Brien, CPA, took office in July, 2015.

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 audit reports which are then communicated to the Mayor, City Council and the public.

Auditor's Office Divisions:

- **Management Services Division**, which includes the Auditor and his appointed staff, oversees strategic planning, community outreach and education, budget, analysis of city contracts pursuant to the City Charter Section 5.2.2, operations, and human resources.

- The **Audit Services Division** executes the Auditor's annual audit plan by conducting performance, financial, and information technology audits of city departments, and compliance audits of Denver contractors. Private-sector audit firms are engaged for specialized audits or audits posing a potential conflict of interest for the Office. All audits are conducted in accordance with Generally Accepted Government Auditing Standards (GAGAS) promulgated by the United States Comptroller General. Upon completion of each audit, the auditee is required to formally respond to the findings. A follow-up audit is scheduled 12 to 18 months later to evaluate the implementation of agreed-upon recommendations.

- **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.

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.

Strategies

- Concentrate on operations and contracts that pose the greatest financial and operational risk for the City by analyzing the risk and performing in-depth analysis in high-risk areas. Use external experts to address specialized risks.

- Enhance the use of technology and data analytics to evaluate and monitor performance and financial exposure.

- Achieve government efficiency and savings by issuing audit recommendations at the conclusion of each audit for improvements and performing follow-up reviews to measure the implementation of audit recommendations.

- Reconcile the municipal code with city practices. Each audit will examine whether the practices are in compliance with applicable law and procedures. Recommendations will be made to change outdated laws.

- Assign audit staff and tailor resources based upon audit needs for more efficient use of personnel. Also, as audit needs are identified, staff will be trained and developed for effective and rewarding assignments.
- Issue and communicate Audit Reports to the public at the conclusion of each audit by publishing the written report on the Auditor's website and presenting the Audit Report to the Audit Committee in a meeting televised on Channel 8.

- Ensure compliance with prevailing and living wage requirements through education and outreach to contractors and by levying sanctions where appropriate.

- Foster employee and community engagement by publishing a monthly electronic newsletter, attending neighborhood and community meetings, and organizing meetings with concerned stakeholders. The community input helps create future audit goals that impact overall performance in the City.

Mission Level Metrics

	2015 Actual	2016 Estimated	2017 Objective
Audit Services			
Audit Recommendation Agreement Rate	98%	97%	98%
Opinion of Compliance with Government Auditing Standards Rendered through an External Quality Assurance (peer) Review	Compliant	Compliant	Compliant
Prevailing Wage			
Total Wages Collected for Underpaid Workers	$273,747	$750,000	$750,000
Total Number of Payrolls Processed	34,036	48,000	50,000
Total Value of Payrolls Processed	$82,049,157	$95,000,000	$95,000,000
Percentage of Audited Payrolls in Violation	7.5%	6.5%	6%
Contracts			
Contracts Reviewed and Counter-signed	2,786	2,500	2,800
Community Engagement			
Newsletters Mailed	50,207	60,000	60,000
Emailed Monthly Updates	45,094	50,000	55,000
Neighborhood, Civic Association Meetings Attended	16	40	60

Performance Context

- 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 proffered 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. Auditees are under no obligation to agree to the recommendations. However, once agreed to, recommendations are reviewed for implementation in a follow-up audit.

- The City Charter requires the division to comply with *Government Auditing Standards*. These standards require the division to undergo an **external quality assurance (peer) review** every three years. The objective of a peer review is to determine whether an audit organization's quality control system is suitably designed and is operating effectively.

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The peer review process also provides assurance that an audit organization is following its established policies, procedures and applicable auditing standards. The division underwent an external quality assurance review in October 2015. The reviewers opined that the division was in full compliance with Government Auditing Standards for the three-year period of 2012-2015. In addition to a finding of full compliance, the review team identified areas where the division excels: issuing clear and concise reports, utilizing highly trained staff with professional certifications, and preparing award-winning audits. The division will be undergoing its next peer review in 2018 for work performed during 2015-2018.

- The **total wages collected for underpaid workers** indicates the amount of underpaid wages recovered by the Auditor's Office. Automation has made this process more efficient, resulting in fewer mistakes and more accurate reporting.

- The **number of payrolls processed** reflects the volume of certified weekly contractor payrolls audited by the Prevailing Wage Division. Each payroll can include up to several hundred employees. Construction of the airport hotel and transit center increased the number of contracts subject to prevailing wage in 2015 and 2016. As big projects continue at Denver International Airport and construction begins on the National Western complex, this figure will increase in 2017.

- The **total dollar value of payrolls processed** is the amount of eligible payroll dollars that were submitted and processed through the Prevailing Wage Division.

- The **percentage of audited payrolls in violation** depicts the percentage of all certified payrolls submitted that either misclassified or underpaid workers and required enforcement action. Through proactive enforcement, the Division hopes to reduce this percentage.

- The Auditor **reviews and countersigns city contracts** to ensure that no liability is incurred, no money is disbursed and no property is disposed of contrary to law.

- The **community engagement** metrics show the number of households to which the Auditor's annual audit plan was mailed in newsletter format, the number of email updates sent monthly and the number of community meetings attended by the Auditor on evenings and weekends. Through community engagement, areas of greatest concern to the public regarding city operations and services can be identified.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	4,989,061	5,516,710	6,863,566	1,346,856	24.4%
Services and Supplies	1,202,338	1,346,855	1,829,433	482,578	35.8%
Internal Services and Misc.	2,245	2,889	2,889	0	0.0%
	6,193,645	**6,866,454**	**8,695,888**	**1,829,434**	**26.6%**
Expenditures by Activity					
Management Services	1,142,683	1,204,572	1,608,303	403,731	33.5%
Audit Services	2,846,496	3,337,883	4,472,600	1,134,717	34.0%
Audit Committee	828,665	902,778	902,778	0	0.0%
Prevailing Wage	485,653	512,899	764,876	251,977	49.1%
Airport Audit Services	565,808	586,770	614,227	27,457	4.7%
Airport Prevailing Wage	324,340	321,552	333,104	11,552	3.6%

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Total Program Expenditures	**6,193,645**	**6,866,454**	**8,695,888**	**1,829,434**	**26.6%**
Personnel Complement (Budgeted)					
Airport Audit Services	6.00	6.00	6.00	0	0.0%
Airport Prevailing Wage	4.00	4.00	4.00	0	0.0%
Audit Services	27.00	29.00	38.00	9.00	31.0%
Management Services	11.00	9.00	11.00	2.00	22.2%
Prevailing Wage	4.00	4.00	7.00	3.00	75.0%
Total Personnel Complement	**52.00**	**52.00**	**66.00**	**14.00**	**26.9%**
Revenue					
Internal Service and Indirect Cost	1,106,734	935,500	1,265,000	329,500	35.2%
Miscellaneous Other	5,658	0	0	0	0.0%
	1,112,393	**935,500**	**1,265,000**	**329,500**	**35.2%**
Vacancy Savings			(211,263)		

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Audit Services		
• An increase in personnel services due to the addition of six staff auditors to support the expansion of financial and contract compliance audits and fulfill Charter requirements.	6.00	466,000
• An increase in personnel services due to the addition of one audit services supervisor to oversee the increase in financial and contract compliance audits; one financial audit manager to manage new contracts and the mini-audit program; and one performance audit manager to support risk reduction and quality assurance for the audit team.	3.00	364,000
• An increase in services and supplies due to contracting for specialized audit services for contracts.	0.00	200,000
• An increase in services and supplies to contract out for the Office of Human Resource audits due to conflict of interest and other audits requiring specialized expertise.	0.00	100,000
• An increase in services and supplies due to the acquisition of audit software licenses.	0.00	4,500
Management Services		
• An increase in personnel services due to the addition of one management operations director to oversee resource allocation, risk assessment and project management.	1.00	126,500
• An increase in personnel services due to the addition of one data management analyst to provide database design and management.	1.00	89,600
• An increase in services and supplies to contract out for a specialized human resource recruiting and LinkedIn license. The Auditor's Office has acquired most of the human resource functions for the Auditor's Office from the Office of Human Resources.	0.00	55,000
• An increase in services and supplies due to contracting for lobbyist services.	0.00	50,000
• An increase in services and supplies due to increases in postage, software, web design, travel and community outreach.	0.00	26,000
• A net increase in revenue due to increased audit and prevailing wage services to be performed at and reimbursed by the Airport.	0.00	329,500

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Impact Description	FTEs	Dollars
Prevailing Wage		
• An increase in personnel services due to the addition of two prevailing wage investigators and one administrative support assistant to provide enhanced prevailing wage investigations and increased workload due to city construction projects starting in 2017.	3.00	206,700
• An increase in services and supplies due to retaining a hearings officer for the enforcement of Denver's prevailing wage ordinance.	0.00	40,000
• An increase in services and supplies due to producing videos and displays to educate contractors on prevailing wage requirements.	0.00	8,500

Capital Equipment

None.

Overview

The Denver District Attorney's Office (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. Denver citizens comprise the Second Judicial District and elect the District Attorney as provided by State Constitution and Statute. The District Attorney and two Senior Chief Deputy District Attorneys in Administration are on call 24 hours a day, seven days a week, to respond to officer-involved shootings and in-custody deaths. The District Attorney and Chief Deputies also rotate on-call duties to provide 24/7 support to the Denver Police Department (DPD) for guidance on warrants and to respond to all homicides.

The DA prosecutes crimes on behalf of the people of the State of Colorado and ensures that justice is administered fairly. The divisions that support this program are detailed below:

- **Administration** includes key activities such as policy development and direction, establishment of agency goals and objectives, purchasing, contract management, IT support, public education, 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 **County Court Division/Sobriety Court** handles alcohol-related traffic offenses as well as an extensive caseload of third-degree assault, domestic violence cases, and other misdemeanor offenses.

- The **District Court Division** handles all adult felony cases except those routed to the Family Violence, Gang, Drug Court, or Economic Crime Units. Also within this division is the Gang Task Force, which investigates gang-related homicide cases through the use of the Grand Jury.

- The **Drug Court Unit** screens, files and prosecutes felony drug possession cases in which defendants are eligible for Drug Court. The Drug Court Unit has a strong treatment and supervision component to help defendants overcome their drug habits and avoid prison.

- 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.

- The **Family Violence Unit** screens and prosecutes cases involving all aspects of family violence, including spousal, intimate partner, elderly and child abuse, and child sexual assault.

- The **Gang Unit** typically prosecutes felony criminal cases that have gang involvement. It consists of prosecutors and investigators with special knowledge and expertise in the area of gangs.

- The **Intake Division** interacts closely with DPD in screening and filing criminal complaints. Intake works under strict deadlines and provides coverage five days a week.

- The **Juvenile Court/Juvenile Diversion Division** screens and files all cases in which the defendant is under the age of 18. The division handles a large volume of cases involving juveniles charged with possession of a handgun or charged with sexual offenses.

- The **Special Programs Unit** includes the Cold Case Unit, Communities Against Senior Exploitation (CASE), Courtrooms to Classrooms, the Domestic Violence Triage Program, and the Justice Review Project. The unit also includes the

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Property Confiscations Section, the Sexual Assault Unit, the Victim Services Network, and the Witness Protection Program.

Mission

To professionally and competently prosecute crimes and investigate potential crimes on behalf of the people of the State of Colorado and, in doing so, seek justice, advocate victims' rights and advise and consult in the deterrence and prevention of crime; to ensure the open, evenhanded and humane administration of justice.

Strategies

- Continue to work with the Denver criminal bench, Denver Sheriff's Department, Denver County Court, and others in the Denver County Justice Center to ensure dockets and trials run efficiently, and seek new ways to further increase judicial proficiency while continuing to prosecute cases as effectively as possible.
- Continue to build upon successful DNA-based projects to prevent crime and more effectively prosecute crime; seek ways to expand the use of current DNA technology in both the investigation and prosecution of crime.
- Continue to assist other states with DNA familial searches in unsolved cold cases to help them resolve primarily homicides and serial sexual assaults.
- Continue to develop and promote a training website for attorneys in the Denver District Attorney's Office, the Denver City Attorney's Office, and prosecutors statewide to provide a cost effective venue for required training as well as a means to comply with continuing legal education requirements.
- Continue to work with DPD homicide, federal investigators, and the Metro Gang Task Force in an effort to eliminate major sources of gang violence in a long-term, strategic approach.
- Provide education and prevention training to community groups and caregivers specifically for elder abuse, neglect, and fraud; and provide training to the community on the dynamics of domestic violence.
- Continue to support and provide leadership for the newly created Rose Andom Center, Denver's first family violence resource center, providing comprehensive services to victims of domestic violence.
- Aggressively pursue appropriate grant funding to help ensure consistent and high-quality levels of victim services.
- Implement electronic case filing in conjunction with DPD to significantly reduce printing and copying, saving both time and money.
- Implement the State-mandated process for sharing court discovery in 2017 to promote efficiency and save resources.

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
District Attorney					
Number of crime awareness presentations/seminars presented	95	94	100	100	100
Number of misdemeanor and state traffic offenses prosecuted	11,958	11,919	12,500	13,500	13,500
Number of felony and drug offenses prosecuted	5,311	5,323	5,600	6,400	6,800
Number of felony trials	140	128	110	130	140

Performance Context

- **Crime awareness presentations and seminars** are conducted locally. Audiences range from small groups to 80 or more participants. These presentations generate numerous calls and requests for further information. Additionally, 500,000 fraud alert publications are distributed annually.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	20,423,839	21,309,145	22,679,298	1,370,153	6.4%
Services and Supplies	1,193,715	1,426,928	1,453,301	26,373	1.8%
Internal Services and Misc.	0	1,300	1,300	0	0.0%
	21,617,554	**22,737,373**	**24,133,899**	**1,396,526**	**6.1%**
Expenditures by Activity					
Administration	3,168,585	5,157,005	5,944,745	787,740	15.3%
Appellate	623,712	619,245	785,655	166,410	26.9%
Intake	425,035	419,819	430,282	10,463	2.5%
County Court	2,288,849	2,154,939	2,275,181	120,242	5.6%
District Court	8,056,053	7,769,732	8,416,978	647,246	8.3%
Family Violence Unit	2,257,972	2,110,226	2,254,050	143,824	6.8%
Juvenile Division/ Juvenile Diversion	2,020,967	1,755,797	1,605,957	(149,840)	(8.5%)
Economic Crime Unit	2,212,437	2,379,814	2,424,584	44,770	1.9%
Drug Court Unit	165,419	0	1,260	1,260	0.0%
Victim Assistance	398,524	370,795	(4,793)	(375,588)	(101.3%)
	21,617,554	**22,737,373**	**24,133,899**	**1,396,526**	**6.1%**
Other Program Funding Sources					
Grants	1,541,092	1,083,205	840,241	(242,964)	(22.4%)
Public Safety SRF	1,674,919	970,058	900,419	(69,639)	(7.2%)
	3,216,011	**2,053,263**	**1,740,660**	**(312,603)**	**(15.2%)**
Total Program Expenditures	**24,833,565**	**24,790,635**	**25,874,559**	**1,083,924**	**4.4%**
Personnel Complement (Budgeted)					
Administration	32.73	29.25	36.00	6.75	23.1%
Appellate	5.00	4.00	5.00	1.00	25.0%
County Court	24.50	24.75	23.75	(1.00)	(4.0%)
District Court	57.00	66.75	71.00	4.25	6.4%
Drug Court Unit	2.00	0	0	0	0.0%
Economic Crime Unit	23.50	23.00	22.00	(1.00)	(4.3%)
Family Violence Unit	17.00	18.75	19.25	0.50	2.7%
Intake	4.00	4.00	4.00	0	0.0%
Juvenile Division/ Juvenile Diversion	20.00	18.50	17.50	(1.00)	(5.4%)
Victim Assistance	5.00	4.50	0	(4.50)	(100.0%)

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
	190.73	**193.50**	**198.50**	**5.00**	**2.6%**
Other Program Funds FTE					
Public Safety SRF	4.50	3.75	6.17	2.42	64.4%
	4.50	**3.75**	**6.17**	**2.42**	**64.4%**
Total Personnel Complement	**195.23**	**197.25**	**204.67**	**7.42**	**3.8%**
Revenue					
Fees	1,410	0	0	0	0.0%
Charges for Services	879,409	550,000	350,000	(200,000)	(36.4%)
Use Charges	9,322	0	0	0	0.0%
Miscellaneous Other	332,900	291,000	293,000	2,000	0.7%
	1,223,040	**841,000**	**643,000**	**(198,000)**	**(23.5%)**
Vacancy Savings			(678,732)		

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
District Attorney		
• An increase in personnel services to fund two new attorney positions to address the rise in case filings.	2.00	210,300
• An increase in personnel services due to one attorney position that was previously funded by the Crime Control and Prevention Fund moving to the General Fund.	1.00	105,100
• An increase in personnel services due to one attorney position that was previously grant-funded moving to the General Fund.	1.00	105,100
• An increase in personnel services for a Domestic Violence Investigator for the District Attorney's County Court Division to assist with the rising number of misdemeanor cases and projected additional increase after the 2016 opening of the Rose Andom Center.	1.00	96,900
• An increase in services and supplies to continue funding Courtrooms to Classrooms, a 21-year program whose funding source was withdrawn.	0.00	6,000
• A decrease in revenue due to the statewide discovery sharing system that prevents District Attorney's Offices in Colorado from seeking or receiving reimbursement for discovery costs.	0.00	(200,000)
• From 2017 onward, Victim Assistance has 0 FTE to reflect that victim assistance positions are distributed among the units in the District Attorney's Office.	0.00	0

Capital Equipment

None.

Overview

The Denver County Court, 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.

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. Administration is responsible for the management of the major court divisions—Traffic/Civil and Criminal/General Sessions—as well as the support functions which include interpretation, Court transcription, the County Court Marshal, probation, accounting, human resources, warrants/bonding, information technology, and the Self-Help Center.

The **Criminal/General Sessions Division** adjudicates non-traffic City ordinance violations, state misdemeanor, and felony cases through preliminary hearings. This program also includes Sobriety Court, Homeless Court, the Chrysalis Program, and Recovery Court.

The **Probation Department** provides risk/need assessments, pre-sentence investigations, and sentencing recommendations to the Court. The program supervises probationers and monitors compliance with court orders.

The **Traffic/Civil Division** adjudicates all City ordinance traffic tickets, parking violations, civil lawsuits up to $15,000, name changes, 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.

Mission

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

Strategies

- Ensure equal access by providing qualified interpreters, removal of barriers, and providing child care to all parties who have business before the Court. *(County Court Goal: Equal Access)*

- Reduce recidivism and increase public safety with adult offenders by maintaining behavioral court models such as Sobriety Court, Recovery Court and Homeless Court. *(County Court Goal: Recidivism and Safe Community)*

- Provide accurate and timely information to judicial officers by maintaining reliable case management systems, providing timely access to mental competency evaluations, and conducting pretrial assessments. *(County Court Goal: Quality Decision Making)*

- Improve employee engagement by maintaining manageable supervisory span of control and providing needed training, equipment, and the tools required to successfully do their jobs. *(County Court Goal: Maintain Positive Work Environment)*

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Mission-Level Metrics

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Recidivism – probation clients	25%	19%	14%	14%	14%
Percent of dispositions reached in 180 days	93%	93%	92%	93%	93%
Percent of cases reaching disposition	100%	97%	98%	98%	98%
Case management system uptime	99.9%	99.9%	99.5%	99.9%	99.9%
Employee Engagement	14.8	10.6	24.2	24.2	27.0

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Administration					
Collection rate	73%	81%	81%	82%	82%
Online transactions	64,214	76,893	77,346	77,800	78,300
Criminal/General Sessions					
Case filings	41,500	42,827	41,406	40,500	40,500
Dropped call rate	21%	21%	14%	12%	8%
Supervisor span of control	1 to 17	1 to 17	1 to 17	1 to 17	1 to 11
Traffic/Civil					
Case filings	130,500	130,192	115,668	115,000	115,000
Dropped call rate	34%	20%	10%	8%	8%
Supervisor span of control	1 to 23	1 to 22	1 to 17	1 to 17	1 to 11
Probation					
Percent of probation clients who terminate compliant	68%	69%	67%	69%	69%
Sobriety Court recidivism	N/A	6%	0%	0%	0%
Number of home visits	535	471	736	800	800
End of year caseload	4,350	4,125	4,414	4,200	4,200

Performance Context

- **Recidivism** is the percent of people who have been charged with a felony or misdemeanor within one year of termination from probation.

- **Percent of dispositions reached in 180** days reflects how timely and efficiently the Court moves cases through the court process to disposition. The statewide standard is 80 percent.

- **Percent of cases reaching disposition** compares the number of cases reaching disposition to the number of cases filed in a given calendar year, and measures the ability of the Court to keep up with the incoming caseload. Cases may be ongoing because of continuances, competency evaluation results, motion hearings, jury trials, and failures to appear. The rate is also impacted by cases filed toward the end of one year that reach disposition the following year. Failure to reach a disposition results in backlog, which contributes to untimely resolution of cases and overcrowded dockets.

- **Case management system** uptime means the amount of time the system is working properly. The reliability of this system is crucial to daily Court operations because all cases are managed electronically. When the system is down, cases are not updated and payments are not reflected in real-time, hindering the Court's ability to operate and uphold its mission.

- **Employee engagement** improved due to improved onboarding, implementation of the Employee Advisory Committee, change in Probation leadership, improved employee appreciation events, and expanded training opportunities. The Court's target employee engagement index is 27.
- **Collection** rate compares the amount of fines and fees imposed versus the amount collected. It encompasses all collections during the year, including those made online, through third party collectors, through wage assignments, and other means.

- **Online transactions** increased slightly due to expanded online service to include one-time continuance requests, property bond appointments, and no insurance dismissals.

- **Case filings** decreased ten percent in the 1st Quarter of 2016. Criminal, General Sessions, and Traffic case filings are driven by citations. Civil filings are determined by parties wishing to file suit. The span of control is decreasing because two existing positions were relocated to supervisory position in 2016.

- **Dropped call rate** shows the percentage of callers that hang up while being placed on hold. The number of dropped calls are decreasing due to improved training of DCC call takers.

- **Supervisor span of control** is high in the Court's Traffic/Civil and Criminal Divisions, specifically in the trial courtrooms. The Court considers an ideal span of control to be 1 to 10.

- **Terminate compliant** means individuals sentenced to probation successfully completed all terms and conditions of their sentence.

- **Sobriety Court** is a behavioral court that targets repeat drunk drivers. The Court has been very successful in decreasing repeat offenses.

- **Probation** home visits are a critical part of probation supervision and have increased 38% from 2013 to 2015.

- **End of year caseload** reflects the number of active probation cases at the end of each calendar year. The caseload varies year to year due to the nature of offenses and the judges' determinations.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	19,675,848	20,654,615	21,161,351	506,736	2.5%
Services and Supplies	2,297,698	2,620,548	2,588,478	(32,070)	(1.2%)
Internal Services and Misc.	6,919	8,500	8,500	0	0.0%
	21,980,464	**23,283,663**	**23,758,329**	**474,666**	**2.0%**
Expenditures by Activity					
Administration	5,780,201	6,302,596	6,333,877	31,281	0.5%
Probation Department	3,772,999	3,729,575	4,019,916	290,341	7.8%
Warrants Division	1,137,643	1,200,269	1,211,404	11,135	0.9%
Traffic & Civil	5,255,340	5,383,004	5,625,651	242,647	4.5%
Criminal & General Sessions	5,835,894	6,471,405	6,361,338	(110,067)	(1.7%)
Victim Assistance	198,388	196,813	206,143	9,330	4.7%
	21,980,464	**23,283,663**	**23,758,329**	**474,666**	**2.0%**

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Other Program Funding Sources					
Grants	154,567	110,000	110,000	0	0.0%
Public Safety SRF	720,804	741,093	761,650	20,557	2.8%
	875,371	**851,093**	**871,650**	**20,557**	**2.4%**
Total Program Expenditures	**22,855,835**	**24,134,756**	**24,629,979**	**495,223**	**2.1%**
Personnel Complement (Budgeted)					
Administration	36.00	37.65	36.65	(1.00)	(2.7%)
Criminal & General Sessions	69.00	65.50	64.00	(1.50)	(2.3%)
Probation Department	44.00	48.00	51.00	3.00	6.3%
Traffic & Civil	78.70	71.50	70.00	(1.50)	(2.1%)
Victim Assistance	3.00	3.00	3.00	0	0.0%
Warrants Division	18.00	17.00	17.00	0	0.0%
	248.70	**242.65**	**241.65**	**(1.00)**	**(0.4%)**
Other Program Funds FTE					
Public Safety SRF	11.00	9.00	9.00	0	0.0%
Total Personnel Complement	**259.70**	**251.65**	**250.65**	**(1.00)**	**(0.4%)**
Revenue					
Fines and Forfeits	12,942,254	12,585,000	12,585,000	0	0.0%
Fees	10,297,141	10,212,200	10,212,200	0	0.0%
Charges for Services	363,573	463,000	463,000	0	0.0%
Miscellaneous Other	389,123	371,000	371,000	0	0.0%
	23,992,090	**23,631,200**	**23,631,200**	**0**	**0.0%**
Vacancy Savings			(638,677)		

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Administration		
• An increase in services and supplies for legal services.	0.00	25,000
• An increase in services and supplies for interpreter services for languages other than Spanish.	0.00	25,000
• An increase in services and supplies for Spanish language interpreter services.	0.00	20,000
• An increase in services and supplies for pay rate increases for armed security agents in the Parking Magistrate.	0.00	13,500
• An increase in services and supplies for rising operating and personnel costs of child care services.	0.00	5,700
• An increase in services and supplies for annual renewal fees for recording software in courtrooms and the Parking Magistrate hearing offices.	0.00	5,200
• A decrease in personnel services due to a limited intern position ending in 2016.	(1.00)	(52,900)

Impact Description	FTEs	Dollars
• A decrease in services and supplies resulting from a one-time database purchase in 2016.	0.00	(74,000)
• A decrease in services and supplies resulting from furniture purchases in 2016.	0.00	(52,500)

Capital Equipment

None.

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Overview

The Office of the Municipal Public Defender (OMPD) provides high quality legal representation to indigent persons charged with municipal ordinance violations facing the possibility of jail. The Sixth Amendment to the United States Constitution provides the right to appointed counsel if the accused is deemed indigent by the Court and is unable to retain counsel on his or her own.

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 (Article VII), as well as the Municipal Public Defender Commission (MPDC), which provides oversight of OMPD, including the Chief Municipal Public Defender. The OMPD is tasked with providing legal services in accordance with the Colorado Code of Professional Conduct and the American Bar Association Standards Relating to the Administration of Criminal Justice.

The Chief Municipal Public Defender oversees the staff, both legal and administrative, that provide legal counsel to the indigent defendants charged in the City of Denver, some of whom are Denver's most vulnerable citizens because they are homeless or mentally ill. The Municipal Public Defense program ensures that all citizens are afforded due process and treated with dignity and equal justice under the law. The OMPD provides representation in the areas of arraignments, appeals, litigation of ordinance violations, traffic violations, and the specialty dockets for substance abuse, mental illness, homelessness, and prostitution.

Vision

To ensure that Denver is known as a City where Fairness, Justice, and Equality under the law does not depend upon one's socioeconomic status.

Mission

To provide skilled, zealous and ethical representation to indigent defendants facing a jail sentence in Denver Courts pursuant to Gideon v. Wainwright, 83 S.Ct 792 (1963).

Strategies

- Provide trained, prepared and experienced counsel for individuals who cannot afford an attorney to serve, assist, and advise them in their criminal and traffic matters, guaranteeing their constitutional right to legal representation in cases that carry a jail sentence. *(Public Safety/Safety Net)*

- Ensure potential clients are aware of their rights and receive excellent customer service by providing competent and accessible staff to assist with and accept applications for public defenders in both the Lindsey Flanigan Courthouse and the City and County Building, and to assist with navigation of the Court system. *(Customer Service)*

- Maintain attorney office hours, conduct interviews with clients, and investigate charges against clients in order to understand each individual's needs and rights and be able to provide high quality legal representation. This includes providing high quality representation to clients in jail, which assists in the process of setting bonds and reducing jail bed days. *(Public Safety/Safety Net)*

Performance Measures

	2013 Actual	2014 Actual	2015 Estimated	2016 Estimated	2017 Objective
Cases where public defender appears	N/A	N/A	7,500	11,400	18,500
Cases with multiple public defender appearances	N/A	N/A	6,000	9,000	12,000
Cases where OMPD opens a trial file	N/A	N/A	4,000	4,400	6,000
Cases that proceed to trial	N/A	N/A	120	240	300
Appeals	N/A	N/A	10	20	25
Percent of weekly attorney hours required to cover courtrooms	N/A	N/A	62%	55%	63%

Performance Context

OMPD was created in 2014 to begin serving and representing clients in the courtrooms starting January 2015. Therefore there is no data for 2013 or 2014. The data for 2015 and 2016 are estimates based upon data collected manually.

- **Cases filed where public defender appears** include all arraignments, warrant hearings, trials, motions, reviews, sentencing hearings, revocations, etc. in which a public defender appears in support of a client (in many cases without being formally appointed by the court). The large projected increase in 2017 is due to the Colorado legislature's passage into law of HB16-1309, which requires representation of defendants at first appearance.

- **Cases with multiple public defender appearances** may be arraignments and plea bargains, but are cases that continue with a public defender involved after an initial advisement. This includes Specialty Courts, which require weekly appearances for OMPD clients for as much as two years of probation.

- **Cases where public defender opens a trial file** require a significantly higher amount of attorney time to investigate, meet with clients either in jail or in the office and prepare a trial file. Trial files average more than five separate docket appearances. Cases sometimes require 10 to 12 appearances. These files require careful tracking and are much more involved than onetime advisements.

- **Cases that proceed to trial** generally require the most work from a public defender. Trials last an average of 1.5 days but take hours more preparation time. Whether a case goes to trial depends on a number of factors including the wishes of the defendant, the facts of the case, priorities set by the court and the prosecutor. Ultimately it is always the client's constitutional right to have a trial if desired.

- **Appeals** are cases where clients request an appellate court to review the actions of the trial court. Appeals require hours of legal research, writing, and review of transcripts. Whether a case is appealed is the choice of the client because it is his or her constitutional and legal right.

- **Percent of weekly staff attorney hours required to cover courtrooms** is the percent of time public defenders must spend in courtrooms each week to staff all dockets OMPD covers. It is calculated as the minimum hours required to staff all courtroom dockets divided by total OMPD staff attorney hours (assuming 40 hours of work per week although public defenders often work more than that). Minimum hours required to staff all courtroom dockets assumes one attorney staffing the docket only with no consideration of docket size. With the passage of HB16-1309, OMPD will be mandated to cover additional dockets but has two additional attorneys to cover these dockets.

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Office of the Municipal Public Defender 0520000

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	632,577	767,921	1,051,351	283,430	36.9%
Services and Supplies	241,200	254,262	257,326	3,064	1.2%
Internal Services and Misc.	7,052	6,480	8,424	1,944	30.0%
	880,829	**1,028,663**	**1,317,101**	**288,438**	**28.0%**
Expenditures by Activity					
Administration	880,829	1,028,663	1,317,101	288,438	28.0%
Total Program Expenditures	**880,829**	**1,028,663**	**1,317,101**	**288,438**	**28.0%**
Personnel Complement (Budgeted)					
Administration	8.50	10.50	13.50	3.00	28.6%
Total Personnel Complement	**8.50**	**10.50**	**13.50**	**3.00**	**28.6%**

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Municipal Public Defense		
• An increase in personnel services for two new deputy public defenders and an administrative assistant to comply with a new state mandate to provide legal representation at first appearance.	3.00	194,000
• An increase in services and supplies for additional legal services and equipment associated with new employees. This increase includes $10,000 for interpreter services, $7,000 for desks and office furniture, $7,000 for increased investigation services, $3,000 for a conflict counsel contract increase, $3,000 for additional training, $1,300 for additional legal research software licenses, $1,300 for travel mileage reimbursement, and $500 for ergonomic assessments for the new employees.	0.00	33,100
• An increase in internal services for cell phone stipends for the two new deputy public defenders.	0.00	1,900
• A decrease in service and supplies due to one-time budget in 2016 to install additional security features in the office.	0.00	(21,200)
• A net decrease in service and supplies due to one-time budget in 2016 to purchase tablets for public defenders.	0.00	(10,200)

Capital Equipment

None.

DENVER THE MILE HIGH CITY

Overview

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 in the city. The agency is responsible for overseeing "career service" (CS) employees in all agencies, but also develops citywide programs, initiatives and services that benefit all employees of the city including elected officials. OHR, with agency leadership involvement, develops the human capital strategies which are designed to support the city's overall business objectives today and provide a framework for future workforce growth and sustainability. OHR is an independent agency and reports to the Career Service Board (CSB).

HR strategy and program services are provided through the following key functional areas of practice:

- **OHR Administration** provides the human capital leadership for policy development and direction including the establishment of citywide HR 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 and staff to meet their business strategies and goals through consulting and partnership on workforce related programs, initiatives and activities (except uniformed, civil service activities, which are handled by the Safety Agency HR department). The teams align and oversee agency HR program implementation and requests and facilitate the development of a positive workplace culture built around communication, respect, collaboration and business results. Team members include HR managers, generalists, technicians and organizational development professionals.

- **Talent Acquisition (TA)** provides full life cycle 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). Talent Acquisition develops strategies and programs and builds relationships within the labor market to help the City increase access to and hire the best talent. This includes managing the university programs for interns; overseeing diversity programs, workforce planning, job advertising, employment branding, screening and pre-employment assessments; and interviewing and providing guidance to leaders on selection. TA also oversees the city's pre-employment background check process and onboarding of new employees.

- **Classification and Compensation** designs, implements and administers compensation strategies, policies, processes and programs, including employee recognition, for all job positions (excluding sworn, civil service positions). The team oversees and ensures compliance with federal, state and local regulations. The team participates in annual external salary surveys and conducts local market studies to ensure a competitive classification and pay plan for the City, as well as researches and determines the prevailing wage rates for contracts.

- **Benefits and Wellness** oversees the strategies, design, development and implementation of city-sponsored health and welfare benefits programs for all job positions. The wellness team designs, oversees and implements a wellness strategy and programs to educate employees about the value of wellness and improve the overall well-being of city employees while also helping to control medical costs.

- **Leave Administration** oversees Family Medical Leaves (FMLA) and manages the city's Americans with Disabilities Act (ADA) Program by overseeing the administration of these benefits and advising employees and line managers in handling qualified leave administration.

- **Learning and Development** implements the strategies and provides the structure to foster inspirational leadership and a culture of continuous learning where employees continually seek, share and apply new knowledge and skills to improve individual and citywide performance and provide for a stronger, sustainable workforce. In this environment, all employees have the opportunity to participate in ongoing learning and development to strengthen their skills and contributions to the city. The Learning and Development team provides instructional design, coaching, and facilitation skills to augment an extensive online library of learning resources through City University. The Learning

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and Development function provides consulting to all other key HR functional areas to ensure appropriate development efforts are identified and embedded within the environment following any learning endeavor.

- **HR Technology, Innovation and Employee Records** manages the development of 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 section oversees Career Service Rules and revises and interprets the rules for all representative parties. The Records unit processes, stores and maintains citywide employee records and personnel actions, including the processing of unemployment claims.

- **Marketing and Communications** provides internal marketing, messaging and communication services, both internally to employees and externally to the media and general public to market the City's employment brand. This includes regular employee communications, marketing materials, programs and events as well as requests filed under the Colorado Open Records Act (CORA). In addition, Marketing Communications and HR Systems & Innovation oversee the city's biennial Employee Engagement Survey development, processes, communications and reporting, including action planning based upon the results of the survey.

Vision

Be the model for leading human capital practices that deliver innovative HR systems and services to facilitate the development of skilled, empowered employees and capable workforce leaders. Position the City for future growth and sustainability to meet the growing workforce needs of the City and its residents.

Mission

Through strategic business partnership and collaboration, the Office of Human Resources will identify, develop and deliver strategies, programs and services to build workforce capability and drive business outcomes that best serve the public interest.

Strategies

OHR will develop strategies and programs to source, recruit, select, onboard, develop and retain the best talent for city agencies by establishing and promoting a positive employment brand; increasing the available tools for recruiters; providing competency-based, online pre-employment assessments; offering development and learning programs; and ensuring a competitive compensation and benefits program.

- OHR intends to broaden the candidate pool, increase the quality of hires and pipeline of applicants by creating a "Brand" for the City as a great place to work. OHR intends to reduce the time that it takes to hire and onboard new employees by improving processes and monitoring results. *(Sustainability)*

- Develop our employees and leaders by creating a learning culture in the city by utilizing advanced performance-based practices and focusing on individual and leadership development and education. OHR recommends strengthening the role of the leader and fully utilizing development goals to support a culture of continuous learning and professional growth. *(Sustainability)*

- Position the city through its employment brand as a Best Place to work by enabling an engaged workforce, strengthening performance management and promoting professional development planning and job mobility. *(Sustainability)*

- Develop incentive programs to increase employee participation in Wellness Programs and launch employee education and communication efforts for the 2017 Benefit Plans and procedural changes to promote consumerism in

healthcare and encourage employees to make the best choices for quality and cost for themselves and their families. *(Sustainability)*

- Support and plan for a growing and sustainable workforce by utilizing analytics, process review and software programs to better manage existing and future initiatives efficiently (such as Family Medical Leave Act/Americans with Disabilities Act management, onboarding of new employees, pre-employment test assessments, centralized investigations, etc.). Research and implement best practices for reducing employee turnover both citywide and also within the Office of Human Resources. *(Sustainability)*

Mission Level Metrics	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Administration Turnover Rate					
Citywide (total)	10.6%	12.6%	13.7%	13.5%	12.6%
Citywide (high performers)	N/A	8.7%	9.4%	8.7%	8.6%
Citywide (0-2 years tenure)	N/A	20.2%	24.3%	23.1%	21.8%

Performance Measure	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Talent Acquisition					
No. of Applications	N/A	N/A	92,671	106,575	122,560
No. of Applicants	N/A	N/A	44,776	51,500	59,220
No. of Hires	N/A	N/A	2,314	2,607	3,005
No. of Rehires	N/A	N/A	827	869	850
Post to Refer	N/A	N/A	25 days	34 days	25 days
Post to Offer Accept	N/A	N/A	N/A	84 days	71 days
Learning and Development (Citywide)					
No. of City U Compliant Enrollments	N/A	N/A	8,415	9,675	11,130
No. of City U Optional Enrollments	N/A	N/A	10,284	11,825	13,595
No. of coached training participants	N/A	N/A	N/A	177	100
OHR Process Improvement					
OHR Green Belt Trained Staff	N/A	N/A	NA	100%	100%
OHR Innovations	N/A	N/A	46	28	35

Performance Context

- 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 18.5% total turnover for state and local governments in 2015. Our goal for 2017 is to reach 12.6% turnover citywide.

- OHR is also beginning to track the **Turnover Rate for High-Performing** employees. These are employees who have received either an Outstanding or Exceeds Expectations annual rating on their performance reviews.

- Tracking the **Turnover Rate for Newer Employees** is also important—this helps the city focus retention efforts around the new-hire process and onboarding efforts. New employees are those who have less than two years of tenure with the city.

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- The number of **Applications**, **Applicants** and the number of **Hires** are raw counts to show volume of recruiting efforts. Total applications counts each submission, where applicants counts each individual once, regardless of the number of times they apply. Hires are those who are hired for work with the city, and **Rehires** are those who have worked for the City previously and have returned to the organization after a break in time.

- OHR measures multiple parts of the hiring process that it specifically controls, along with the portion of the process that is managed by the appointing authority. The **Post-to-Refer** timeframe is the period between the actual posting of the job and the sending of the eligible employee list to the appointing authority. This process is controlled by OHR. **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. This ends when the candidate accepts the offer of employment.

- The Learning and Development team has identified new evaluation measures for 2017. These are focused on new assessment tools and a strengthening of professional/leadership development.

- **OHR offers employees a wide variety of developmental courses online and instructor-led workshops that align with** the citywide Learning and Development goals through **City University**. OHR tracks the number of employees who have enrolled in City U, as well as measures the impact of these courses and workshops through digital evaluations. **Compliant Workshops** include New Employee Orientation, Ethics and Respective Workplace. **Optional Workshops** include job enrichment courses such as project management, business writing, computer software classes, etc. Key focus Optional Workshops in 2017 will include Leader as Coach, New Leader Onboarding and customer service.

- OHR participates in a number of selected **Peak Performance** events and will ensure that 100% of OHR employees have attained a minimum of Peak **Green Belt** level training by the end of 2016. OHR will track the number of **Innovations** completed within the agency.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	9,974,618	10,586,065	11,953,529	1,367,464	12.9%
Services and Supplies	1,561,053	1,837,465	2,324,235	486,770	26.5%
Internal Services and Misc.	16,767	24,824	26,120	1,296	5.2%
	11,552,438	**12,448,354**	**14,303,884**	**1,855,530**	**14.9%**
Expenditures by Activity					
Administration	2,823,174	2,944,760	1,459,572	(1,485,188)	(50.4%)
Communications	284,640	264,431	537,908	273,477	103.4%
Training & Org Development	923,855	990,974	1,324,600	333,626	33.7%
Talent Acquisition	1,251,154	1,354,709	2,280,658	925,949	68.4%
Compensation/Benefits	982,067	1,047,238	1,251,441	204,203	19.5%
Emp Relations/Records	578,015	569,214	1,639,255	1,070,041	188.0%
Classification and Compensation	557,786	619,128	706,707	87,579	14.1%
Leave Team	0	0	441,952	441,952	0.0%
DEN Service Group	943,506	1,005,936	1,073,764	67,828	6.7%
DHS Service Group	810,766	980,378	1,271,093	290,715	29.7%
PW Service Group	618,317	781,048	657,349	(123,699)	(15.8%)

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Parks & Rec Service Group	804,495	872,433	657,291	(215,142)	(24.7%)
GS/OED/Clerk Service Grp	558,399	603,565	566,020	(37,545)	(6.2%)
Finance/TS/Excise Ser Grp	416,264	414,541	436,274	21,733	5.2%
	11,552,438	**12,448,354**	**14,303,884**	**1,855,530**	**14.9%**
Other Program Funding Sources					
General Government SRF	1,838,093	2,666,893	2,281,800	(385,093)	(14.4%)
Total Program Expenditures	**13,390,531**	**15,115,247**	**16,585,684**	**1,470,437**	**9.7%**
Personnel Complement (Budgeted)					
Administration	15.00	19.75	6.00	(13.75)	(69.6%)
Classification and Compensation	8.00	7.00	7.00	0	0.0%
Communications	3.00	2.00	3.00	1.00	50.0%
Compensation/Benefits	7.00	7.00	8.00	1.00	14.3%
Emp Relations/Records	7.75	6.75	11.50	4.75	70.4%
Leave Team	0	0	5.00	5.00	0.0%
Talent Acquisition	10.00	10.00	20.00	10.00	100.0%
Training & Org Development	7.00	8.00	11.00	3.00	37.5%
DHS Service Group	10.00	11.00	13.00	2.00	18.2%
DEN Service Group	11.00	11.00	11.00	0	0.0%
Finance/TS/Excise Ser Grp	5.00	4.00	4.00	0	0.0%
GS/OED/Clerk Service Grp	8.00	7.00	5.00	(2.00)	(28.6%)
Parks & Rec Service Group	8.00	9.00	7.00	(2.00)	(22.2%)
PW Service Group	6.00	8.00	7.00	(1.00)	(12.5%)
Total Personnel Complement	**105.75**	**110.50**	**118.50**	**8.00**	**7.2%**
Revenue					
Fees	821	0	0	0	0.0%
Internal Service and Indirect Cost	1,743,369	1,880,696	2,292,631	411,935	21.9%
Miscellaneous Other	5,244,536	3,273,093	3,093,620	(179,473)	(5.5%)
	6,988,726	**5,153,789**	**5,386,251**	**232,462**	**4.5%**
Vacancy Savings			(345,555)		

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Administration		
• An increase in services and supplies to contract for the Bi-Annual Employee Engagement Survey to gather and evaluate employee views of the City.	0.00	118,000

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Impact Description	FTEs	Dollars
• An increase in services and supplies to contract for the Total Rewards Survey to review compensation and benefits.	0.00	100,000
• A net increase in services and supplies due to cost differences in computers, computer software and maintenance, professional services, training and management consulting.	0.00	93,800
• A decrease in personnel services due to the transfer out of one staff accountant position from OHR to the Controller's Office.	(1.00)	(77,600)
Talent Acquisition		
• An increase in personnel services for four limited staff HR professionals and one limited Sr. HR professional to assist with recruitment.	5.00	348,100
• An increase in personnel services for one senior HR professional to perform on-campus recruitment. This position was added in 2016.	1.00	84,900
• An increase in personnel services for one management analyst II /industrial and organization psychologist for candidate testing. This position was added in 2016.	1.00	77,900
Classification and Compensation		
• An increase in personnel services for one limited administrator I to assist with data clean up for the implementation of the city's new ERP.	1.00	90,200
HR Service Teams		
• An increase in personnel services for one HR director to provide management to the OHR service delivery team at DHS. Salary and benefits will be reimbursed by DHS.	1.00	158,200
• An increase in personnel services for one organizational development specialist to provide support to the OHR service delivery team at DHS. Salary and benefits will be reimbursed by DHS.	1.00	103,700
• A decrease in personnel services due to the transfer out of two safety workplace positions from OHR to Parks and Recreation.	(2.00)	(212,400)
Training and Organizational Development		
• An increase in personnel services for one learning and talent development manager to develop programs to support citywide employee learning and development.	1.00	113,300
Benefits & Wellness		
• An increase in services and supplies for increased printing and mailing of benefits information due to the Affordable Care Act.	0.00	25,000
Communications		
• An increase in services and supplies to provide advertising and branding for the City to attract potential employees.	0.00	150,000

Capital Equipment

None.

Overview

The Career Service Hearing Office (CSHO) is an independent agency of the City and County of Denver. The CSHO is the administrative forum created by Denver City Charter § 9.1.1 for employee appeals from agency actions as set forth in Career Service Rule 19-10. The Hearing Office reports directly to the Career Service Board. The Hearing Office conducts hearings and issues decisions supported by findings of fact, analysis and conclusions of law in challenges to discipline, layoffs, disqualifications, performance reviews, grievance appeals, as well as complaints of discrimination, retaliation and whistleblower violations. The Hearing Office also administers the city's Workplace Mediation Program, which provides employees and agencies with free mediation for employment disputes using outside mediators.

Vision

Every career service employee deprived of employment rights is given the protection of due process of law under the Career Service Rules and applicable law related to public employees.

Mission

To provide a fair, neutral and efficient process for employee appeals under the Career Service Rules, and provides free, prompt, neutral and confidential mediation services for the employment disputes of City and County of Denver employees.

Strategies

- Implement electronic case management system to improve efficiency of hearing procedure for the benefit of customers, the mission of the Hearing Office, and the environment. *(Customer Experience)*
- Increase agencies' acceptance rate for requests for mediation in order to expand the use of mediation into all city agencies. (*Sustainability)*
- Prepare updates, summaries and digests of hearing decisions and publish this information on the City's website to help convey the Hearing Office's interpretation of rules. *(Customer Experience)*
- Consult with the Career Service Board on issues arising from the rules as observed in appeals which might be addressed with future training, rule changes and/or other action. *(Customer Experience)*
- Continue outreach to city agencies and employees to increase knowledge of hearing and mediation processes**.** *(Customer Experience)*

Mission-Level Metrics	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Projected
Percent of appeals set for hearing within 60 days of file date	97%	97%	100%	100%	100%
HR Hearings and Mediation					
Percent of decisions issued within 45 days of close of record	97%	97%	100%	100%	100%
Percent of pre-trial orders issued within 48 hours of response time	97%	97%	95%	95%	97%

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Performance Context

- The performance goal is to set **hearings within 60 days of the date of filing of the appeal.** CSR § 19-42. This goal was achieved in **100%** of the appeals filed in 2015, and that level of compliance is expected to be sustainable.
- The Hearing Office goal is to **issue decisions within 45 days of the close of record.** CSR § 19-55.
- The Hearing Office goal is to have **pre-trial orders** issued within two business days to reduce delays in hearing employment cases.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	484,324	514,110	554,464	40,354	7.8%
Services and Supplies	4,353	16,613	7,813	(8,800)	(53.0%)
Internal Services and Misc.	1,998	1,671	1,671	0	0.0%
	490,675	**532,394**	**563,948**	**31,554**	**5.9%**
Expenditures by Activity					
Administration	490,675	532,394	563,948	31,554	5.9%
Total Program Expenditures	**490,675**	**532,394**	**563,948**	**31,554**	**5.9%**
Personnel Complement (Budgeted)					
Administration	4.00	4.00	4.00	0	0.0%
Total Personnel Complement	**4.00**	**4.00**	**4.00**	**0**	**0.0%**
Revenue					
Miscellaneous Other	(20)	0	0	0	0.0%
	(20)	**0**	**0**	**0**	**0.0%**

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Hearing Office		
• An increase in services and supplies due to the purchase of computer equipment.	0.00	2,000
• A decrease in services and supplies due to the one-time purchase and implementation of case management software.	0.00	(10,800)

Capital Equipment

None.

Overview

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. The BOAZ is also responsible for the administrative review of zoning decisions and the granting of Zoning Permits with Special Exception review. The BOAZ, authorized by the Denver City Charter with powers governed by the Denver Zoning Code, is comprised of five regular members and two alternate members, all of whom are appointed by the Mayor. A full-time staff of three supports and conducts daily operations for the Board.

The **Board of Adjustment Administration** program goal is to support Board Hearings, conduct the daily operations of the agency, and provide technical and administrative expertise for citizens, Board members and other stakeholders in the Board process. Primary activities include:

- Case Management (docketing and preparing case files for the board to review during the hearing process)
- Community Planning and Development (CPD) Partnership Activities
- Public Notification (regarding appeals filed, hearing schedules, and decisions)
- Stakeholder Communication (regarding hearing schedules and decisions)
- Zoning Code Reviews

The **Board of Adjustment Zoning Appeals/Hearings** program goal is 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. Primary activities include:

- Hearing Appeals and other zoning requests by citizens at 49 hearings each year
- General oversight of BOAZ office staff and policies
- Review and approval of Rules of Procedure and Zoning Code revisions

Vision

To support the goal of creating a world-class City by aiding in the orderly development of Denver.

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.

Strategies

- Strive to provide notice within 30 days 100 percent of the time via a two-part notice process for concerned parties. *(Customer Experience)*

- Provide notice by e-mail to Registered Neighborhood Organizations, City Council members and staff, and to CPD staff. *(Customer Experience)*

- Provide electronic notice to 100 percent of stakeholders involved (applicants, tenants and hearing attendees). *(Customer Experience)*

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- Strive to schedule cases by topic and to utilize a cancellation list to allow for timely hearing within 45 to 90 days. *(Customer Experience)*

Performance Measures	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Zoning Appeals					
Cases Filed	233	184	185	210	200
Percent of cases initiated via web-obtained forms	45%	45%	48%	50%	50%
Percent of cases heard within 90 days	75%	80%	95%	95%	98%
Percent of notices sent by e-mail	N/A	N/A	75%	95%	98%
Number of citizen comments received after conclusion of Board cases	N/A	N/A	N/A	15%	60%

Performance Context

- The total number of **cases filed** increased 15 percent in 2013, but dropped in 2014, even though the economy improved. This lower number of cases appeared to reflect the end of the transition period from the former Chapter 59 zoning code to the 2010 Denver Zoning Code (DZC), when requests made under the former zoning code were appealed because they did not meet DZC standards. The number of cases stayed steady in 2015, despite an increase in permits and construction at CPD. However, there was an upswing in cases in 2016, which appears to reflect improved economic conditions and a greatly increased amount of construction and permitting.

- The **percent of cases initiated via web obtained forms** does not reflect the expected increase in the use of the Board's electronic forms available on Denvergov.org. The agency continues to encourage the use of electronic forms, and make citizens more aware of this option by sending application forms by e-mail to citizens who inquire about filing with the Board.

- The **percent of cases heard within 90 days** reflects both the Board's efforts to process and hear cases efficiently and expeditiously to provide the highest quality of customer service. Despite the increase in case load between 2015 and 2016, this percentage is expected to remain constant.

- **Percent of notices sent by e-mail** has reached total coverage as far as initial notices and applications, and of final decisions sent to city staff and registered neighborhood groups. The Board is encouraging e-mail transmission of final decisions to all parties in 2015 and 2016, with the intention of making all official notices paperless in the future except in those cases, increasingly rare, where applicants have no internet access.

- The agency will begin surveying applicants and other participants in the hearing process to determine what improvements can be made in 2016. The low percentage in 2015 reflects starting the survey in the third quarter of the year.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	298,041	315,890	340,938	25,048	7.9%
Services and Supplies	6,741	12,230	12,230	0	0.0%
	304,782	**328,120**	**353,168**	**25,048**	**7.6%**

Board of Adjustment for Zoning Appeals 0910000

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Activity					
Administration	258,084	268,692	281,246	12,554	4.7%
Hearings	46,698	59,429	71,922	12,493	21.0%
Total Program Expenditures	**304,782**	**328,120**	**353,168**	**25,048**	**7.6%**
Personnel Complement (Budgeted)					
Administration	3.00	3.00	3.00	0	0.0%
Hearings	1.35	1.37	1.37	0	0.0%
Total Personnel Complement	**4.35**	**4.37**	**4.37**	**0**	**0.0%**
Revenue					
Fees	36,815	26,900	26,900	0	0.0%
	36,815	**26,900**	**26,900**	**0**	**0.0%**

Significant Budget Changes By Programg

Impact Description	FTEs	Dollars
Hearings		
• An increase in personnel services due to the increased use of alternates for absent Board Members during hearings.	0.00	1,800

Capital Equipment

None.

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Overview

The Denver Civil Service Commission (CSC) was established in 1904 by City Charter and is an independent agency with specific rules and regulations governed by the City Charter and various court orders. The Civil Service program goals are to administer the testing process for entry-level and promotional opportunities within the Denver Fire Department (DFD) and the Denver Police Department (DPD). Civil Service also conducts background employment investigations on applicants and contracts with independent hearing officers to hear disciplinary appeals for the DFD and the DPD.

Vision

To provide the Department of Public Safety qualified individuals for employment and promotional opportunities for the classified service within the Denver Fire and Police Departments.

Mission

To certify the best qualified candidates for employment and promotions that represent the diversity of the community we serve. This enables the Commission to not only meet but exceed our responsibilities to the Mayor, City Council, Executive Director of the Department of Public Safety, Denver Fire and Police Departments, respective unions, employee organizations and the citizens of Denver. This is accomplished in compliance with the City Charter, Commission rules, equal employment opportunity, fiscal accountability standards and performance measures.

Strategies

- Develop promotional tests and provide direct agency participation in orientation and mentoring programs for applicants seeking entry-level employment testing opportunities for the Fire and Police academy classes while ensuring legal compliance under the uniformed test guideline. *(Jobs)*

- Direct engagement by this agency in the expansion of and implementation of recruitment programs and testing opportunities targeted to increase the diversity of qualified candidates for academy classes. This will also be accomplished through diversity meetings and engagement with represented employees within the DFD and DPD to promote greater minority participation in promotional testing. *(Public Safety)*

- Provide background investigations and screening needs in support of the Public Safety Cadet program which provides a diverse group of highly skilled young adults for future career opportunities within public safety academy classes. *(Public Safety)*

Mission-Level Metrics	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Female percentage hired (DFD)	8.6%	10.0%	10.0%	11.0%	12.0%
Minority percentage hired (DFD)	40.0%	42.0%	42.0%	43.0%	45.0%
Female percentage hired (DPD)	11.0%	12.0%	12.0%	13.0%	14.0%
Minority percentage hired (DPD)	53.2%	54.0%	54.0%	55.0%	56.0%

Performance Measures	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Fire applicants tested	250	1,080	0	1,100	0
Entry-level firefighters hired	40	24	60	44	48

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Police applicants tested	1,329	1,108	1,200	1,200	1,200
Entry-level police officers hired	100	100	120	85	100
Public Safety Cadet backgrounds and screenings	60	135	25	28	30

Performance Context

- 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 in diversity have improved because of the increased efforts cooperatively executed by the Department of Safety and the Civil Service Commission, including providing approximately 600 guaranteed testing slots to the DFD and supporting their mentoring efforts to increase minorities and women within the Civil Service entry level testing process for 2016/2017.

- DFD and DPD Academies require an available and qualified diverse applicant pool. The Civil Service Commission provides scheduled **applicant testing** opportunities for entry-level fire and police applicants for employment consideration. Entry-level Fire testing occurs every two years. Testing for Fire was last administered in 2016 for applicant hiring in 2016 and 2017. The testing for the DPD for entry-level applicants is coordinated with police recruitment and occurs multiple times during each fiscal year. The number of police and fire recruits hired is based on the approved authorized strength from the Budget and Management Office.

- Public Safety Cadets have been hired by Denver Fire, Police and Sheriff's Department. The Commission conducts **screenings and background investigations** for employment consideration by the Department of Public Safety. In 2016, pre-screening and interviews were conducted by the Department of Safety prior to background investigations which accounts for the decrease from the high of 135 in 2014.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	1,091,078	1,185,738	1,112,282	(73,456)	(6.2%)
Services and Supplies	323,971	556,000	585,300	29,300	5.3%
Internal Services and Misc.	0	5,000	4,900	(100)	(2.0%)
	1,415,050	**1,746,738**	**1,702,482**	**(44,256)**	**(2.5%)**
Expenditures by Activity					
Administration	1,415,050	1,746,738	1,702,482	(44,256)	(2.5%)
Total Program Expenditures	**1,415,050**	**1,746,738**	**1,702,482**	**(44,256)**	**(2.5%)**
Personnel Complement (Budgeted)					
Administration	16.25	14.50	13.50	(1.00)	(6.9%)
Total Personnel Complement	**16.25**	**14.50**	**13.50**	**(1.00)**	**(6.9%)**
Revenue					
Charges for Services	71	0	0	0	0.0%

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Significant Budget Changes By Program

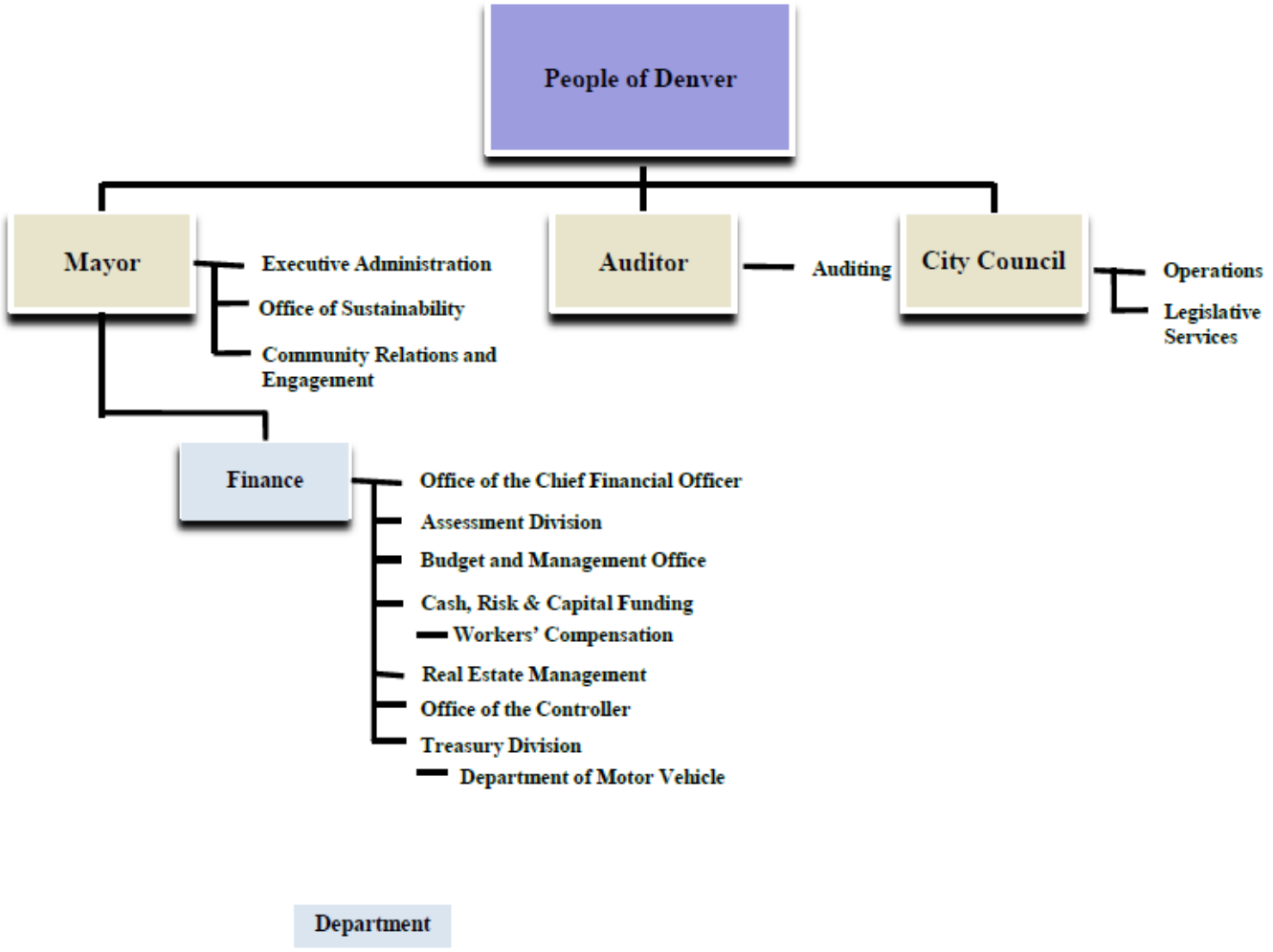
Impact Description	FTEs	Dollars
Program		
• An increase in services and supplies as a result of increasing costs for professional services including medical and polygraph services.	0.00	29,200
• A decrease in personnel services due to the expiration of a temporary position.	(1.00)	(73,400)

Capital Equipment

None.

Finance

Finance Organizational Chart



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Finance Budget Summary

	2015 Actuals	2016 Appropriated	2017 Recommended
Agencies			
Office of the Chief Financial Officer	979,922	11,120,048	1,895,223
Assessment Division	4,823,230	4,707,827	5,222,837
Treasury Division	15,648,574	17,609,645	17,837,692
Cash, Risk & Capital Funding	10,792,263	12,884,089	15,437,980
Controller's Office	7,281,248	8,019,009	8,505,703
Division of Real Estate	1,260,896	1,567,406	2,639,088
Budget and Management	3,103,691	3,691,276	3,470,986
Total	**43,889,824**	**59,599,301**	**55,009,509**
Expenditures			
Personnel Services	31,505,552	33,416,625	34,819,604
Services and Supplies	12,332,564	26,125,920	19,896,203
Capital Equipment	0	0	244,200
Internal Services and Misc.	51,708	56,756	49,502
Total	**43,889,824**	**59,599,301**	**55,009,509**
Payments			
Annual Rental Payments	21,580,957	21,365,400	22,537,200
Downtown Historic District Tax Rebate	300,000	300,000	300,000
Hotel Tax Increment	2,741,805	2,925,500	2,925,500
Payments-Elderly and Disabled	1,595,029	2,525,000	0
Unemployment Comp Insurance	700,000	1,200,000	1,200,000
Workers' Compensation Billings	6,696,600	10,829,000	10,072,100
Subtotal Total	**33,614,391**	**39,144,900**	**37,034,800**
Total General Fund	**77,504,215**	**98,744,201**	**92,044,309**
Other General Funds			
General Contingency*	0	25,355,781	25,965,000
Total	**0**	**25,355,781**	**25,965,000**
Internal Service Funds			
Workers' Compensation	13,590,987	13,795,041	15,116,401
Total	**13,590,987**	**13,795,041**	**15,116,401**
Expenditures			
Personnel Services	4,921,810	5,073,365	5,394,725
Services and Supplies	8,204,084	8,191,084	9,191,084
Internal Services and Misc.	465,093	530,592	530,592

	2015 Actuals	2016 Appropriated	2017 Recommended
Total Internal Service Funds	**13,590,987**	**13,795,041**	**15,116,401**
Special Revenue Funds			
General Government	39,299,927	42,506,026	43,810,524
Total Special Revenue Funds	**39,299,927**	**42,506,026**	**43,810,524**
Personnel Complement			
General Fund			
General Fund Operations - Civilian	377.75	393.80	396.80
Internal Service Funds			
Workers Compensation - Civilian	18.00	18.00	18.00
Total Personnel Complement	**395.75**	**411.80**	**414.80**
Capital Improvements**			
Capital Improvements		8,787,223	8,947,135
State Conservation Trust Funds (Lottery)		641,790	0
Grant/Other Capital Funds		4,861,251	2,990,633
Entertainment And Cultural Capital Funds		4,273,730	5,381,750
Total		**18,563,994**	**17,319,518**

*While General Contingency is budgeted annually, actual expenditures appear where they are expended (e.g., in agency budgets). Any unexpended contingency lapses at the end of the fiscal year.

**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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Finance Department Summary

Executive Overview

The Department of Finance responsibilities include investing, fiscal analysis, budgeting, asset management, and accounting functions as well as establishing, maintaining and enforcing fiscal policies, practices and procedures for the entire City and County. The Department commits to the citizens of Denver 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. The Department of Finance is comprised of seven divisions:

- Office of the Chief Financial Officer
- Assessment Division
- Budget and Management Office
- Cash, Risk & Capital Funding Division
- Controller's Office
- Real Estate Division
- Treasury Division

Services are provided by the following programs. A description of each program is provided in the division sections.

- Administration
- Accounting (Citywide)
- Budget and Management Analysis
- Cash, Risk & Capital Funding
- Property Assessment
- Real Estate Management
- Tax Collection and Compliance
- Vehicle Registration and Licensing
- Workers' Compensation

Vision

To provide financial management that mirrors the best practices of the public and private sectors and maximizes value for citizens.

Mission

To ensure the delivery of effective and efficient city services through sound financial management.

Strategies

- Increase transparency and accountability to taxpayers by increasing the availability of financial records. *(Customer Experience)*

- Ensure continued responsible management of the city's finances and resources. *(Sustainability)*

- Provide value and quality to city customers through exceptional customer service. *(Customer Experience)*

Mission-Level Metrics	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
City's Bond Rating for General Obligation debt					
FitchAAA	AAA	AAA	AAA	AAA	AAA
Moody's	Aaa	Aaa	Aaa	Aaa	Aaa
Standard and Poor's	AAA	AAA	AAA	AAA	AAA
Percent of General Fund Undesignated Fund Balance	20.1%	25.3%	24.2%	19.9%	15.1%

Performance Context

- A **bond rating** is a grade given to bonds that indicates their credit quality. Private independent rating services such as Fitch, Moody's and Standard & Poor's provide these evaluations of a bond issuer's financial strength or its ability to pay a bond's principal and interest in a timely fashion. Bond ratings are expressed as letters ranging from 'AAA', which is the highest grade to 'C', which is the lowest grade. Different rating services use the same letter grades, but use various combinations of upper-and lower-case letters to differentiate themselves. The City and County of Denver has received the highest rating from all three rating agencies.

- Current financial policies set a minimum of 10 percent of expenditures for **undesignated fund balance in the General Fund**, with a goal of 15 percent. The policy states that it is appropriate to use the difference between 10 and 15 percent to maintain services when historical revenue growth is below average due to economic cycles.

Please see the division sections for detail about key resource changes impacting these strategies and metrics.

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Overview

The Department of Finance unifies the City's accounting and financial functions under the Office of the Chief Financial Officer (CFO). The department commits to the citizens of Denver to provide a financial structure for the City that mirrors the best practices of both the public and private sectors. The Office of the Chief Financial Officer 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 have an impact on future city finances.

The Office of the CFO includes key activities such as policy development and direction, establishment of agency goals and objectives, purchasing, contract management, media relations, and financial management, including budgeting and accounting. Additionally, the office performs complex financial analysis on major projects that have long-term fiscal impacts to the City.

Strategies

- Collaborate with city agencies and external partners to finance major development projects and to ensure a financially sustainable Denver. *(Sustainability)*
- Leverage technology to support transparency of financial data, efficiency in operations, and better customer service. *(Sustainability)*
- Maintain proper financial controls of city finances in order to maintain high bond rating, low debt levels and adequate reserves. *(Sustainability)*
- Institute new professional development opportunities for employees to increase employee engagement. *(Sustainability)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
City's Bond Rating for General Obligation Debt					
FitchAAA	AAA	AAA	AAA	AAA	AAA
Moody's	Aaa	Aaa	Aaa	Aaa	Aaa
Standard and Poor's	AAA	AAA	AAA	AAA	AAA
General Obligation Debt Per Capita	$1,392	$1,309	$1,195	$1,101	$1,001

Performance Context

- A **bond rating** is a grade given to bonds that indicates their credit quality. Private independent rating services such as Fitch, Moody's, and Standard and Poor's provide these evaluations of a bond issuer's financial strength or its ability to pay a bond's principal and interest in a timely fashion. Bond ratings are expressed as letters ranging from 'AAA' which is the highest grade, to 'C' which is the lowest grade. Different rating services use the same letter grades but use various combinations of upper- and lower-case letters to differentiate themselves. The City and County of Denver receives the highest rating from all three rating agencies.
- The **General Obligation Debt Per Capita** ratio is based on the total direct General Obligation Bonds issued by the City and County of Denver per capita. Estimated population growth is based on Colorado Department of Local Affairs projections. The decrease over time is primarily attributable to principal pay down as a part of scheduled debt service. Significant change in population would also impact this metric.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	943,826	919,681	1,194,356	274,675	29.9%
Services and Supplies	36,096	10,199,867	700,367	(9,499,500)	(93.1%)
Internal Services and Misc.	0	500	500	0	0.0%
	979,922	**11,120,048**	**1,895,223**	**(9,224,825)**	**(83.0%)**
Expenditures by Activity					
Office of the CFO	763,806	10,906,595	1,677,644	(9,228,951)	(84.6%)
Quantitative Strategies Group	105	0	0	0	0.0%
Admin Team	216,012	213,453	217,579	4,126	1.9%
Total Program Expenditures	**979,922**	**11,120,048**	**1,895,223**	**(9,224,825)**	**(83.0%)**
Personnel Complement (Budgeted)					
Admin Team	3.00	4.00	3.00	(1.00)	(25.0%)
Office of the CFO	5.00	5.00	7.00	2.00	40.0%
Total Personnel Complement	**8.00**	**9.00**	**10.00**	**1.00**	**11.1%**
Vacancy Savings			(36,862)		

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Administration		
• An increase in personnel services due the transfer in of a project manager position from the Real Estate Division to more accurately reflect the duties of the position.	1.00	129,800
• A decrease in services and supplies due to a one-time payment in 2016 for land development settlement costs around the Denver International Airport.	0.00	(10,000,000)
• An increase in services and supplies to contract services to support complex financial management of large capital projects including the National Western Center and North Denver Cornerstone Collaborative projects.	0.00	500,000

Capital Equipment

None.

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Overview

The Assessment Division locates, classifies and appraises all of Denver's real and business personal properties in accordance with the Colorado Constitution, State statutes, and Colorado Division of Property Taxation procedures. The Assessor certifies valuations to various tax districts and tracks values and annual changes within the City's Tax Increment Financing (TIF) projects. The division administers property tax assessment by maintaining records for senior citizen and disabled veteran exemption programs, not-for-profit and other tax exemptions; generating value notices for all taxpayers; and processing valuation protests and tax abatement petitions, as well as defending values in multiple levels of appeals.

The Assessment program goal is to produce equitable property tax shares by accurately valuing and uniformly assessing all real and personal property within Denver. The Assessor certifies property values to all City taxing authorities, Denver Public Schools, 54 special tax districts and 30 TIF projects. The division prepares and delivers the annual property tax warrant to the Treasurer for collection. Primary activities include:

- Real Property Appraisal is responsible for the biennial reappraisal of approximately 225,000 parcels of real property (land and structures) within the City and County of Denver and updates values for properties with physical changes in intervening years.

- Business Personal Property identifies and values the assets (furniture, fixtures, and equipment) of Denver's 32,000 private businesses. Every year, this section reviews property declarations submitted by businesses that detail their assets and calculates assessed values for personal property subject to taxation.

- Information Management is responsible for maintaining the City's official property ownership records, public files and documents. All aspects of Assessment's electronic and digital image databases are maintained by this section for dissemination to the public, the State, and other agencies. Information and services include property values, certification of the tax warrant, special district data, tax increment financing projects, and the receipt and application of mill levies (tax rates).

- GIS/Mapping produces and updates tax parcel information, maintains property identification data and several citywide mapping layers. Using Geographic Information System (GIS) technology, changes to land ownership created by subdivisions and combinations are continuously updated on the shared GIS tax parcel layer for use by division appraisers and other internal and external customers.

Strategies

- Complete implementation of replacement software for the 25-year old property tax system and dozens of internal and external agency application interfaces. *(Sustainability)*

- Maintain and improve quality and accuracy of property characteristics captured in assessment database focusing on permitted activity and sales transactions. *(Customer Experience)*

- Utilize Peak Performance methods and philosophies to improve business processes. *(Customer Experience)*

Performance Measures	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Property Assessment					
State audit with no negative comments	Yes	Yes	Yes	Yes	Yes
Sales verification/day	21.5	23.1	24.1	24.5	24.8
Ownership transfers/day	12.3	12.5	12.9	13.0	13.1

Performance Context

All real property in Colorado is reappraised every two years. This occurs in each odd-numbered year (2015, 2017, etc.) and requires the Assessment Division to reappraise properties that sold during the 24-month period ending on June 30th of the prior year. The cyclical nature of the property tax assessment calendar is an important factor in the division's performance measures. For example, more appeals are filed in the odd-numbered years when revaluation notices are mailed to property owners. Similarly, the State Audit is deeper in scope in a revaluation year, and the Sales Verification process is an intensive part of the work program in the year prior to the revaluation.

- The most recently completed **State Audit** (2015) found median Denver assessed values in all categories much more accurate than required by statute. The State measure of accuracy is known as the coefficient of dispersion. For commercial and vacant land property the acceptable standard is 20.99 and for condominiums and single family residential property the acceptable standard is 15.99. For 2015 these actual measure for single family residential was 4.6, condominiums 5.4, commercial property 17.1, and vacant land 12.4.

- Due to fewer appraisal staff as well as increased time/resource commitments to the pilot appeal program during 2013-2014, less time was devoted to capturing property characteristic changes, particularly from permitted activity. This led to increased difficulty and challenges when verifying sales transactions since the property characteristics were not accurate. As a result the number of **sales verifications per day** decreased. By refocusing on maintaining accurate property characteristics, the anticipated result is increased efficiency in the review and analysis of sales transactions. The goal is from 3 per day to 30 per day depending on the property type (commercial, residential, etc.) and by level of appraiser (staff, senior, etc.).

- **Ownership transfers per day** have steadily increased due to correction of backlogged errors as well as greater proficiency from staff.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	4,546,009	4,459,001	4,840,411	381,410	8.6%
Services and Supplies	277,220	245,526	380,630	135,104	55.0%
Internal Services and Misc.	0	3,300	1,796	(1,504)	(45.6%)
	4,823,230	**4,707,827**	**5,222,837**	**515,010**	**10.9%**
Expenditures by Activity					
Administration	834,401	806,462	1,046,785	240,323	29.8%
Real Estate	2,635,958	2,586,130	2,921,913	335,783	13.0%
Personal Property	688,904	666,433	617,710	(48,723)	(7.3%)
Information Management	378,643	348,730	334,734	(13,996)	(4.0%)
GIS/Ownership	285,323	300,072	301,695	1,623	0.5%
Total Program Expenditures	**4,823,230**	**4,707,827**	**5,222,837**	**515,010**	**10.9%**
Personnel Complement (Budgeted)					
Administration	5.00	5.00	8.00	3.00	60.0%
GIS/Ownership	4.00	4.00	4.00	0.00	0.0%
Information Management	5.00	5.00	5.00	0.00	0.0%
Personal Property	6.00	10.30	9.30	(1.00)	(9.7%)

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Assessment Division 2520000

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Real Estate	37.75	31.50	32.50	1.00	3.2%
Total Personnel Complement	**57.75**	**55.80**	**58.80**	**3.00**	**5.4%**
Revenue					
Charges for Services	1,866	1,400	1,400	0	0.0%
Miscellaneous Other	1,567	900	900	0	0.0%
	3,433	**2,300**	**2,300**	**0**	**0.0%**

Vacancy Savings	(138,444)

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Property Assessment		
• An increase in personnel services to add three new staff real property appraiser positions to assist with sales verifications, permit reviews, and appeals for the upcoming assessment year.	3.00	206,000
• A net increase to support the 2017 reappraisal year primarily for office supplies needed for Notices of Valuations and additional hearing officers for processing.	0.00	135,100

Capital Equipment

None.

DENVER THE MILE HIGH CITY

Overview

The Treasury Division is comprised of two sections: Tax Compliance and Motor Vehicle. The Treasury Division collects, records, deposits and enforces compliance of all city and county administered taxes and other revenues, and acts as an authorized agent of the State of Colorado for titling, registration and licensing of vehicles for residents and businesses located within the City and County of Denver.

The **Tax Compliance** program goal is to effectively oversee the tax collection and compliance process. The section is comprised of six work units:

- The Payment Processing and the Returns Correction units are responsible for processing, reconciling, and researching excise tax payments.
- The Taxpayer Service unit registers excise tax accounts, issues licenses, mails property tax bills and excise tax returns, and responds to taxpayer inquiries.
- The Special Accounts unit collects property taxes related to local improvement and special assessment charges, delinquent real property tax, and sewer and storm drain liens. Additionally, this unit conducts the annual tax lien auction, processes property tax deed applications and administers the City's *Payment to the Elderly and Disabled Program.*
- The Asset Recovery unit is responsible for collection efforts on debts/monies owed to other city agencies.
- The Audit and Collections units are responsible for collecting delinquent and unremitted taxes from businesses within the city, providing education regarding Denver's tax laws to the public, and ensuring compliance with all applicable tax law.

The **Vehicle Registration and Licensing** program mandate is to title and register all motor vehicles owned by private and corporate residents of the City and County of Denver in accordance with Colorado State statutes. The section is comprised of three work groups:

- The Administrative work group administers policy controls; assesses and trains staff; monitors and maintains the State inventory (e.g., license plates, temporary permits, etc.); implements technological systems and methods to enhance processing and improve public access; monitors and audits compliance with all motor vehicle legal mandates; reconciles various General Fund accounts; and monitors the section budget.
- The Branch Operations serve Denver residents through one of four branch offices to procure vehicle titles, registrations and other types of motor vehicle services as mandated by the Colorado Revised Statutes.
- The Processing Center reconciles the lockbox (mail-in) and online renewals and payments as well as renewals/plates and payments by phone; processes paperwork for titling by automotive dealerships and financial institutions; and responds to redirected questions from the city's 311 call center.

Strategies

- Proactively reach out to all Denver business taxpayers regarding the city's online filing program for excise taxes to increase online transactions. *(Sustainability)*
- Utilize the eBiz technology to improve taxpayer education (accessibility, availability and coverage) and thereby increase customer usage. *(Sustainability)*

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- Employ best practices in working delinquent accounts combined with educational efforts for delinquent taxpayers to move them toward future voluntary compliance. *(Sustainability)*

- Implement process improvements to reduce customer wait time, backlog and overtime, and to improve the customer experience. *(Customer Experience)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Tax Collection and Compliance					
Online tax filing and payment	34%	39%	51%	56%	59%
Tax compliance audits completed	884	917	844	800	820
Sales tax delinquency rate	1.2%	1.2%	0.81%	1.0%	0.95%
Occupational privilege tax delinquency rate	3.5%	2.5%	1.9%	2.0%	1.9%
Vehicle Registration and Licensing					
Total customers served at branch locations	428,133	433,713	455,934	470,000	480,000
Average transaction time at service counter	0:04:50	0:04:54	0:06:04	0:05:50	0:05:45
Average Customer Wait Time	0:43:13	0:36:17	0:37:22	0:28:00	0:25:00
Processing Center Volume					
Dealer/Fleet/Rental Transactions Processed	324,609	340,881	389,064	405,000	420,000
Backlog (days out)	8	7	7	6	5
Renewals					
Percent mail-in renewals	19%	28%	28%	30%	30%
Percent online renewals	30%	28%	34%	40%	40%
Percent manual renewals	51%	43%	36%	27%	25%
Percent phone renewals	N/A	1%	2%	3%	5%

Performance Context

- **Online tax filing and payment** is more efficient, accurate, and economical for both the City and County of Denver and taxpayers. It ensures that monies due are collected more timely and allows businesses to go green by eliminating paper tax returns, envelopes, and postage costs for both the City and the taxpayers.

- The number of **tax compliance audits** completed provides several benefits to citizens and to the City and County of Denver business community. Tax compliance audits recover previously unremitted revenues that are used to provide services to Denver's citizens and businesses. They also act as a tool to encourage businesses to voluntarily comply with Denver's tax laws. And lastly, they provide educational opportunities for businesses, creating further opportunity for future voluntary and timely compliance with Denver's tax laws.

- **Delinquency rates** indicate the level of timely filing of tax returns as well as the timely remittance of tax revenue. The collection effort to keep delinquency rates low ensures more revenue through the compliance / non-compliance deterrent factor, in addition to collecting revenues that otherwise would not be received at all. They are also an indicator of uniform application of taxation law. The 2015 decrease in delinquency rates can be attributed to Tax Revenue Agents gaining more experience and focusing directly on areas that have historically had higher delinquency rates.

- The **total customers served at branch locations** measure for previous, current, and forecasted years has been updated to now also include online and lockbox renewals processed at each site. These categories were not included in previous iterations of the budget book.

- **Transaction time** is the time that it takes to complete a transaction once the customer reaches the counter. The average transaction time at the service counter increased in in 2015 primarily due to changes in the way it is measured. Customer service will be driven by the implementation of Peak Performance strategies, Lean and agency accountability, consistency and efficiency initiatives that are expected to improve transaction time.

- **Customer Wait Time** is the time from when a customer enters the lobby and ends when the customer reaches the counter. Improvements in wait times over the past few years is the result of Peak Performance and Lean initiatives.

- **Dealer/fleet/rental transactions** track the amount of vehicle registrations processed for licensed Colorado dealers, rental companies or commercial fleets. Large companies, business fleets, and dealerships typically have a large amount of transactions to complete. They drop off registration paperwork at the branch office instead of waiting in line at the branch offices. This adds to the volume on work in the back offices. The measures for previous, current, and forecasted years have been updated to now also include online transactions processed at each site which was not included in previous iterations of the budget book.

- By State statute dealers and banks have 30 days to deliver paperwork to the DMV in order to have the lien perfected. DMV's **backlog** metric tracks the DMV processing time for this paperwork. DMV's processing goal is 7 days from receipt to ensure the paperwork is processed with 23 days to spare on the constituents 60 day permit window. The decrease in backlog is due to process improvements and additional staff.

- The **percent of manual renewals** will continue to decrease due to a gradual increase in online and mail-in renewals, which should also result in reduced customer wait times.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	13,798,887	14,569,802	14,908,547	338,745	2.3%
Services and Supplies	1,846,748	3,010,843	2,681,595	(329,248)	(10.9%)
Capital Equipment	0	0	244,200	244,200	0.0%
Internal Services and Misc.	2,939	29,000	3,350	(25,650)	(88.4%)
Expenditures by Type Total	**15,648,574**	**17,609,645**	**17,837,692**	**228,047**	**1.3%**
Expenditures by Activity					
Administration	844,275	950,359	917,531	(32,828)	(3.5%)
Financial Management	(44,048)	0	0	0	0.0%
Tax Collection	4,700,432	5,078,349	5,142,505	64,156	1.3%
Tax Audit	5,111,365	5,104,873	5,196,321	91,448	1.8%
DMV Management Operations	808,100	1,429,921	1,052,753	(377,168)	(26.4%)
DMV Branch Operations	3,415,225	4,242,992	4,644,200	401,208	9.5%
DMV Processing Center	813,225	803,152	884,382	81,230	10.1%
Expenditures by Activity Total	**15,648,574**	**17,609,645**	**17,837,692**	**228,047**	**1.3%**

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Other Program Funding Sources					
General Government SRF					
Denver Preschool Program	18,830,656	19,890,917	20,602,245	711,328	3.6%
Total	**18,830,656**	**19,890,917**	**20,602,245**	**711,328**	**3.6%**
Capital Projects Funds					
DURA Downtown TIF Projects	0	4,861,251	2,990,633	(1,870,618)	(38.5%)
Parks Debt Payments - 35015	0	641,790	0	(641,790)	(100.0%)
Revenue Projects	0	4,487,223	3,569,130	(918,093)	(20.5%)
Theatres & Arenas Capital Projects	0	4,273,730	5,381,750	1,108,020	25.9%
Total	**0**	**14,263,994**	**11,941,513**	**(2,322,481)**	**(16.3%)**
Other Program Funding Sources Total	**18,830,656**	**34,154,911**	**32,543,758**	**(1,611,153)**	**(4.7%)**
Total Program Expenditures	**34,479,230**	**51,764,556**	**50,381,450**	**(1,383,106)**	**(2.7%)**
Personnel Complement (Budgeted)					
Administration	5.00	5.00	5.00	0.00	0.0%
DMV Branch Operations	48.00	59.00	59.00	0.00	0.0%
DMV Management Operations	9.00	9.00	9.00	0.00	0.0%
DMV Processing Center	5.50	5.50	6.50	1.00	18.2%
Tax Audit	52.00	52.00	52.00	0.00	0.0%
Tax Collection	54.00	56.00	55.00	(1.00)	(1.8%)
Total Personnel Complement	**173.50**	**186.50**	**186.50**	**0.00**	**0.0%**
Revenue					
Property	108,764,399	117,415,514	118,783,108	1,367,594	1.2%
Sale and Use	581,922,171	612,701,670	638,511,038	25,809,368	4.2%
Lodgers	23,072,389	24,226,008	26,037,309	1,811,301	7.5%
Occupational Privilege	48,292,453	48,858,759	49,445,064	586,305	1.2%
Motor Vehicle Own Tax/Fee	26,647,260	27,000,100	28,080,061	1,079,961	4.0%
Telecommunications	2,692,199	2,650,000	2,650,000	0	0.0%
Payment In Lieu of Taxes	28,716	56,800	56,800	0	0.0%
Cigarette	2,224,006	1,890,225	1,890,225	0	0.0%
Licenses and Permits	439,072	593,000	593,000	0	0.0%
Fines and Forfeits	131,077	118,409	118,409	0	0.0%
Interest Income	12,718	1,587,817	2,881,260	1,293,443	81.5%
Fees	30,882,101	27,822,741	28,070,972	248,231	0.9%
Charges for Services	10,755	11,785	11,785	0	0.0%

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Investment Service	47	0	0	0	0.0%
Excise Tax	46,425,668	38,581,698	39,803,527	1,221,829	3.2%
Miscellaneous Other	9,396,217	9,412,050	9,684,214	272,164	2.9%
Revenue Total	**880,941,246**	**912,926,576**	**946,616,772**	**33,690,196**	**3.7%**
Vacancy Savings			(455,101)		

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Vehicle Licensing and Registration		
• An increase in personnel services for staff support for the replacement of the queuing system at the Department of Motor Vehicle's branch locations.	0.00	80,000
• A net decrease to services and supplies to support the implementation costs for the new Denver DMV Southeast Branch that was appropriated in 2016.	0.00	(323,100)
• An increase to capital equipment to support the installation of a new queuing system for the Department of Motor Vehicle's existing branches.	0.00	244,200
Tax Collection and Compliance		
• A decrease to personnel services due to a Tax Technician position moving to the Department of Human Services to help support the Elderly and Disabled Tax Credit Program.	(1.00)	(57,800)
• An increase to personnel services due to the transfer of an administrative support Assistant from the Controller's Office to more accurately reflect the duties of the position.	1.00	61,500
• An increase in revenue due to miscellaneous increases in tax, fee, and interest income revenue including a $25,809,400 increase in projected sales tax collections that is driven by continued growth in Denver's economy.	0.00	33,690,000

Capital Equipment

Funding Source/Item	Quantity	New/Replacement
General Fund		
Queuing System	4	Replacement

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Overview

The **Cash, Risk & Capital Funding Division** oversees the City's banking services, including cash, and investments; 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.

The Cash, Risk & Capital Funding program goals are to administer the city's cash handling practices using best business practices; invest the city's funds to generate investment earnings applying the principals of safety, liquidity and then yield; administer City and special district debt issuance processes and portfolios at the lowest costs of funds while preserving the city's creditworthiness; and reduce the adverse financial impact of losses arising out of the operations and activities of the city and its departments, agencies, and employees including inspection of facilities for safety concerns.

Strategies

- Continue implementation of the Enterprise Cashiering and Payment Card Industry compliance projects while encouraging the use of online payments to increase safety and efficiency. *(Customer Experience)*
- Actively manage the investment portfolio in a manner consistent with safety, liquidity and yield to ensure the best outcomes for the city. *(Sustainability)*
- Maintain the City's creditworthiness, administer the city's debt portfolios, and provide timely funding at lowest cost for approved capital projects. *(Sustainability)*
- Manage the debt on behalf of entities external to the city (i.e., metropolitan districts, conduit issues for non-profits, etc.) for projects that have economic development opportunity for the city, such as single family and multiple family housing funding and special district financings. *(Sustainability)*
- Continue to increase the number and scope of annual risk assessments and analysis to address emerging risks, departments' operational changes, and the influence of external factors on the city's risk management program. *(Sustainability)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Cash, Risk, & Capital Funding					
Percent of citywide funds collected by credit card payment	8.4%	9.7%	11.7%	12.8%	14.9%
Percent of citywide payments deposited through lockbox	28.1%	23.9%	20.0%	17.3%	15.1%
Percent of online payments	6.8%	10.3%	11.9%	15.0%	17.5
Basis points by which the City's total return on its aggregate investment portfolio exceeds the return on its weighted benchmark indices	-13	+22	+19	+10	+5
Amount of subrogation claims recovered	$1.3M	$1.0M	$1.1M	$1.5M	$1.5M
Cost reductions or efficiency savings from risk assessments performed	$110,000	$115,000	$138,000	$503,000	$515,000

Performance Context

- As the City develops its policies, Internet websites, and other infrastructure to encourage the expanded use of payment cards, the percent of citywide funds collected by electronic tax and fee payments provides further indication of the success/non-success of the encouragement to make credit card payments. **Credit card payments** benefit the City in that the funds are received sooner than by traditional check processing and the City may use automated processes to reconcile and record the payments. This metric represents city collections only. The City waived convenience fees on credit card transactions in 2014 to encourage greater online payments. Convenience fees for vehicle registration and licensing were waived beginning in 2015.

- The banking **lockbox** product allows for faster processing of taxes and other payments made directly to the bank on behalf of the City in order to expedite the availability of funds for use by the City. Less staff and investment in capital equipment to provide high-speed processing and imaging of transactions is a further benefit of this product. Historically more transactions processed through lockbox indicated increased efficiency and potential for higher investment earnings for the City. With the implementation and expansion of online payment processing (electronic funds transfers and debit/charge card payments), lockbox processing is expected to decrease with the result of lower banking service fees.

- The **percent of online payments** reflects the payments received via internet based means versus the public presenting payments in person, mailing, or other forms of remittance.

- **Basis Points** – The City manages investment decisions to generate an identified return, based upon safety, liquidity, and earnings. In 2014 Denver voters authorized the city to invest in high quality investment securities that were not previously authorized, such as corporate bonds and asset backed securities similar to what the State is authorized to purchase. As a result, CR&CF has customized a benchmark that more closely matches a portfolio that includes the new asset classes. Exceeding or falling short of the stated benchmarks may indicate market conditions warrant modifying the City's investment strategies.

- **Subrogation claims recovered** is the process whereby the City pursues individuals responsible for damage to city property or individual injury to city employees reflects the success of the recovery efforts. Recoveries are expected to increase due to implementing process improvements in claims reporting and management.

- **Risk assessments** and analysis will continue to occur as scheduled by staff and in response to agencies' requests. The focus of the assessments is to identify opportunities for cost savings or efficiency savings while applying risk management strategies. The identification of new risks or exposures and the development of appropriate risk measures is anticipated to reduce adverse costs that have an impact on city resources. For example, a gap analysis of buildings found 4 buildings valued at $93M that were not listed (therefore uninsured).

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	1,992,217	2,177,750	2,289,430	111,680	5.1%
Services and Supplies	8,787,142	10,699,859	13,142,070	2,442,211	22.8%
Internal Services and Misc.	12,904	6,480	6,480	0	0.0%
	10,792,263	**12,884,089**	**15,437,980**	**2,553,891**	**19.8%**
Expenditures by Activity					
Cash Management	9,368,104	10,269,897	12,716,183	2,446,286	23.8%
Insurance and Loss Prevention	1,424,159	2,614,192	2,721,797	107,605	4.1%

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Cash, Risk & Capital Funding 2550000

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Risk Management	0	0	0	0	0.0%
	10,792,263	**12,884,089**	**15,437,980**	**2,553,891**	**19.8%**
Other Program Funding Sources					
General Government SRF	20,468,872	21,603,616	22,215,152	611,536	2.8%
Total Program Expenditures	**31,261,135**	**34,487,705**	**37,653,132**	**3,165,427**	**9.2%**
Personnel Complement (Budgeted)					
Cash Management	12.00	14.00	14.00	0	0.0%
Insurance and Loss Prevention	4.00	4.00	4.00	0	0.0%
Total Personnel Complement	**16.00**	**18.00**	**18.00**	**0**	**0.0%**
Revenue					
Interest Income	6,507,434	6,418,467	6,418,467	0	0.0%
Fees	163,000	205,000	205,000	0	0.0%
Charges for Services	0	15,000	15,000	0	0.0%
Use Charges	175,445	0	0	0	0.0%
Investment Service	892,350	800,000	800,000	0	0.0%
Miscellaneous Other	78,359	0	0	0	0.0%
	7,816,588	**7,438,467**	**7,438,467**	**0**	**0.0%**
Vacancy Savings			(70,495)		

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Cash, Risk, & Capital Funding		
• An increase in services and supplies due to increased bank fees, credit card activity fees, and anticipated service fee charges for contracts with anticipated start dates in 2017.	0.00	1,863,400
• A net increase to services and supplies due to increases in insurance payment projections for Denver Health, the purchase of cyber security insurance, and the adjustment of property insurance to align with actuals.	0.00	83,700
• An increase in services and supplies to contract professional financial services relating to the development of public private partnerships	0.00	500,000

Capital Equipment

None.

Overview

The Controller's Office primary responsibility is to ensure the integrity of the city's financial statements and maintain sound internal controls.

The **Accounting (citywide)** program includes all accounting and financial reporting activities. The Office's primary activities are as follows:

- Accounting and Financial Reporting keeps the city's ledgers and books; maintains the county property tax roll; produces the annually audited financial statements of the city, known as the Comprehensive Annual Financial Report (CAFR); produces monthly standard financial reports and develops ad hoc and other special reports, which can be run by users of the financial system; and is responsible for online financial information. The division ensures the integrity of the city's financial information in compliance with Generally Accepted Accounting Principles (GAAP), is responsible for the city's internal control framework, which includes fiscal accountability rules and procedures, and coordinates with Technology Services in support of the city's financial systems.

- Payroll manages payroll for all city agencies. It provides tools for timekeeping, leave management, and activities allocation to allow for better allocation of resources and strategic planning. The division works closely with the Office of Human Resources and Technology Services in support of the city's payroll and timekeeping systems.

- Financial Services provides accounting services to city agencies, manages citywide accounts payable, and maintains the city's financial records. Financial Services provides customer focused services to other city agencies using a shared services model in order to maximize efficiency, reduce costs, and build subject matter expertise.

Strategies

- Replace the city's outdated Enterprise Resource Planning (ERP) software and Property Tax systems, ensuring implementation of business process improvements. *(Sustainability)*

- Support city employees and accounting services clients through the implementation of an enhanced automated help tool. *(Customer Experience)*

- Improve internal controls through the implementation of 2013 Committee of Sponsoring Organizations (COSO) Internal Control Framework, fiscal accountability rule training, electronic and on-going documentation and reviews of processes. *(Sustainability)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Accounting (Citywide)					
Awarded (GFOA) Certificate of Achievement for Excellence In Annual Reporting	Yes	Yes	Yes	Yes	Yes
Percentage of AP payments made via ACH	10%	40%	50%	60%	75%
Accounts Payable Cycle Time	N/A	N/A	2.3 days	4.0 days	2.0 days

Performance Context

- **The Government Finance Officer Association's (GFOA) Certificate** of Achievement for Excellence in Financial Reporting is awarded to those municipal governments who have published a high quality financial report that goes beyond the minimum requirements of generally accepted accounting principles. To win this award means the City

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has received an unqualified opinion on the financial statements and has issued a Comprehensive Annual Financial Report (CAFR) that meets very stringent standards.

- **Automated clearing house (ACH)** is an electronic payment to a vendor and is an alternative to making a vendor payment with a check. ACH payments cost significantly less than checks to process because there are no printing or mailing costs and reduce the risk of fraud or lost checks.

- **Accounts Payable cycle time** is the average number of days elapsed from when an invoice is received in Accounts Payable to when the invoice is entered in the system. The increase in 2016 was due to turnover and a shortage in staff for a large portion of the year in the AP section. The goal is 2 days or less.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	6,965,305	7,611,333	8,107,027	495,694	6.5%
Services and Supplies	289,666	399,492	370,492	(29,000)	(7.3%)
Internal Services and Misc.	26,277	8,184	28,184	20,000	244.4%
	7,281,248	**8,019,009**	**8,505,703**	**486,694**	**6.1%**
Expenditures by Activity					
Accounting and Financial Reporting	3,047,925	3,177,388	3,248,549	71,161	2.2%
Payroll	2,216,998	2,351,557	2,449,554	97,997	4.2%
Financial Services	2,016,325	2,490,064	2,807,600	317,536	12.8%
Total Program Expenditures	**7,281,248**	**8,019,009**	**8,505,703**	**486,694**	**6.1%**
Personnel Complement (Budgeted)					
Accounting and Financial Reporting	33.00	29.00	29.00	0.00	0.0%
Financial Services	27.00	33.00	34.00	1.00	3.0%
Payroll	29.00	28.00	28.00	0.00	0.0%
Total Personnel Complement	**89.00**	**90.00**	**91.00**	**1.00**	**1.1%**
Revenue					
Fines and Forfeits	563	0	0	0	0.0%
Interest Income	602,709	0	0	0	0.0%
Fees	29,800	0	0	0	0.0%
Use Charges	39,705	0	0	0	0.0%
Internal Service and Indirect Cost	753,710	804,847	804,847	0	0.0%
Miscellaneous Other	277,730	0	0	0	0.0%
	1,704,216	**804,847**	**804,847**	**0**	**0.0%**
Vacancy Savings			(246,485)		

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Accounting (citywide)		
• An increase to personnel services due to the creation of a new Fiscal Administrator position to support the National Western Center project.	1.0	100,300
• An decrease to personnel services due to the transfer of an Administrative Support Assistant to the Treasury Division to more accurately reflect the duties of the position.	(1.0)	(61,500)
• An increase to personnel services due to the transfer in of an accounting position from the Office of Human Resources.	1.0	77,600
• An increase in personnel services due to temporary support needed to implement the new financial and accounting software system.	0.0	80,000
• A decrease to services and supplies to align an employee recognition program to reflect actuals in the current fiscal year.	0.0	(26,000)

Capital Equipment

None.

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Overview

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, Parks and Recreation, Human Services, DMV and the Budget and Management Office, helping to prioritize capital improvements to accommodate agency needs while preserving asset value.

The Real Estate Management program performs strategic assessments of the City's real estate portfolio via on-going assessments of the City's short-term and long-term real estate needs, as well as maximizing asset efficiencies and financial resources available to the City for the benefit of its citizens and employees. Primary activities include master planning, strategic planning, space planning and programming, management of right-of-way activities (acquisitions, easements and relocations related to Public Works right of way projects), and providing comprehensive asset management services related to the acquisition, disposition, and leasing of the City's real estate portfolio. The Division of Real Estate supports Mayoral initiatives around economic development. These Mayoral initiatives include the Stock Show Complex, I- 70 East Highway Reconstruction, Northeast Denver Cornerstone Collaborative (NDCC) and affordable housing.

Strategies

- Maintain and maximize values for the City's real estate portfolio through strategic asset management and master planning. *(Sustainability)*
- Provide value by streamlining processes to efficiently execute all activities related to real estate transactions for city-owned and leased real estate. *(Sustainability)*
- Conduct a space-use evaluation to determine the continual integration of agencies within existing city facilities to maintain the most efficient use of space and to develop new space standards to assist with increasing building occupancy, including alternatives to cover immediate operational requirements. *(Sustainability)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Real Estate Management					
Customer Satisfaction Survey Results	N/A	N/A	85%	87%	90%
Design & Space Planning Cost Avoidance	$152,400	$166,200	$154,000	$215,750	$200,000
Inventory Management Savings	$71,000	$66,950	$72,000	$66,000	$50,000
Vacancy rates	12.0%	10%	6%	5%	5%

Performance Context

- **Design & Space Planning Cost Avoidance** is calculated through providing services to agencies that would otherwise have had to utilize a vendor or contractor. Maintaining these services through the division provides oversight and management of space and furniture fixtures and equipment (FF&E) standards. Cost avoidance increased in 2016 due to the utilization of inventory used for re-use specifically in regards to furniture and fixtures as well as increased utilization of internal planners as opposed to outside vendors.
- **Inventory Management Savings** are based on re- purposed materials on hand used for workstation and/or office furniture modification in conjunction with development and management of space and FF&E standards. These materials that can be re-used resulting in savings to agencies.

- **Vacancy rates** are calculated for specific, multi-user buildings, including the Wellington Webb Municipal Building and the City and County Building. Space planning and programming opportunities in multi-user facilities are analyzed and evaluated through the consideration of maximum utilization of vacant space vs. move costs, as well as the consolidation of operations and space build out, if necessary. The predominance of city buildings are single occupant buildings and are not included when calculating vacancy rates (e.g., libraries, fire stations, police stations, etc.). The optimal vacancy rate is 10%. Figures do not include approximately 45,505 square feet of leased space in the 101 W. Colfax Avenue Building; only 9,775 square feet will be available after initial relocations in July 2016.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	868,222	954,010	893,966	(60,044)	(6.3%)
Services and Supplies	390,191	609,504	1,741,230	1,131,726	185.7%
Internal Services and Misc.	2,484	3,892	3,892	0	0.0%
	1,260,896	**1,567,406**	**2,639,088**	**1,071,682**	**68.4%**
Expenditures by Activity					
Real Estate Management	**1,260,896**	**1,567,406**	**2,639,088**	**1,071,682**	**68.4%**
Other Program Funding Sources					
Capital Projects Funds		4,300,000	5,028,005	728,005	16.9%
Total Program Expenditures	**1,260,896**	**5,867,406**	**7,667,093**	**1,799,687**	**30.7%**
Personnel Complement (Budgeted)					
Real Estate Management	7.00	8.00	7.00	(1.00)	(12.5%)
Revenue					
Use Charges	763,974	450,000	450,000	0	0.0%
Miscellaneous Other	6,978	0	0	0	0.0%
	770,952	**450,000**	**450,000**	**0**	**0.0%**
Vacancy Savings			(27,512)		

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Real Estate Management		
• A decrease in personnel services due to a Program Manager position moving to the Office of the CFO to more accurately reflect the duties of the position.	(1.00)	(129,800)
• A net increase in services and supplies related to leasing, maintenance, and repair costs for the Justice Center Garage and Cultural Center Garage.	0.00	123,100
• An increase in services and supplies due to a transfer of budget from Parks and Recreation to manage the maintenance of orphan parcels.	0.00	30,000
• An increase in services and supplies for lease payments to the Denver Post Building for newly rented office space.	0.00	800,000
• An increase in services and supplies due to professional services related to the disposition of city-owned land at the former Stapleton Airport.	0.00	178,600

Capital Equipment

None.

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Overview

The Budget and Management Office (BMO) prepares and oversees the implementation of the City's 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 operation of the City and County government. The Office also evaluates the financial and operational aspects of major policy issues and acts as a resource to the Administration and to departments regarding service delivery improvements and cost controls.

The Budget and Management Analysis program supports agencies in effective delivery of public services by strategic allocation and management of resources. Primary activities within this program include:

- Budget Operations manages the annual budget process and makes recommendations to elected officials; manages communication on fiscal matters; develops revenue and expenditures projections for all funds; writes all fiscal related city ordinances; manages the citywide grant program; and maintains the City's budgetary software systems.

- Analytics performs operational and fiscal analysis to enhance the role of Peak Performance and Denver's performance management framework in the annual budget process; develops and analyzes open data in coordination with Peak Performance; surveys citizens and reports on citywide outcomes; and serves as a resource for best practices and performance management. This function also provides financial management consulting services to departments in areas such as fee studies, financing alternatives, resource models, program evaluation, long term financial planning, and fiscal impact statements.

- Capital Improvements manages the annual budget process for citywide capital maintenance and development needs; develops the annual six-year Capital Improvements Needs Assessment; staffs the Development Council and provides analysis for decision making; and participates in strategic capital planning efforts with departments.

- Peak Academy supports continuous improvement initiatives within Denver agencies and departments by delivering continuous improvement training curriculum that enables innovative service delivery to constituents and customers. The Peak Academy team supports continuous improvement through consultative services and facilitates process improvement.

Strategies

- Manage a balanced annual budget and strategic citywide capital plan by providing sound financial planning, analysis and reporting. *(Sustainability)*

- Develop and maintain effective and efficient operating processes within BMO to ensure support to department and citywide programs is accurate, timely and responsive. *(Sustainability)*

- Review the city's performance management system to identify opportunities for better measures and strategies that inform investments. *(Sustainability)*

- Support our customers by providing business process improvement training and fostering innovation in the city workplace. *(Customer Experience)*

- Continuously evaluate the annual budget process to ensure the most accurate financial projections and alignment with the City's strategic plans and citywide goals. *(Customer Experience)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Percent of General Fund – Fund Balance	20.1%	25.3%	24.2%	19.8%	15.1%
Internal Customer Service Survey Satisfaction Rating	90%	92%	90%	95%	95%
Percentage of Denver's Workforce –					
Green Belts	18%	32%	38%	43%	48%
Black Belts	2%	4%	6%	8%	9%
Soft Dollar Savings Actualized	$1,999,380	$4,613,836	$3,578,619	$3,700,000	$4,200,000
Hard Dollar Savings Actualized	$1,376,184	$849,440	$767,490	$800,000	$1,800,000

Performance Context

- Current financial policies require a minimum of 10 percent of expenditures for undesignated **fund balance in the General Fund**, with a goal of 15 percent. The policy states that it is appropriate to use the difference between 10 and 15 percent to maintain services when historical revenue growth is below average due to economic cycles. For the year 2013 through 2016, fund balances ended above forecast due to sales and use tax collections exceeding projections and unspent agency appropriation.

- BMO's **internal customer service** satisfaction rating survey is based on feedback from internal customers including agency leadership and financial staff.

- The Peak Academy provides a four-hour introduction to Lean and Continuous Improvement (CI) training called **Denver Green Belt** training. **Denver Black Belts** receive five days of the CI and data driven improvement training that is more in-depth and are then required to implement three or more improvement projects in their home agency. The long-term goal is to train up to 75 percent of the City's workforce as Green Belts and up to 15 percent as Denver Black Belts.

- **Soft Dollar Savings and Hard Dollar Savings Actualized** are driven by continuous improvement innovations and events conducted by city staff trained by Peak Academy. **Hard dollar** savings are funds that can then be re-allocated to fund additional program resources or returned to fund balance at the end of the year. **Soft dollar** savings are savings typically calculated by monetizing FTE time that is made available as a result of process innovations. These efficiencies should result in either improved customer service levels using the same amount of resources or increased capacity to deliver additional services.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	2,391,086	2,725,047	2,585,867	(139,180)	(5.1%)
Services and Supplies	705,501	960,829	879,819	(81,010)	(8.4%)
Internal Services and Misc.	7,104	5,400	5,300	(100)	(1.9%)
Expenditures by Type Total	**3,103,691**	**3,691,276**	**3,470,986**	**(220,290)**	**(6.0%)**
Expenditures by Activity					
Budgeting and Analysis	2,216,610	2,731,195	2,485,936	(245,259)	(9.0%)
Business Process Analysis	887,081	960,081	985,050	24,969	2.6%
Expenditures by Activity Total	**3,103,691**	**3,691,276**	**3,470,986**	**(220,290)**	**(6.0%)**

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Other Program Funding Sources					
General Government SRF					
Grant Development	398	111,493	93,127	(18,366)	(16.5%)
Total	**398**	**111,493**	**93,127**	**(18,366)**	**(16.5%)**
Capital Projects Funds					
BMO Capital Projects	0	0	350,000	350,000	0.0%
Total	**0**	**0**	**350,000**	**350,000**	**0.0%**
Other Program Funding Sources Total	**398**	**111,493**	**443,127**	**331,634**	**297.4%**
Total Program Expenditures	**3,104,089**	**3,802,769**	**3,914,113**	**111,344**	**2.9%**
Personnel Complement (Budgeted)					
Budgeting and Analysis	17.50	17.50	16.50	(1.00)	(5.7)%
Business Process Analysis	9.00	9.00	9.00	0.00	0.0%
Total Personnel Complement	**26.50**	**26.50**	**25.50**	**(1.00)**	**(3.8)%**
Revenue					
Internal Service and Indirect Cost	19,172,493	18,438,600	18,438,600	0	0.0%
Miscellaneous Other	7,515,892	5,350,000	5,350,000	0	0.0%
Revenue Total	**26,688,385**	**23,788,600**	**23,788,600**	**0**	**0.0%**
Vacancy Savings			(81,722)		

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Budget and Management Analysis		
• A net decrease in personnel services due to the transfer of a position to the Human Rights and Community Partnerships department to more accurately reflect the duties of the position.	(1.00)	(95,000)
• An increase in services and supplies due to upgrades needed for the budget system performance module.	0.00	15,000
• A decrease in services and supplies due to one-time implementation costs related to the city's budget system.	0.00	(79,500)

Capital Equipment

None.

Overview

The goal of the City's **Workers' Compensation** program is to provide high quality medical care to its injured workers in an efficient, cost effective manner, enabling employees to recover from their injury and return to work as soon as medically reasonable. 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. This unit adjusts claims, authorizes claim payments, and works to return the claimant to work at the earliest possible date. The Workers' Compensation Internal Service Fund is divided into two budgets: Administration and Claims. This separation distinguishes indemnity and medical claim payments from the costs of administering the program.

The program also includes the Workplace Safety Unit, which provides support and training for all city agencies, coordinates the city's Safety and Health Management System, and ensures compliance with the city's safety standards to prevent or reduce injuries that would result in a claim against the Workers' Compensation program.

The Workers' Compensation fund balance target policy states the City shall maintain the fund balance of the Workers' Compensation Fund so that at no time will the fund be less than the 50 percent confidence level for adequacy of funding to meet all claims against the fund based upon an annual actuarial report. Annual premiums are allocated to agencies; however, in 2015, the annual budget premiums were consolidated into one payment for agencies within the General Fund, while the premiums for non-General Fund agencies will continue to be allocated to those agencies. All budgeted premiums are set to accrue a fund balance until a 75 percent confidence level for adequacy of funding for claims is reached. During challenging economic times the balance may decrease, but never drop below a 50 percent confidence. During normal or strong economic times, the annual premiums will be increased to build over time until the targeted 75 percent confidence level is reached.

Strategies

- Improve and provide education to first line supervisors and staff on workers' compensation claims issues, including the importance of personal responsibility for safety, and encourage improvement of behavior within agencies demonstrating low compliance for submission of supervisory reports, to reduce on the job injuries and improve correction of hazardous conditions. *(Sustainability)*

- Workers' Compensation Claims staff will begin consultation with a physician advisor to provide a professional resource for addressing questions regarding what medical care is reasonable, necessary and related to work injuries for ongoing or complicated medical situations. *(Sustainability)*

- Develop a standardized process and deliver individual agency analysis of the City's workers' compensation claims/most frequent incident types with the identification of loss prevention opportunities. *(Sustainability)*

- Successfully expand the citywide proactive Ergonomic Program, in line with updated Standard 65.6.5, to reduce the frequency of overexertion claims. *(Sustainability)*

- Expand the development and implementation of citywide safety policies and coordination of safety activities in departments/agencies, including assessing compliance with the objectives of the City's Operational Safety and Health Program, providing safety consultation services and facilitating agency safety training programs to support continuous improvements. *(Sustainability)*

- Increase availability of online safety training to more efficiently reach city employees. *(Sustainability)*

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Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Workers' Compensation					
Number of new Workers' Compensation claims	1,005	1,020	1,081	1,056	1,070
Claims per 100 employees	8.0	7.8	7.9	7.7	7.5
Average number of lost time days per claim	3.8	4.6	6.6	5.8	5.5
Total payment of medical/indemnity during the year	$7.6M	$9.0M	$9.6M	$9.7M	$9.5M
Workers' Compensation outstanding actuarial expended liability (50% Confidence)	$30.8M	$31.4M	$29.4M	$29.4M	$29.4M
Workers' Compensation fund balance actuarial confidence level	75%	73%	80%	75%	75%
Periodic loss reports delivered to agencies	16	35	63	70	70
Number of loss prevention training sessions delivered (instructor-led)	68	85	183	121	80
Number of loss prevention training sessions delivered (online)	N/A	N/A	N/A	2,050	4,000
Number of pro-active ergonomic evaluations facilitated through RM	116	98	135	300	450

Performance Context

- The number of new **Workers' Compensation claims** has been slowly increasing. This partially reflects an increase in full time equivalent (FTE) employees' citywide.

- Salary continuation is a benefit provided city employees in lieu of workers' compensation payments during the initial phase of their injury treatment. This varies between CSA employees and Public Safety based on CSA rules and collective bargaining agreements. The **average number of lost time days per claim** is measured from data gleaned from Kronos, the city's timecard system, as well as STARS, the city's Risk Management Information System.

- The annual **total payment of medical/indemnity** for benefits has been increasing partially due to catastrophic losses. The total payment amount is expected to gradually increase in future years due to increases in the number of claims, medical inflation, and increases in indemnity benefit levels.

- The **Workers' Compensation outstanding liability** represents the actuarial calculation of the expected amount of all costs of claims related to injuries incurred to date. An annual increase of 7-10 percent is considered normal due to medical inflation. The overall decrease since 2014 has been due to previous outstanding claims being settled in 2014 and a decrease in the number of high dollar claims in recent years.

- The **Workers' Compensation Fund Balance** is targeted to a 75% percent actuarial confidence level to assure adequate funds are available to pay claims and smooth adverse cyclical effects on the City budget.

- To provide agencies feedback as to the types and severity of claims made against the Workers' Compensation fund, annual and quarterly **loss reports** are delivered and reviewed with agency representatives to proactively prevent injuries from occurring.
- **Loss prevention training programs** including Executive Order No. 3 Defensive Driving Training; trainings addressing the top 3 workplace injuries; active shooter training; and topic –specific training relative to the Operational Safety and Health Standards, represents another leading indicator of worker/workplace safety efforts. In 2015, the Risk

Management Office supported General Services/Facilities Management, Arts and Venues, and the Department of Public Safety through various specialized trainings, accident reviews, and other process improvement initiatives in addition to 76 general topic trainings already being provided citywide. In 2016, the drop in the number of trainings reflects the move to on-line trainings, which have been broken out into a separate metric for 2016/2017.

- Measurement of claims filed and lost time days due to injury are lagging indicators of performance. Measurement of the number of pro-active **ergonomic evaluations** facilitated through the Risk Management Office represents a leading indicator for injury prevention and reduction of risk for filing of future workers' compensation claims. The rate of overexertion injuries are expected to decrease as a direct result of pro-active ergonomic intervention.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	4,921,810	5,073,365	5,394,725	321,360	6.3%
Services and Supplies	8,204,084	8,191,084	9,191,084	1,000,000	12.2%
Internal Services and Misc.	465,093	530,592	530,592	0	0.0%
	13,590,987	**13,795,041**	**15,116,401**	**1,321,360**	**9.6%**
Expenditures by Activity					
Administration	3,940,424	4,214,541	4,285,901	71,360	1.7%
Indemnity and Medical	9,650,563	9,580,500	10,830,500	1,250,000	13.0%
Total Program Expenditures	**13,590,987**	**13,795,041**	**15,116,401**	**1,321,360**	**9.6%**
Personnel Complement (Budgeted)					
Administration	18.00	18.00	18.00	0	0.0%
Total Personnel Complement	**18.00**	**18.00**	**18.00**	**0**	**0.0%**
Revenue					
Interest Income	1,186,244	1,081,500	1,058,400	(23,100)	(2.1%)
Fees	396	300	300	0	0.0%
Internal Service and Indirect Cost	7,990,583	12,968,324	12,000,000	(968,324)	(7.5%)
Miscellaneous Other	4,639,158	700,000	760,000	60,000	8.6%
	13,816,380	**14,750,124**	**13,818,700**	**(931,424)**	**(6.3%)**

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Workers Compensation		
• An increase in personnel services for indemnity payments (i.e., wage replacement paid to claimants).	0.00	250,000
• An increase in services and supplies due to medical payments on claims.	0.00	1,000,000

Capital Equipment

None.

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Payments and Other Appropriations

	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Payments / Appropriation					
Downtown Historic District Tax Rebate (01010-2542000)	300,000	300,000	300,000	0	0.0%
Payments-Elderly and Disabled (01010-2551000)	1,595,029	2,525,000	0	(2,525,000)	(100.0%)
Hotel Tax Increment (01010-2553000)	2,741,805	2,925,500	2,925,500	0	0.0%
Workers' Compensation Billings (01010-2554100)	6,696,600	10,829,000	10,072,100	(756,900)	(7.0%)
Unemployment Comp Insurance Administration (01010-280800)	700,000	1,200,000	1,200,000	0	0.0%
Contingency (01010-280900)	0	25,355,781	25,965,000	609,219	2.4%
Annual Rental Payments (01010-2541000)	21,580,957	21,365,400	22,537,200	1,171,800	5.5%
Total Program Expenditures	**33,614,391**	**64,501,062**	**62,999,800**	**(1,500,881)**	**(2.30%)**

- The **Downtown Historic District Tax Rebate** provides for a partial rebate of the city portion of real property taxes imposed on certain qualifying structures within the Downtown Historic District. Qualifying structures are those determined by the Landmark Preservation Commission to meet criteria as specified by Ordinance 970, Series of 2000.

- The **Payments to the Elderly and Disabled** refund program assists senior citizens and people with disabilities who are living on fixed incomes to lower their property tax or rental payments. The program utilizes a progressive payment system that increases payments to eligible residents in the lowest income categories. The program's income limits are indexed to the Social Security Cost of Living Adjustment index. Beginning in 2017, the Department of Human Services will take over all aspects of this program including conducting the eligibility determination function and issuing payments. Funding for DHS to administer the program and make payments to eligible applicants will be provided by a transfer from the General Fund.

- The **Hotel Tax Increment/DURA** receives and distributes the Lodgers' Tax increment to the Denver Urban Renewal Authority. The budgeted amount represents the estimated amount of General Fund Lodgers' tax to be generated by the eligible hotels over and above the amount generated in the base year prior to the hotel's redevelopment and expansion. This estimate is calculated by the Controller's Office and the Executive Director of DURA. A reconciliation of the actual increment to this estimated increment occurs at the conclusion of the fiscal year.

- **Workers' Compensation Billings** is a centralized payment from the General Fund to the Workers' Compensation Internal Service Fund (ISF) for premiums. Prior to 2015, the budget for premiums was allocated to departmental budgets, and agencies were billed by the Workers' Compensation ISF; however, beginning in 2015, payments for General Fund departments were centralized in this payment. The decrease for 2017 is due primarily to allowing the confidence levels to decrease to 75%. See the Workers' Compensation section of this book for further explanation regarding funding levels.

- The **Unemployment Compensation Insurance** program reimburses the State of Colorado for unemployment benefits paid by the State to former General Fund employees.

- **General Fund Contingency** 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 contingency after the passage of the annual appropriation ordinance. The General Contingency reserve is appropriated as part of the annual budget. 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. Supplementals are then re- appropriated into departmental budgets from the rescissions; thus, actuals will always be zero, and the prior year will reflect the budget at the time the budget book was developed.

- **Annual Rental Payments** are for existing Certificates of Participation and other lease purchase payments. The total annual rental payments are currently projected at 1.8 percent of total General Fund revenue, which is well below the debt policy limit of five percent of the acquiring fund's annual revenues. The increase in 2017 is to make a cash transfer to the Cherry Creek Parking Garage in arrears.

The 2017 appropriations are as follows:

Annual Rental Payments	Amount
Trustee Payments	1,406,300
Civic Center Office Building	15,678,000
African American Research Library	1,272,600
Cultural Parking Garage	1,245,500
Cherry Creek Parking Garage	2,209,300
Central Platte Campus	725,500
Total Rental Payments	**22,537,200**

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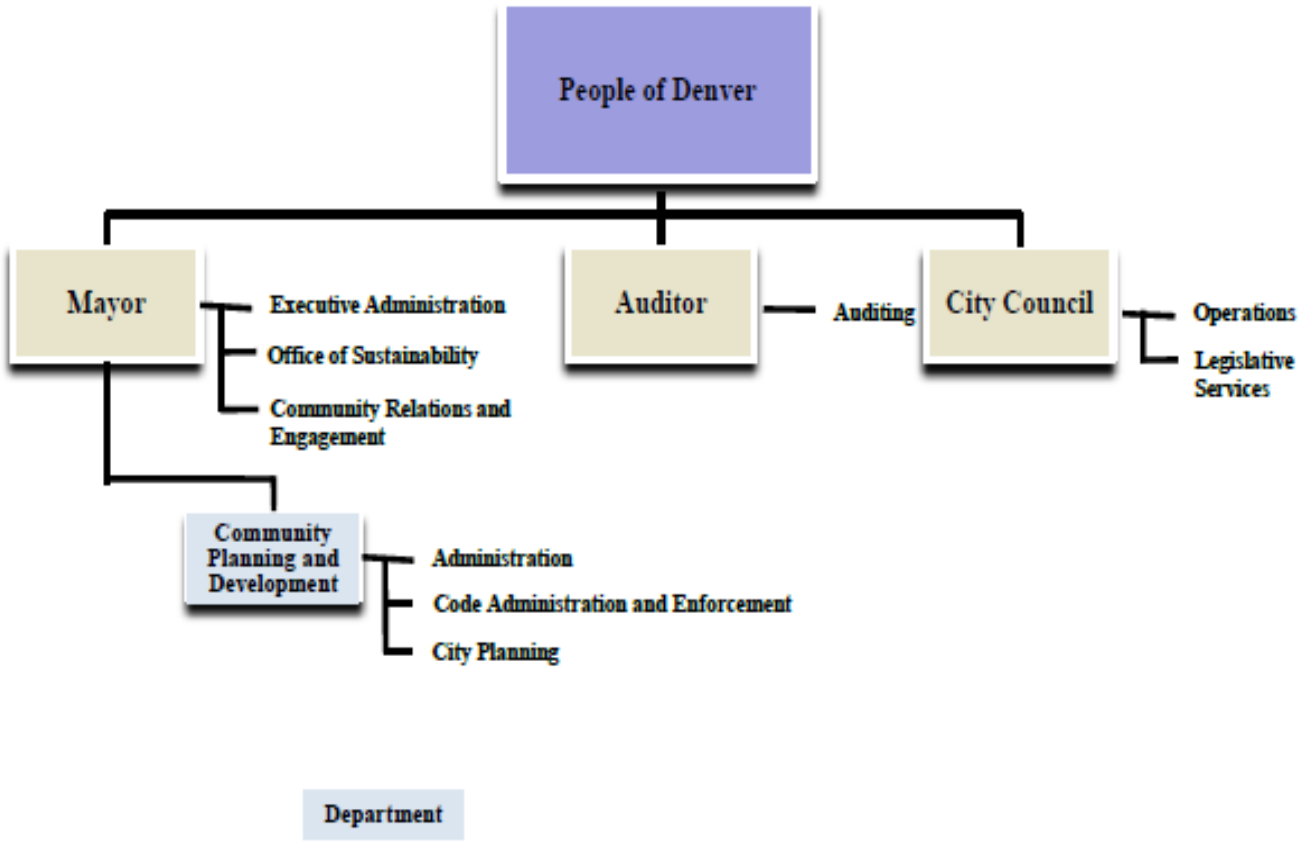
Community Planning & Development

Community Planning and Development Organizational Chart



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Community Planning and Development

Community Planning and Development Budget Summary

	2015 Actuals	2016 Appropriated	2017 Recommended
Agencies			
Office of the Manager	2,920,989	3,522,069	3,579,517
Development Services	14,927,095	17,540,464	18,904,481
Planning Services Division	2,647,999	3,972,939	5,077,119
North Denver Cornerstone Collaborative	788,330	1,018,821	1,233,663
Total	**21,284,414**	**26,054,293**	**28,794,780**
Expenditures			
Personnel Services	19,595,613	22,428,675	25,596,006
Services and Supplies	1,666,220	3,594,154	3,180,110
Capital Equipment	14,359	15,500	0
Internal Services and Misc.	8,221	15,964	18,664
Total General Fund	**21,284,414**	**26,054,293**	**28,794,780**
Special Revenue Funds			
General Government	1,137	50,000	50,000
Total Special Revenue Funds	**1,137**	**50,000**	**50,000**
Grants			
Grants	6,931	17,681	0
Total Grants	**6,931**	**17,681**	**0**
Personnel Complement			
General Fund Operations - Civilian	214.00	242.00	271.00
Total Personnel Complement	**214.00**	**242.00**	**271.00**
Capital Improvements			
Capital Improvements		3,610,000	4,490,000
Total		**3,610,000**	**4,490,000**

*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."

Community Planning and Development Department Summary

Executive Overview

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 the permitting and inspection services, CPD also enforces land use, design, and construction standards to enhance and protect Denver's natural and built environments.

CPD is comprised of three divisions: the Office of the Manager, Development Services, and Planning Services. Additionally, the North Denver Cornerstone Collaborative (NDCC) is also part of the department's appropriation. Services are provided through the following programs:

- Administration
- Code Administration and Enforcement
- City Planning

Vision

As we create citywide plans, craft development regulations, review development proposals and conduct inspections, we never lose sight of the fact that we do all this in the name of building community.

Mission

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

Strategies

CPD aims to advance place-based economic development to create healthy, livable, and better-connected communities with a number of strategies that cross multiple divisions.

- **Break Down Silos**: The Department is working to increase effectiveness by enabling everyone in the department to understand the work and how it fits in with the larger departmental goals, thus fostering an increased investment in department-wide success. (*Customer Experience*)
    - Reinvest in staff through providing access to professional development opportunities and training to enhance skill sets, improve ability to respond to difficult situations, and provide opportunities for professional growth.
    - Develop a comprehensive orientation program for new staff that focuses on our Mission, Strategic Plan, and staff role in the department in order to provide a strong foundation at the onset of an employee's career with the city.
- **Facilitate Great Place-Making**: The Department is placing an emphasis on examining business processes to improve outcomes. (*Jobs*)
    - Pursue regulatory updates and improvements, in collaboration with Development Services and other agencies, to ensure clear and predictable implementation of plans and an improved customer experience. Efforts should

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include essential regulatory documents such as the Denver Zoning Code, Landmark Design Guidelines, Building Code, and various street regulations.

- **Connect with Stakeholders**: The Department's top priority is that stakeholders understand the role: to guide development in a manner that implements the City's vision. Continual efforts in this area ensure that Denver stakeholders understand that they have a voice in shaping their community. (*Customer Experience*)
  - Use an integrated communications approach to public outreach, taking advantage of a variety of traditional and new media communications channels and integrating them for consistency and clarity.

Mission-Level Metrics	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Ratio of private investment in Areas of Change to Areas of Stability	6 to 1	5 to 1	6 to 1	4 to 1	4 to 1
Permit Valuation (Billions)	$2.6	$2.2	$3.6	$3.6	$3.5

Performance Context

- **Ratios of private investment** connect planning activities to the resulting development by tracking the ratio of development within Areas of Change, Areas with Small Area Plans, and Areas with Landmark designations, respectively, to the balance of the city. Ratios greater than 1:1 indicate that city plans and zoning code regulations are positively impacting investment and 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.

- **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 permitted construction and is a key mission level metric because it is a strength indicator of Denver's built environment. CPD will continue to evaluate and assess building permit valuation data by monitoring permit fees. CPD will also continue to improve and streamline processes to promote a good customer experience and positively impact this metric.

Please see the division sections for detail about key resource changes impacting these strategies and metrics.

Capital Equipment

None.

Overview

The Office of the Manager provides the Community Planning and Development (CPD) Department's guiding vision and oversees all divisions of the department.

Administration includes key activities such as policy development and direction, establishment of 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 in addition to CPD.

Strategies

CPD's vision is Building Community. The Office of the Manager has developed the following strategies for 2017 to strengthen and enhance CPD's department-wide place-based economic development efforts.

- Break Down Silos *(Customer Experience)*
  - Invest in our staff through providing access to professional development opportunities and training to enhance skill sets, improve ability to respond to difficult situations, and provide opportunities for professional growth.

- Connect with Stakeholders *(Customer Experience)*
  - Use an integrated communications approach to public outreach — taking advantage of a variety of traditional and new media communications channels and integrating them for consistency and clarity and to reach varied audiences with maximum impact at minimal cost.

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Administration					
Cashiering – Total Transactions	141,863	172,633	179,879	183,477	198,147
Cashiering – Non-CPD Transactions	52,907	67,946	65,152	66,455	67,784
Cashiering – % Online Transactions	N/A	N/A	N/A	N/A	10%
Contractor Licensing – % Online Renewals	N/A	N/A	N/A	N/A	3%
Records Management – % Online Research	N/A	N/A	N/A	3%	5%
Customer service ratings	72%	48%	41%	50%	65%

Performance Context

- In order to represent the additional workload associated with processing both internal transactions and cashiering transactions for other departments, CPD tracks **cashiering activities for the CPD-total transactions** and **cashiering activities that are non-CPD transactions**. The significant increase in transactions for 2017 is due to projected collection of Linkage Impact Fees in 2017, which will be reviewed by City Council in 2016 after the publication of the 2017 budget.

- Customer self-service initiatives were delayed from 2013 to optimize technology resources required to implement the new review, permitting, and inspection solution. The **contractor licensing - % online renewals and records management - % online research measures** have been added in anticipation of implementing this system in late 2016 and further refinement in early 2017.

- **Customer service ratings** are taken from monthly surveys of customers. The large change from 2013 to 2014 was due to changing the survey tool that was used to measure customer service to gather better data.

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	2,485,001	2,580,498	3,112,819	532,321	20.6%
Services and Supplies	417,725	935,273	460,400	(474,873)	(50.8%)
Capital Equipment	14,359	0	0	0	0.0%
Internal Services and Misc.	3,904	6,298	6,298	0	0.0%
	2,920,989	**3,522,069**	**3,579,517**	**57,448**	**1.6%**
Expenditures by Activity					
Administration	1,611,965	1,953,909	2,056,239	102,330	5.2%
Finance & Accounting	1,309,024	1,568,160	1,523,278	(44,882)	(2.9%)
	2,920,989	**3,522,069**	**3,579,517**	**57,448**	**1.6%**
Other Program Funding Sources					
Grants	6,931	17,681	0	(17,681)	(100.0%)
General Government SRF	1,137	50,000	50,000	0	0.0%
Capital Projects Funds*		2,060,000	1,190,000	(870,000)	(42.2%)
	8,069	**2,127,681**	**1,240,000**	**(887,681)**	**(41.7%)**
Total Program Expenditures	**2,929,058**	**5,649,750**	**4,819,517**	**(830,233)**	**(14.7%)**
Personnel Complement (Budgeted)					
Administration	7.00	7.00	12.00	5.00	71.4%
Finance & Accounting	20.00	22.00	22.00	0	0.0%
Total Personnel Complement	**27.00**	**29.00**	**34.00**	**5.00**	**17.2%**
Revenue					
Licenses and Permits	1,221,730	557,800	589,800	32,000	5.7%
Fees	8,063	100	100	0	0.0%
Charges for Services	22,609	5,000	6,000	1,000	20.0%
	1,252,401	**562,900**	**595,900**	**33,000**	**5.9%**
Vacancy Savings			(89,669)		

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Administration		
• An increase in personnel services due to the addition of a limited marketing and communication professional approved through a 2016 supplemental appropriation.	1.00	79,500
• An increase in personnel services due to the addition of an operations assistant.	1.00	60,500
• An increase in personnel services due to the transfer of a TOD director from Planning Services to more accurately reflect the duties of the position. This is offset by a corresponding decrease in Planning Services.	1.00	154,200

*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."

Impact Description	FTEs	Dollars
• An increase in personnel services due to the transfer of an accounting technician and an administrator from Development Services to more accurately reflect the duties of the position. This is offset by a corresponding decrease in Development Services.	2.00	164,500
• An increase in services and supplies for additional printers, community outreach, and contract increases.	0.00	43,700
• A decrease in services and supplies due to a one-time increase in budget in 2016 for permit counter upgrades.	0.00	(518,600)

Capital Equipment

None.

*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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Overview

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 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 'one- stop-project services-shop" provides streamlined services by proactively coordinating the CPD's development-related functions in partnership with three other city departments: Denver Fire, Department of Parks and Recreation, and Department of Public Works. Additional coordination with agencies such as Department of Environmental Health, Denver Water, and Excise and License is done on an as-needed basis.

The **Code Administration and Enforcement** program administers and enforces the Denver Building, Zoning Codes, 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 code. These responsibilities comprise approximately 80 percent of city functions related to development on private land.

Strategies

The Development Services Division has developed the following strategies for 2017 to strengthen and enhance CPD's department-wide place-based economic development efforts based around CPD's vision of 'Building Community" as articulated in the departmental strategic plan.

- Breaking Down Silos (*Customer Experience)*
  - Create a combined building and zoning log in process for commercial projects to mirror how reviews are done for residential projects, reduce rework on the part of our Commercial Zoning team, and reduce the overall review timeframe for commercial projects.
  - Expand the combination inspection program to improve the efficiency of the inspection process for residential projects.
  - Facilitate a multi-agency pre-application process for new marijuana applications to better communicate agency requirements and answer questions.

- Facilitate Great Place-Making *(Customer Experience)*
  - Pursue regulatory updates and improvements, in collaboration with Planning Services and other agencies, to ensure clear and predictable implementation of plans and an improved customer experience. Continue to focus on improvements to the permitting process to improve the quality of submittals, reduce resubmittals, and provide customers with timely plan review responses.
  - Improve the Accela permitting system with enhancements to Accela Citizen Access and electronic plan review.
  - Improve the division's ability to respond to volume increases at Denver International Airport by providing a dedicated review and inspection team.
  - Clarify commercial zoning submittal requirements to reduce the number of plan resubmittals.

Performance Measures	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Code Administration and Enforcement					
Permitting					
Building permits issued	55,252	67,818	73,753	82,000	82,000
One- and two-family dwelling plans					

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Performance Measures	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
reviewed within established timeframe	35%	37%	48%	65%	65%
Commercial project plans reviewed within established timeframe	92%	93%	52%	50%	60%
Inspections					
Building inspections	203,888	219,965	225,946	237,775	245,000
Site visits combined with inspections	5%	4%	5.4%	6%	6%
Services (Z/NIS) inspections performed	133,361	114,059	122,148	123,000	122,000
Proactive Z/NIS inspections (inspector initiated)	12%	10%	13%	13%	13%
Complaints responded to in 3 days or less (Z/NIS)	97%	93%	95%	95%	95%

Performance Context

- Plan review activity associated with **Building Permit** applications continues to increase well beyond pre-recession levels.
- The division intends to increase the percentage of **plan reviews completed** on time by hiring staff and initiating a contract with consultants 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.
- Combining **inspections with site visits** results in sending fewer building inspectors to one job site, while **proactive Z/NIS inspections** lead to fewer complaint-based inspections and a more satisfied constituency.
- **Inspection Services (Building, Zoning/Neighborhood Inspection Services)** activities are increasing for building inspections, in line with the increase in permit activity noted above, while Zoning/NIS inspection numbers decreased in 2014 as property owners often take better care of their property when the economy is stronger, but 2015 saw an increase in inspections due to increased construction activity.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	14,124,451	15,842,064	17,211,302	1,369,238	8.6%
Services and Supplies	801,914	1,681,100	1,687,179	6,079	0.4%
Capital Equipment	0	15,500	0	(15,500)	(100.0%)
Internal Services and Misc.	729	1,800	6,000	4,200	233.3%
	14,927,095	**17,540,464**	**18,904,481**	**1,364,017**	**7.8%**
Expenditures by Activity					
Permitting	7,663,136	9,942,427	10,407,467	465,040	4.7%
Inspections	7,263,959	7,598,037	8,497,014	898,977	11.8%
Total Program Expenditures	**14,927,095**	**17,540,464**	**18,904,481**	**1,364,017**	**7.8%**
Personnel Complement (Budgeted)					
Inspections	82.00	91.00	98.00	7.00	7.7%

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Permitting	70.00	79.00	85.00	6.00	7.6%
Total Personnel Complement	**152.00**	**170.00**	**183.00**	**13.00**	**7.6%**
Revenue					
Licenses and Permits	23,058,350	21,075,300	21,026,400	(48,900)	(0.2%)
Fees	10,035,148	12,012,500	11,877,500	(135,000)	(1.1%)
Charges for Services	320,928	359,500	361,500	2,000	0.6%
Internal Service and Indirect Cost	489,532	100,000	2,011,466	1,911,466	1,911.5%
Miscellaneous Other	(15,583)	50,000	50,000	0	0.0%
	33,888,375	**33,597,300**	**35,326,866**	**1,729,566**	**5.1%**
Vacancy Savings			(468,087)		

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Inspections		
• An increase in personnel services for one administrative assistant and four combination inspectors.	5.00	380,200
• An increase in personnel services for a limited construction inspector, a limited electrical inspector, a limited mechanical inspector, and a limited plumbing inspector to support inspections at Denver International Airport. One additional position was added in the Fire Department budget for commercial fire inspections. This is fully offset by additional inspections revenues anticipated in 2017.	4.00	310,500
• A decrease in personnel services due to the transfer of an accounting technician and an administrator to the Office of the Manager to more accurately reflect the duties of the positions.	(2.00)	(164,500)
• An increase in services and supplies for mobile inspection equipment.	0.00	173,200
• An increase in services and supplies for additional uniforms, personal protective equipment, and training and associated travel expenses.	0.00	53,400
• An increase in revenues associated with additional permitting and inspection activity associated with Denver International Airport capital improvements.	0.00	1,911,500
Permitting		
• An increase in personnel services for an associate city planner, a plans review engineer, a plans review technician, and a senior plans review technician.	4.00	287,500
• An increase in personnel services for three limited plans review engineers and one limited engineer and architect specialist to support permitting for Denver International Airport. One additional position was added in the Fire Department budget for plan review. This is fully offset by additional permitting revenues anticipated in 2017.	4.00	493,500
• An increase in personnel services for a senior city planner approved in a 2016 supplemental appropriation.	1.00	101,000
• A decrease in personnel services due to the expiration of a limited plans review technician position.	(1.00)	(73,200)
• A decrease in personnel services due to the transfer of two city planners to Planning Services to more accurately reflect the duties of the positions.	(2.00)	(167,100)
• An increase in services and supplies for on-call plan review services to meet increasing demands for plan review.	0.00	744,000

Impact Description	FTEs	Dollars
• A decrease in services and supplies for one-time costs in 2016 for on-call plan review services.	0.00	(964,500)
• A decrease in capital equipment due to a one-time capital equipment purchase in 2016.	0.00	(15,000)

Capital Equipment

None.

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Overview

The Planning Services Division leads the City Planning program through preparing plans and regulatory tools that build community, focusing on breaking down silos, facilitating great place-making, and engaging community stakeholders in the Denver community.

Plans are prepared as part of a robust process involving community members, citywide partners, multiple city departments and agencies, and appointed and elected officials. The geographic scale of planning ranges from citywide, to neighborhoods, corridors, and transit station areas. Adopted plans provide the collective community vision for Denver's future and set the stage for sustainable development. The 2000 Comprehensive Plan continues to provide the overarching framework for planning and development in the City and County of Denver. Blueprint Denver is a more specific citywide plan that focuses on land use and transportation policies. This includes directing significant growth to Areas of Change and guiding reinvestment and character preservation in Areas of Stability as defined in Blueprint Denver.

Plan implementation is also an important component of our work program. CPD leads or supports strategic implementation actions of the City's adopted plans such as infrastructure improvements, zoning text and map amendments, and urban design standards. Community historic preservation goals and plans are implemented through landmark designations and protections, design and demolition reviews, and preservation tax incentives.

Together, the Planning Services Division's work supports the mission of Building Community and ensuring that Denver is healthy, connected, vibrant, sustainable, and safe.

Strategies

CPD's vision is Building Community. Planning Services developed the following strategies for 2017 to strengthen and enhance CPD's department-wide place-based economic development efforts.

- **Facilitate great place-making** *(Jobs)*
  - Launch the Neighborhood Planning Initiative to establish a small area plan for 100 percent of the city within the next 15 years.
  - Continue the successful launch and engagement of Denveright to set a 20 year vision for land use, transportation, parks, and recreation facilities in Denver.
  - Pursue regulatory updates and improvements in collaboration with Development Services and other agencies to ensure clear and predictable implementation of plans and an improved customer experience.
  - Increase the availability and presence of the Landmark team as part of the design review and permitting process to ensure the timely review of all development proposals that involve historic properties or districts.
  - Implement the Transit Oriented Development (TOD) Strategic Plan in conjunction with other city agencies and partners in order to leverage the major investment in rail including FasTracks.

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Ratio of private investment in Areas of Change to Areas of Stability	6 to 1	5 to 1	6 to 1	4 to 1	4 to 1
Ratio of private investment in Areas with Small Area Plans to Areas Without Small Area Plans	10 to 1	6 to 1	9 to 1	6 to 1	6 to 1
Ratio of private investment in Landmark Areas to Non-Landmark Areas	5 to 1	5 to 1	2 to 1	2 to 1	2 to 1

Performance Context

- **Ratios of private investment** connect planning activities to the resulting development by tracking the ratio of development within **Areas of Change**, **Areas with Small Area Plans**, and **Areas with Landmark designations**, respectively, to the balance of the City. Ratios greater than 1:1 indicate that City plans and zoning code regulations are positively impacting investment and 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.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	2,390,114	3,482,987	4,583,667	1,100,680	31.6%
Services and Supplies	255,918	485,086	490,086	5,000	1.0%
Internal Services and Misc.	1,968	4,866	3,366	(1,500)	(30.8%)
	2,647,999	**3,972,939**	**5,077,119**	**1,104,180**	**27.8%**
Expenditures by Activity					
Comprehensive Planning	1,397,325	2,072,477	4,790,636	2,718,159	131.2%
Plan Implementation	1,254,434	1,604,416	1	(1,604,415)	(100.0%)
North Denver Collaborative	(3,759)	0	0	0	0.0%
NDCC Projects	0	296,047	286,482	(9,565)	(3.2%)
	2,647,999	**3,972,939**	**5,077,119**	**1,104,180**	**27.8%**
Other Program Funding Sources					
Capital Projects Funds		1,550,000	3,300,000	1,750,000	112.9%
Total Program Expenditures	**2,647,999**	**5,522,939**	**8,377,119**	**2,854,180**	**51.7%**
Personnel Complement (Budgeted)					
Comprehensive Planning	14.00	18.00	44.00	26.00	144.4%
NDCC Projects	0	3.00	3.00	0	0.0%
Plan Implementation	17.00	16.00	0	(16.00)	(100.0%)
Total Personnel Complement	**31.00**	**37.00**	**47.00**	**10.00**	**27.0%**
Revenue					
Licenses and Permits	57,163	34,000	34,000	0	0.0%
Fees	875	21,000	21,000	0	0.0%
Miscellaneous Other	16	0	0	0	0.0%
	58,054	**55,000**	**55,000**	**0**	**0.0%**
Vacancy Savings			(116,539)		

*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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Significant Budget Changes

Impact Description	FTEs	Dollars
Comprehensive Planning		
• An increase in personnel services due to the addition of an associate city planner, a GIS technician, three principal city planners, and three senior city planners to increase neighborhood plan completion.	8.00	1,123,900
• An increase in personnel services for four city planner positions that were budgeted for half the year in 2016 to address increased demand of development activities.	2.00	190,400
• An increase in personnel services due to the transfer of two city planners to Planning Services from Development Services to more accurately reflect the duties of the positions. This is offset by a corresponding decrease in personnel services in Development Services.	2.00	167,100
• A decrease in personnel services due to the transfer of a TOD director to the Office of the Manager to more accurately reflect the duties of the position.	(1.00)	(154,200)
• A decrease in personnel services due to the expiration of a limited operations assistant.	(1.00)	(83,000)
• An increase in services and supplies for professional services to support additional neighborhood planning initiatives.	0.00	150,000
• An increase in services and supplies for professional services to address changes in the Denver Zoning Code related to sign codes.	0.00	175,000
• A decrease in services and supplies for one-time professional services costs in 2016 related to planning efforts.	0.00	(330,000)
• A decrease in internal services for one-time costs in 2016 related to new FTE.	0.00	(1,500)

Capital Equipment

None.

*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."

Overview

The North Denver Cornerstone Collaborative (NDCC) is a coordinated City-led effort to strategically align and implement six major portfolios to reenergize and reconnect the historic neighborhoods of Globeville, Elyria, and Swansea.

The six portfolios include:

- The redevelopment of the **National Western Stock Show Complex** and Denver Coliseum into a year-round entertainment and education destination. With its recently dedicated funding stream, NWCO has established a separate yet closely connected effort that strengthens and supports the NDCC's goal and opportunities.
- The redevelopment of the **Brighton Boulevard** corridor to create a multi-model, mixed-use neighborhood, commercial corridor, and gateway to the City;
- **River North** redevelopment, which includes South Platte River activation through new parks, amenities, and better access;
- Strategically positioned **transit oriented development** across four new commuter rail stations;
- **The I-70 east highway reconstruction** that reintroduces neighborhood connectivity and amenities that have been missing for decades;
- Community-based **neighborhood plans for Globeville, Elyria, and Swansea** that set forth the goals, priorities and projects for the near, mid and long-term.

The NDCC Projects Office coordinates and supports planning and implementation efforts, facilitates the creation and execution of public/private partnerships to identify funding options and encourage a broad range of investment, provides regional community engagement, and seeks unique opportunities to catalyze shared visioning in the implementation of these projects over the next several decades.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	596,047	523,126	688,218	165,092	31.6%
Services and Supplies	190,663	492,695	542,445	49,750	10.1%
Internal Services and Misc.	1,620	3,000	3,000	0	0.0%
	788,330	**1,018,821**	**1,233,663**	**214,842**	**21.1%**
Expenditures by Activity					
North Denver Cornerstone Collaborative	788,330	1,018,821	1,233,663	214,842	21.1%
Total Program Expenditures	**788,330**	**1,018,821**	**1,233,663**	**214,842**	**21.1%**
Personnel Complement (Budgeted)					
North Denver Cornerstone Collaborative	4.00	6.00	7.00	1.00	16.7%
Total Personnel Complement	**4.00**	**6.00**	**7.00**	**1.00**	**16.7%**
Revenue					
Miscellaneous Other	570	0	0	0	0.0%
	570	**0**	**0**	**0**	**0.0%**
Vacancy Savings			(21,149)		

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Significant Budget Changes by Program

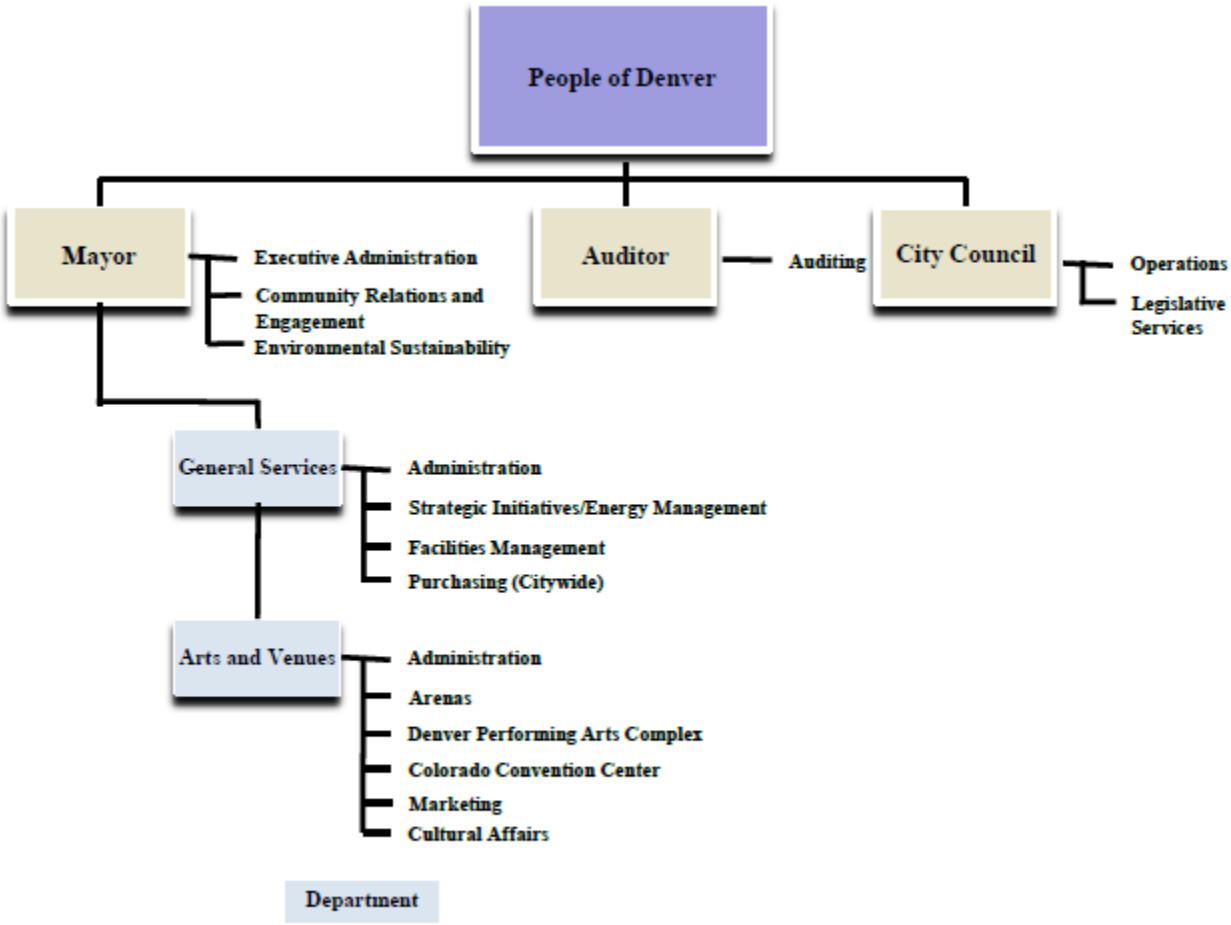
Impact Description	FTEs	Dollars
North Denver Cornerstone Collaborative		
• An increase in personnel services due to the transfer of a deputy director position to support NDCC efforts. This is offset by a corresponding decrease in personnel services and FTE in DEN.	1.00	158,300
• An increase in services and supplies for neighborhood outreach efforts.	0.00	60,000
• A decrease in services and supplies as a result of one-time purchases for supplies and computers in 2016.	0.00	(10,300)

Capital Equipment

None.

General Services

General Services Organizational Chart



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General Services

General Services Department Summary

	2015 Actuals	2016 Appropriated	2017 Recommended
Agencies			
General Services Administration	765,092	816,082	872,742
Purchasing	2,315,348	2,620,046	2,695,880
Strategic Initiatives	27,150,026	28,969,329	28,859,175
Facilities Management	16,614,022	17,684,745	18,357,840
Total	**46,844,488**	**50,090,201**	**50,785,637**
Expenditures			
Personnel Services	10,089,253	10,695,413	10,866,679
Services and Supplies	35,868,649	38,513,988	39,215,574
Capital Equipment	116,581	113,696	0
Internal Services and Misc.	770,004	767,104	703,384
Total General Fund	**46,844,488**	**50,090,201**	**50,785,637**
Transfers			
Transfer to Grant/Other CIF 15815-9938000	6,924,626	9,198,678	6,000,000
Total Special Revenue Funds Transfers	**6,924,626**	**9,198,678**	**6,000,000**
Special Revenue Funds			
General Government	21,050,035	21,721,460	21,721,460
Culture And Recreation	59,248,709	57,610,641	61,975,429
Total Special Revenue Funds	**80,298,744**	**79,332,101**	**83,696,889**
Grants			
Grants	22,413	10,000	10,000
Total Grants	**22,413**	**10,000**	**10,000**
Personnel Complement			
General Fund			
General Fund Operations - Civilian	143.25	143.25	144.25
Special Revenue Funds			
Culture And Recreation - Civilian	72.00	102.07	104.07
Total Personnel Complement	**215.25**	**245.32**	**248.32**
Capital Improvements			
Capital Improvements		540,000	945,000
Bond Project Funds		32,797,355	20,410,076
Grant/Other Capital Funds		5,969,900	6,751,000
Entertainment And Cultural Capital Funds		4,178,621	3,817,627
Total		**43,485,876**	**31,923,703**

General Services Department Summary

Executive Overview

The Department of General Services improves citywide processes by consolidating services within a centralized organization. The department performs a variety of functions including management, maintenance and repair of city facilities; coordination of energy and sustainability initiatives; procurement of citywide goods and services; administration and oversight of the City's printing and copier contracts; and management of the mail services contracts and delivery of inter-office mail. The department also includes the agency of Denver Arts and Venues. Services are provided through the following programs:

- Administration/Central Services
- Strategic Initiatives/Energy Management
- Facilities Management
- Purchasing (citywide)

Denver Arts and Venues:

- Administration
- Marketing
- Arenas
- Denver Performing Arts Complex
- Colorado Convention Center
- Cultural Program Development

Vision

Enriching the City through quality arts and entertainment.

Mission

General Services facilitates Denver's success by efficiently managing over 6 million square feet in 127 city buildings; over $300 million in city procurement spend; over $28 million in annual utility costs; and through the advancement of citywide sustainability, records management and energy efficiency programs, as well as business support services.

Strategies

- Achieve cost savings, efficiencies, control, consistency, transparency, and accountability through spend management. (*Sustainability*)

- Increase efficiencies in transactions for services through the increased utilization of the Procurement Card program, thereby reducing use of purchase orders. *(Sustainability)*

- Manage the City's first comprehensive Energy Performance Contract which includes implementation of energy conservation measures in 14 city facilities. *(Sustainability)*

- Address deficiencies identified through the 2014 Facilities Condition Assessment Program (FCAP), which audited 177 city facilities to determine deferred maintenance, capital needs, and potential energy conservation measures. Seventy-nine of General Services' managed facilities were included in the FCAP and received an overall rating of 1.8 percent on the facilities condition index in which 0 – 5 percent indicates good condition. *(Sustainability)*

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- Increase usage of the INFOR Requestor Module by city clients to request repairs to increase efficiencies and improve record-keeping. *(Sustainability)*

- Continue implementation of citywide Managed Print Services Program for increased efficiencies and reduced costs. (*Sustainability*)

Mission-Level Metrics

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Cost savings on citywide purchases	$5.3M	$4.3M	$4.3M	$4.5M	$4.2M
Reduce total cumulative energy use	6.3%	9.2%	8.4%	12.5%	15%
Deferred maintenance projects	22	40	20	4	5

Performance Context

- **Cost savings** on citywide purchases are measured through: 1) purchases that are below budgeted amount, 2) purchases that are below previous bid and/or 3) a bid that mitigates the cost such as locking in fuel prices. This is not a cumulative metric but is based solely on the solicitations undertaken in a given year.

- General Services is committed to achieving the goal of 20 **percent reduction in total energy usage** by 2020 according to the Better Buildings Challenge. A baseline has been set using the 2011 consumption. The goal measure includes electricity, heating gas, steam and chilled water. The 20 percent energy reduction in kBTUs for the City of Denver under the Better Buildings Challenge is equivalent to the kilowatt use of approximately 2,200 homes for a year. The percentages listed represent cumulative performance. The cumulative energy usage decreased in 2015 due to an exceptionally hot summer, which offset some of the savings. In 2017 we will continue to utilize FCAP data and select projects that add a high degree of value to the City's building portfolio.

- It is important to **address deferred maintenance** throughout city buildings due to the age of Denver's municipal buildings. Over 21 percent of the buildings we manage 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, we understand the need to address deferred maintenance. We are confident that this effort will greatly reduce the need of emergency work orders which in turn will allow us to better manage our team to focus more on preventive maintenance and service for client agencies. In 2016, the number of deferred maintenance projects dropped as the City focused on investing in large, costly capital projects with high value to the City.

Please see the division sections for detail about key resource changes impacting these strategies and metrics.

Overview

General Services Administration plans, directs, and monitors the activities of the department's operating divisions. General Services Administration also directs policy formulation and the overall strategic management of the department; evaluates administrative and operational functions; reviews business processes, thereby ensuring optimal use of available resources; and oversees contract management.

Administration includes key activities such as policy development and direction; establishment of agency goals, objectives, and guidelines; and media relations. In addition, the Executive Director Chairs the Board of Equalization and serves as the liaison to VISIT Denver, the City's contracted convention and visitor's bureau.

The **Division of Central Services** also resides in GS Administration. Central Services is responsible for citywide internal mail delivery, management of the City's printing and mailing services contract, and the administration of the Managed Print Services (MPS) program, which is the comprehensive program for the City's fleet of copiers and single function printers.

Strategies

- Ensure adherence to department-wide contract administration policies and procedures and ensuring all agreements have contract management plans in place. Track all General Services' contracts to ensure deliverables have been received and all vendor payments are made on time. *(Sustainability)*

- Increase accessibility, participation, and transparency via leading the department's new communications initiative to inform and educate customers citywide on General Services' activities, processes, and policies. *(Sustainability)*

- Create efficiencies through utilization of the MPS program. *(Sustainability)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Percent of city agencies participating in print and mail services contract	75%	80%	82%	86%	87%
Savings under MPS	N/A	$93,100	$372,300	$400,000	$400,000
Reduction of single function printers	N/A	12	65	75	100

Performance Context

- Central Services guides a multi-agency team in the development of requirements for the acquisition of a new **citywide printing and mail services contract** that took effect November 2015. The contract provides standardization, efficiency, and savings in these services, and aims to increase participation among city agencies.

- Central Services oversees the **Managed Print Services (MPS)** contract, which covers the usage, maintenance, and rental of all copiers as well as the usage and maintenance of all single function printers in the City's fleet of approximately 2,200 devices. The savings under MPS reported above are cumulative since the program began. This program provides single usage rates for all devices: $0.05 color and $0.0062 black/white. This is a significant reduction from the prior rates which were $0.15 color and $0.03 black/white for single function printers and $0.05 color and $0.01 black/white for copiers. General Services is predicting no additional savings from MPS in 2017.

- As part of the MPS program, printing usage data is used to consult with agencies to assist them to determine their printing needs in the anticipation of reducing the need for **single function printers** and increasing the usage and

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functionality of network copiers. Of the City's approximately 2,200 devices, about 1,450 are single function printers and 750 are copiers.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	730,967	781,431	836,691	55,260	7.1%
Services and Supplies	33,477	33,751	35,151	1,400	4.1%
Internal Services and Misc.	648	900	900	0	0.0%
	765,092	**816,082**	**872,742**	**56,660**	**6.9%**
Expenditures by Activity					
Office of the Manager	403,234	458,053	503,387	45,334	9.9%
Mail Delivery	361,858	358,028	369,355	11,327	3.2%
	765,092	**816,082**	**872,742**	**56,660**	**6.9%**
Other Program Funding Sources					
General Government SRF	21,050,035	21,721,460	21,721,460	0	0.0%
	21,050,035	**21,721,460**	**21,721,460**	**0**	**0.0%**
Total Program Expenditures	**21,815,127**	**22,537,542**	**22,594,202**	**56,660**	**0.3%**
Personnel Complement (Budgeted)					
Mail Delivery	5.00	5.00	5.00	0	0.0%
Office of the Manager	5.25	5.25	5.25	0	0.0%
Total Personnel Complement	**10.25**	**10.25**	**10.25**	**0**	**0.0%**
Revenue					
Fines and Forfeits	0	0	0	0	0.0%
Miscellaneous Other	1,184	0	0	0	0.0%
	1,184	**0**	**0**	**0**	**0.0%**
Vacancy Savings			(25,604)		

Significant Budget Changes by Program

None.

Capital Equipment

None.

Overview

Purchasing uses its expertise in strategic procurement to provide professional services to agencies through competitive bid solicitations, master purchase agreements, contracts, cooperative procurement strategies, and bid exception management. Purchasing further supports the General Services mission by providing opportunities to qualified, responsible firms to participate in the City's procurement of goods and services.

The **Purchasing** (citywide) program goal is to procure goods and services at the best possible value for city agencies and to improve opportunities for Small, Minority, and Women Business Enterprises (SMWBE) through the City's SMWBE Program.

Purchasing educates city agencies and the vendor community in purchasing processes and procedures through one-on-one training for new employees, group training across agencies, and outreach events for vendors. Purchasing also partners with the City's Controller's Office to provide citywide administration for the procurement card and travel card programs. In addition, the division provides consultative services to agencies to improve and increase the use of the procurement card.

Purchasing also manages surplus property activities, including the personal property donation process for non-profits and oversees the disposal of surplus personal property (including lost, abandoned and confiscated property) through re-use, sealed bid sales, auctions, on-site sales, and an increased focus on online auction services.

Strategies

- Achieve cost savings, efficiencies, control, consistency, transparency, and accountability through spend management of citywide acquisitions. *(Sustainability)*
- Increase the use of the Procurement card (P-card) for goods and services by creating more agency access to online ordering from the Purchasing division's Master Purchase Orders (MPOs). With the implementation of the City's new enterprise resource planning (ERP) system in mid-2017, the Purchasing division is targeting five MPOs to be enabled for direct online ordering using the new ERP system. Vendor acceptance of P-card and an adequate online buying experience are key criteria that will be evaluated in this process. *(Sustainability)*
- Develop and deliver procurement train-the-trainer learning guides and training for all key city agency system users by the beginning of the second quarter of 2017, in advance of the go-live for the City's new ERP system. (*Sustainability)*
- Participate in revising the Environmentally Preferable Products purchasing policy to increase focus on pollution prevention and product and services life-cycle environmental attributes. *(Sustainability)*
- Increase the number of online auction sales to realize greater sales value over on-site auction sales. *(Sustainability)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Purchasing (Citywide)					
Revenue from online auctions	$1.3M	$1.4M	$1.5M	$1.7M	$1.9M
P-Card Rebates	$345,577	$345,000	$376,000	$390,000	$415,000
Cost Savings	$5.3M	$4.3M	$3.5M	$4.5M	$4.2M
Completion of RFPs and other complex solicitations	63	70	77	80	83
Number of NAICS codes for covered goods and services with three or more certified SMWBE vendors	N/A	27	31	35	40

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Performance Context

- Increase the dollar value of **online surplus property auctions**. Moving more city surplus property to online auction sales has increased lot values 40-70 percent.

- Use of the **P-Card** has proven to be an effective and efficient payment method for agencies. The P-Card creates ordering and payment efficiencies by allowing users to transact directly with the vendor and reduce voucher processing.

- **Cost Savings** include: 1) purchases that are below budgeted amount; 2) purchases that are below previous bids; and/or 3) a bid that mitigates costs, such as by locking-in fuel prices. This is not a cumulative metric but is based solely on the solicitations undertaken in a given year.

- Many agencies undertake their own **requests for proposals (RFPs) and complex solicitations**; however, Purchasing adds value by undertaking complex solicitation services for agencies. Purchasing has the expertise to assist agencies with their complex procurement needs and conduct the solicitation process for them, which frees agency staff to concentrate on their program duties. Purchasing management will continue to reach out to agencies to promote the services the Purchasing division provides.

- Increase the number of **North American Industry Classification System (NAICS)** subcategories for SMWBE Program-covered goods and services with three or more certified SMWBE vendors. An increase provides greater potential for participation in City SMWBE Program solicitations. The citywide goal for M/WBE participation is eight percent of services and five percent of goods to M/WBE vendors under Ordinance CB14-0039. Currently there are 480 NAICS codes that are eligible for the Program. In FY 2016 a new business development coordinator joined Purchasing with the goal of growing SMWBE Program participation. Please note, we have corrected the data in this table regarding NAICS codes from previous years.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	1,994,867	2,140,839	2,228,120	87,281	4.1%
Services and Supplies	320,306	476,207	464,760	(11,447)	(2.4%)
Internal Services and Misc.	175	3,000	3,000	0	0.0%
	2,315,348	**2,620,046**	**2,695,880**	**75,834**	**2.9%**
Expenditures by Activity					
Administration	340,547	379,308	390,441	11,133	2.9%
Procurement	1,609,421	1,766,681	1,753,802	(12,879)	(0.7%)
Surplus Property	365,380	474,057	551,637	77,580	16.4%
Total Program Expenditures	**2,315,348**	**2,620,046**	**2,695,880**	**75,834**	**2.9%**
Personnel Complement (Budgeted)					
Administration	3.00	3.00	3.00	0	0.0%
Procurement	20.00	21.00	20.00	(1.00)	(4.8%)
Surplus Property	2.00	2.00	4.00	2.00	100.0%
Total Personnel Complement	**25.00**	**26.00**	**27.00**	**1.00**	**3.8%**

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Revenue					
Fines and Forfeits	2,807,306	3,240,000	3,165,000	(75,000)	(2.3%)
Miscellaneous Other	4,068,822	2,800,000	2,800,000	0	0.0%
	6,876,128	**6,040,000**	**5,965,000**	**(75,000)**	**(1.2%)**
Vacancy Savings			(67,083)		

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Purchasing (Citywide)		
• An increase in personnel services due a new surplus property stock keeper I position to assist with the sale of the City's surplus property through online auctions.	1.00	52,000

Capital Equipment

None.

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Overview

Strategic Initiatives provides analysis, recommendations, and oversight for the implementation of efficient and effective energy use, sustainability initiatives, and the management of citywide records. Strategic Initiatives delivers these services through the following programs:

- The **Energy Management** program captures, monitors, and analyzes agency energy consumption data. The Energy Management Team then processes the utility data and reports the results via EnergyCAP, a web-based management tool. This process ensures accurate budgeting by commodity, supports the accounts payable process, and serves as an energy-usage educational tool for agencies.

- **Sustainability Management** focuses on workplace sustainability, recycling, and energy conservation through behavioral modification, education, and outreach efforts. This program submits energy saving rebate applications for consideration by Xcel Energy and administers the City's Sustainability Fund that is partially funded through the rebates. The utility rebates are reinvested as energy savings improvements in city facilities.

- **Records Management** provides oversight and coordination of city records policies and procedures, and manages record retention schedules, inventory assessment, off-site storage, records destruction, and the electronic records management system.

Strategies

- Engage tenants in sustainability efforts (energy savings opportunities, composting, etc.) through outreach, education, and presentations to gain greater participation. *(Sustainability)*

- Implement energy-related facility improvement initiatives as recommended by the Facilities Condition and Assessment Program (FCAP) to maximize energy efficiency and improve facilities' conditions. *(Sustainability)*

- Initiate a utility billings audit to ensure proper billing and full transparency. *(Sustainability)*

- Review and analyze contracts on utility billing, energy performance, renewables usage, and solar gardens to improve contracts and monitoring. *(Sustainability)*

- Initiate energy audits and commissioning services of existing city buildings to maintain an inventory of facility maintenance needs. *(Sustainability)*

Performance Measures	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Energy Management					
Citywide Energy reduction in accordance with the Better Buildings Challenge	6.3%	9.2%	8.4%	12.5%	15%
Increase number of composting facilities in General Services	1	4	8	12	12

Performance Context

- The **Better Buildings Challenge (BBC)** program will ensure ongoing energy and cost savings for the City. In accordance with President Obama's Better Buildings Challenge (BBC), the Strategic Initiatives Division will work to

achieve a 20 percent kBTU per sq. ft. reduction in total energy usage by 2020. The challenge involves monitoring a range of commodities which include: electricity, natural gas, steam, and chilled water. For purposes of the BBC, 2011 is the baseline against which cumulative savings are measured and the City is confident it will meet the 2020 goal. The decrease in 2015 is due to higher than average summer temperatures, which offset some of the reduction.

- Increasing the number of city facilities participating in **composting** collections will reduce unnecessary waste diversion to landfills. Collection facilities are added based on available program resources.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	617,725	623,520	591,871	(31,649)	(5.1%)
Services and Supplies	25,775,169	27,606,085	27,591,505	(14,580)	(0.1%)
Internal Services and Misc.	757,132	739,724	675,799	(63,925)	(8.6%)
	27,150,026	**28,969,329**	**28,859,175**	**(110,154)**	**(0.4%)**
Expenditures by Activity					
Administration	1,492,448	970,055	859,271	(110,784)	(11.4%)
Utilities	25,630,104	27,999,274	27,999,274	0	0.0%
Sustainability Program	0	0	0	0	0.0%
Records Management Program	27,474	0	630	630	0.0%
Total Program Expenditures	**27,150,026**	**28,969,329**	**28,859,175**	**(110,154)**	**(0.4%)**
Personnel Complement (Budgeted)					
Administration	7.00	6.00	6.00	0	0.0%
Total Personnel Complement	**7.00**	**6.00**	**6.00**	**0**	**0.0%**
Revenue					
Internal Service and Indirect Cost	66,323	80,000	80,000	0	0.0%
	66,323	**80,000**	**80,000**	**0**	**0.0%**
Vacancy Savings			(18,169)		

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Energy Management		
• A decrease in personnel expenses as one-time usage of on-calls ends in 2016.	0.00	(14,500)
• A decrease in internal services for Certificate of Participation (COP) payments for the chiller line as the final payment was made in 2016.	0.00	(73,000)

Capital Equipment

None.

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Overview

Facilities Management (FM) Division is responsible for the management, operation, repair, maintenance, and non-structural improvements of 128 city facilities, covering over 6,000,000 square feet.

The FM Program is comprised of seven units:

- Team A – Civic Center Central Region
- Team B – North East Region
- Team C – South West Region
- Team D – Civic Center Central Region
- Team E – Civic Center Central Region
- Team J – Building Services Section (Janitorial and Utility)
- Team CDMP - Citywide Deferred Maintenance Projects

Teams A, B, C, D, and E are responsible for providing effective service, repair, and preventative and emergency maintenance across the FM building portfolio. Team J is responsible for providing services in the areas of custodial, decontaminations, event setups and oversight of security services. Team CDMP is responsible for capital improvement projects and deferred maintenance project management.

Strategies

- Manage assets and projects in facilities using the enterprise asset management (EAM) information software to maintain the building portfolio and enhance predictive maintenance and analysis. *(Sustainability)*

- Utilize the Facility Condition Assessment Program (FCAP) audit of 79 FM-managed facilities and prioritize deferred maintenance and capital projects to enhance the accuracy of benchmarking and forecasting maintenance. *(Sustainability)*

- Expand the tenant outreach program to increase participation in city conservation efforts, seek feedback for continual improvement to our services, and proactively address tenant needs. *(Sustainability)*

- Use Standardization of Work (SOW) for work order entry process to provide accurate reporting and analysis of our equipment and buildings. Creating a standard work process for the EAM has created a solid foundation for further development of the software as a tool for accurate reporting, forecasting, and analysis. *(Sustainability)*

- Utilize Credentialing in the EAM to determine what specific qualifications and licenses are needed for certain types of maintenance work. *(Sustainability)*

- Develop the Materials Management Module in the EAM to accurately track our spending on tools, materials, supplies, and equipment needed to perform maintenance work. *(Sustainability)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Emergency Work Orders	850	400	380	350	320
Deferred Maintenance Projects	22	40	20	4	5
Tenant Use of EAM Requestor Module	N/A	4,867	6,000	6,500	7,000

Performance Context

- Since 2013, FM has achieved a year over year reduction in **emergency work orders** from three percent of total work orders to one percent in 2016. These work orders are made when a pressing maintenance issue must be addressed immediately to ensure a functioning and safe workplace. In 2017, our goal is to decrease emergency work orders to less than one percent of work orders. The goal takes into consideration new buildings that have been added to FM's portfolio, including Rose Andom and the new 911 call center that are coming online in late 2017.
.
- The FCAP **deferred maintenance** program systematically addresses maintenance needs across the City's building portfolio. In 2016, the number of deferred maintenance projects dropped as the city focused on investing in large, costly capital projects with high value to the city. In 2017, we will continue to utilize FCAP data and select projects that add a high degree of value to the City's building portfolio.

- In 2015, FM activated the **requestor module** in the enterprise asset management system (EAM) and trained tenant representatives to enter their work orders directly into the EAM. This saved General Services administrative staff 3 minutes per request by not having to retrieve them from an email, telephone call, or voice message.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	6,745,694	7,149,624	7,209,997	60,373	0.8%
Services and Supplies	9,739,697	10,397,945	11,124,158	726,213	7.0%
Capital Equipment	116,581	113,696	0	(113,696)	(100.0%)
Internal Services and Misc.	12,049	23,480	23,685	205	0.9%
	16,614,022	**17,684,745**	**18,357,840**	**673,095**	**3.8%**
Expenditures by Activity					
Administration	418,194	693,374	742,386	49,012	7.1%
Team A	1,685,943	2,174,851	1,691,285	(483,566)	(22.2%)
Team B	1,471,424	1,458,495	1,404,593	(53,902)	(3.7%)
Project Management	305,348	221,420	359,636	138,216	62.4%
Team C	1,625,153	1,470,380	1,521,865	51,485	3.5%
Team E	1,125,859	1,556,548	1,502,200	(54,348)	(3.5%)
Team D	980,076	980,050	985,879	5,829	0.6%
Operations Team	9,002,026	9,129,628	10,149,996	1,020,368	11.2%
	16,614,022	**17,684,745**	**18,357,840**	**673,095**	**3.8%**
Other Program Funding Sources					
Capital Projects Funds		1,984,644	950,890	(1,033,754)	(52.1%)
Total Program Expenditures	**16,614,022**	**19,669,389**	**19,308,730**	**(360,659)**	**(1.8%)**
Personnel Complement (Budgeted)					
Administration	4.00	4.00	4.00	0	0.0%
Operations Team	44.00	44.00	46.00	2.00	4.5%
Project Management	1.00	1.00	1.00	0	0.0%
Team A	13.00	12.00	11.00	(1.00)	(8.3%)

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Team B	13.00	13.00	12.00	(1.00)	(7.7%)
Team C	12.00	12.00	12.00	0	0.0%
Team D	6.00	6.00	6.00	0	0.0%
Team E	8.00	9.00	9.00	0	0.0%
Total Personnel Complement	**101.00**	**101.00**	**101.00**	**0**	**0.0%**
Revenue					
Internal Service and Indirect Cost	1,663,865	1,700,000	1,700,000	0	0.0%
Miscellaneous Other	7,813	0	0	0	0.0%
	1,671,679	**1,700,000**	**1,700,000**	**0**	**0.0%**
Vacancy Savings			(216,426)		

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Facilities Management		
• An increase in personnel services for a contract administrator to monitor and manage citywide contracts administered by General Services. This administrator replaces a heating ventilation and air conditioning mechanic position.	1.00	85,400
• An increase in supplies and services for the City's janitorial and security service contracts due to price and cost of living increases.	0.00	570,100
• An increase in services and supplies for security services as additional security guards are hired for each DMV location and the Arie P. Taylor Building.	0.00	382,100
• A decrease in personnel costs as a heating ventilation and air conditioning mechanic position was eliminated for 2017, to be replaced by a contract administrator.	(1.00)	(71,800)
• A net decrease in maintenance equipment due to one-time repairs ending in 2016.	0.00	(297,000)

Capital Equipment

None.

Overview

Denver Arts and Venues (DAV) manages, maintains, and programs the City's public events venues and provides cultural progams 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 provide a substantial, positive economic impact to the Denver metropolitan area, including:

- Colorado Convention Center
- Denver Coliseum
- Denver Performing Arts Complex
- McNichols 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. DAV provides a portfolio of programs that can be enjoyed by residents and visitors and contributes significantly to Denver's economic vitality.

Administration includes key activities such as policy development and direction, establishment of agency goals and objectives, purchasing, contract management, public awareness and media relations, 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** program 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 new ticketing program, promoting the facilities' brands, and marketing facilities in local, regional, national, and international markets. This group handles public relations and marketing for all the venues, cultural programs, and public art initiatives.

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.

The **Arenas** program includes the Denver Coliseum and the Red Rocks Amphitheatre, Trading Post, and Visitors Center. The historic Denver Coliseum is used for circus performances, family entertainment shows, concerts, sporting events, 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, including the Ellie Caulkins Opera House, Boettcher Concert Hall, Temple Hoyne Buell Theatre, Sculpture Park, Helen Bonfils Theatre Complex, retail, and parking amenities. Management includes 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, Arts Education Fund, Youth One Book, One Denver literacy program, and entertainment and cultural events such as the Five Points Jazz Festival, the Mayor's Awards for Excellence in Arts & Culture, and implementation of IMAGINE 2020: Denver's Cultural Plan. Additionally, this

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group oversees the McNichols Civic Center Building. Management of this venue includes facilities maintenance and operations, booking, event oversight, patron/client services, and curating arts and cultural programming.

Vision

Enriching the City through quality arts and entertainment.

Mission

The mission of Denver Arts and Venues is to enhance Denver's quality of life and economic vitality through premier public venues, arts, and entertainment opportunities.

Strategies

- Manage agency portfolio such that positive operating margin continues to grow and provide funding for maintenance of the $1.1 billion investment in City-owned venues. *(Sustainability)*
- Implement IMAGINE 2020, Denver's new Cultural Plan, to build on the City's cultural assets with a collective vision for the future of arts, culture, and creativity in Denver, ensuring that Denver becomes a world-class city. *(Customer Experience)*
- Expand 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. *(Customer Experience)*
- Continue award-winning sustainability initiatives at the Colorado Convention Center, Red Rocks Ampitheatre, and the Denver Coliseum to support Citywide goals. *(Sustainability)*
- Build community engagement, provide exceptional services at the neighborhood level, and foster creativity through the educational and placemaking programs like public art, neighborhood grant programs, and free cultural experiences. *(Customer Experience)*
- Develop long-range plans for both Convention Center and Arts Complex that ensures the long-term viability of these major City-owned venues. *(Customer Experience, Jobs)*

Mission Level Metrics	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Attendance at DAV venues and programs	2,856,000	2,963,000	3,112,338	2,910,414	3,023,713

Performance Measures	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Convention Center					
Attendance	842,481	918,616	952,682	947,496	892,638
Events held	220	215	241	223	246
Event days	466	444	504	454	510

Performance Measures	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Denver Performing Arts Complex					
Boettcher Concert Hall					
Attendance	172,142	165,538	147,604	165,472	145,000
Seat occupancy rate	47%	50%	55%	60%	55%
Events held	137	124	122	116	120
Buell Theatre					
Attendance	404,582	282,677	434,308	312,126	278,400
Seat occupancy rate	68%	62%	68%	61%	64%
Events held	207	158	221	187	151
Ellie Caulkins Opera House (ECOH)					
Attendance	161,813	147,973	220,186	150,752	208,100
Seat occupancy rate	57%	64%	59%	63%	62%
Events held	127	104	166	106	150
Galleria and Sculpture Park					
Attendance	42,904	70,629	72,339	40,644	61,600
Seat occupancy rate	31%	20%	29%	17%	31%
Events held	14	36	25	31	20
Arenas					
Red Rocks Amphitheatre					
Attendance	750,097	921,961	1,038,478	1,104,291	987,000
Seat occupancy rate	71%	69%	69%	73%	68%
Events held	111	140	159	120	152
Denver Coliseum					
Attendance	409,167	404,482	360,739	363,392	370,000
Seat occupancy rate	36%	39%	41%	40%	41%
Events held	115	104	88	120	90
McNichols Building					
Attendance	41,373	54,261	26,657	6,265	37,200
Seat occupancy rate	12%	7%	5%	9%	5%
Events held	167	363	274	47	38
Cultural Programs					
Number of free summer concerts produced internally	5	1	1	1	1
Cultural programs and activities attendance	31,466	39,600	36,083	47,950	50,450
Public Art collection (purchases and commissions)	382	389	395	401	407

Performance Context

- The **seat occupancy rate** accounts for attendance divided by the facilities seating capacity divided by the number of events held to obtain a ratio that reflects the usage of the facility. The seating capacity listed below is the maximum capacity in each venue and does not reflect variations at each venue that depend on seating reductions due to stage configuration, orchestra configuration, ticket sales, etc.

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Venue	Seating Capacity
Boettcher	2,679
Buell Theatre	2,884
ECOH Seating	2,225
Red Rocks	9,525
Denver Coliseum	10,000
McNichols	1,900
Galleria and Sculpture Park	10,000

- Total **percent of event capacity** refers to the ratio of attendees to capacity at cultural program event.
- The **McNichols Building** attendance and events are decreased in 2015 and 2016 due to building closure for renovations.
- **Free summer concerts produced internally** are concerts open to the public and managed by the City. An example includes the Five Points Jazz Festival.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	5,731,829	6,854,700	7,300,946	446,246	6.5%
Services and Supplies	25,463,002	23,959,306	25,413,946	1,454,640	6.1%
Capital Equipment	284,781	786,054	1,078,500	292,446	37.2%
Internal Services and Misc.	1,098,279	1,136,581	1,262,223	125,642	11.1%
	32,577,891	**32,736,641**	**35,055,615**	**2,318,974**	**7.1%**
Expenditures by Activity					
Administration	2,656,546	2,197,561	3,509,941	1,312,380	59.7%
Marketing	1,928,424	2,417,498	2,973,033	555,535	23.0%
Program Development	1,140,343	1,498,034	1,530,095	32,061	2.1%
Denver Convention Complex	2,822	0	0	0	0.0%
Arenas	15,558,365	15,745,108	15,987,244	242,136	1.5%
Denver Performing Arts Complex	11,291,392	10,878,440	11,055,302	176,862	1.6%
	32,577,891	**32,736,641**	**35,055,615**	**2,318,974**	**7.1%**
Other Program Funding Sources					
Grants	22,413	10,000	10,000	0	0.0%
Culture And Recreation SRF	26,670,818	24,874,000	26,919,814	2,045,814	8.2%
Capital Projects Funds		41,501,232	30,972,813	(10,528,419)	(25.4%)
	26,693,231	**66,385,232**	**57,902,627**	**(8,482,605)**	**(12.8%)**
Total Program Expenditures	**59,271,122**	**99,121,873**	**92,958,242**	**(6,163,631)**	**(6.2%)**
Personnel Complement (Budgeted)					
Administration	15.00	13.00	17.50	4.50	34.6%
Arenas	10.00	10.00	11.00	1.00	10.0%
Denver Performing Arts Complex	36.00	64.07	61.57	(2.50)	(3.9%)

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Marketing	5.00	7.00	7.00	0	0.0%
Program Development	6.00	8.00	7.00	(1.00)	(12.5%)
Total Personnel Complement	**72.00**	**102.07**	**104.07**	**2.00**	**2.0%**
Revenue					
Fees	44,022	50,000	15,000	(35,000)	(70.0%)
Use Charges	41,661,633	34,670,700	36,218,700	1,548,000	4.5%
Internal Service and Indirect Cost	55,641	0	0	0	0.0%
Miscellaneous Other	434,054	317,500	280,500	(37,000)	(11.7%)
	42,195,350	**35,038,200**	**36,514,200**	**1,476,000**	**4.2%**

Related SRF Transfers

	2015 Actuals	2016 Actuals	2017 Recommended	$ Change	% Change
Expenditures					
Transfer to DAV Capital Fund (15815-9938000)	6,924,626	9,198,678	6,000,000	(3,198,678)	(34.8%)

- The **Transfer to DAV Capital SRF Fund** provides for the capital improvement program for Denver Arts and Venues facilities including Boettcher Concert Hall, Buell Theatre, Ellie Caulkins Opera House, Denver Coliseum, Red Rocks Amphitheatre, Colorado Convention Center and the McNichols Civic Center Building. The source of funding is DAV's operating fund.

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Administration		
• An increase in personnel services for three positions that started in June of 2016, including a venue operations supervisor, a booking coordinator, and a cultural affairs coordinator. These positions replaced existing contract resources.	1.50	104,814
• An increase in personnel services for an on-call administrator for financial and administrative support.	0.50	32,927
• An increase in services and supplies for professional services.	0.00	90,000
• An increase in internal services for workers' compensation charges and charges for services.	0.00	125,600
Denver Performing Arts Complex		
• An increase in services and supplies for additional security cameras at the Denver Performing Arts Complex.	0.00	100,000
• A net increase in capital equipment for a replacement truck and replacement door cores for increased and improved security.	0.00	94,000

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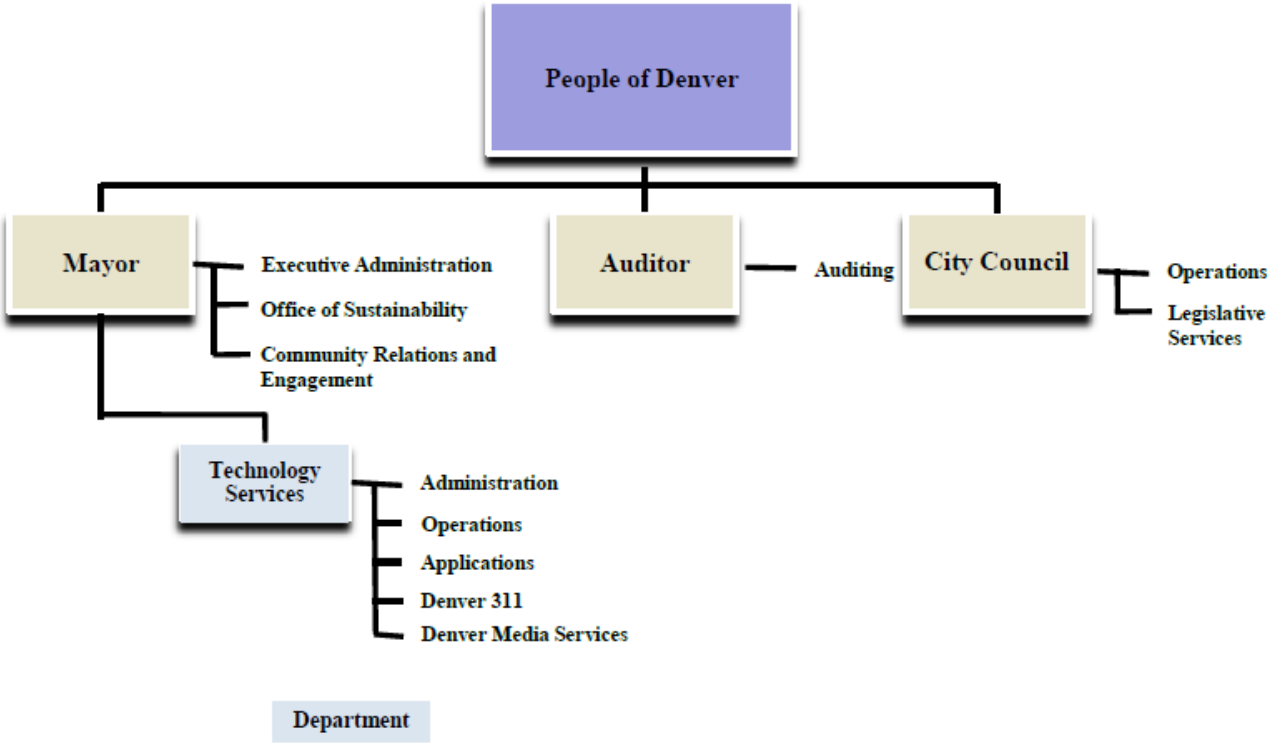
Impact Description	FTEs	Dollars
Arenas		
• An increase in services and supplies for janitorial and security services at Red Rocks.	0.00	760,000
• An increase in services and supplies for a trash compactor, radios, and concession equipment at Red Rocks.	0.00	320,000
• An increase in services and supplies for radios, stage components, and electronic, housekeeping, and concession equipment at the Coliseum.	0.00	170,000

Capital Equipment

Funding Source/Item	Quantity	New/Replacement
Denver Arts & Venues Special Revenue Fund		
Marley stage floor	2	Replacement
Wireless stage microphone	2	Replacement
Door lock cylinder cores		Replacement
Decking		Replacement
Lighting software		Replacement
Audio-visual equipment		Replacement
Concession equipment		Replacement
Housekeeping equipment		Replacement
Tractor	1	Replacement
Radios		Replacement
Sedan		Replacement
Forklift		Replacement
Audio-visual system		New
Movable walls		New
LED components		New
Trash Compactor		New
Security Cameras		New

Technology Services

Technology Services Organizational Chart



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Technology Services

Technology Services Budget Summary

	2015 Actuals	2016 Appropriated	2017 Recommended
Agencies			
Denver Media Services	1,539,950	1,451,527	1,741,107
Office of the Chief Information Officer	2,760,350	3,575,218	1,837,462
Operations	25,555,056	27,220,972	33,517,694
Applications Development	19,733,669	22,640,929	23,617,855
Denver 311	1,881,692	1,944,291	1,918,022
Total	**51,470,716**	**56,832,937**	**62,632,140**
Expenditures			
Personnel Services	30,101,747	31,935,729	34,146,245
Services and Supplies	20,526,563	23,608,889	28,348,742
Capital Equipment	765,537	1,201,112	48,650
Internal Services and Misc.	76,870	87,207	88,503
Total General Fund	**51,470,716**	**56,832,937**	**62,632,140**
Special Revenue Funds			
General Government	2,875,949	2,215,350	2,040,000
Total Special Revenue Funds	**2,875,949**	**2,215,350**	**2,040,000**
Personnel Complement			
General Fund			
General Fund Operations - Civilian	284.50	299.59	310.59
Total Personnel Complement	**284.50**	**299.59**	**310.59**
Capital Improvements			
Capital Improvements		25,517,685	22,712,685
Total		**25,517,685**	**22,712,685**

Executive Overview

Technology Services is the central information technology department for the City and County of Denver. Technology Services provides enterprise architecture, project management, business and enterprise applications development and support, customer workplace support, and infrastructure services, including network, telecommunication, and server operating environments, 911 communications and radio systems management, information security, governance, risk and compliance, 311 constituent interaction systems, and video services.

Services are provided through the following programs:

- Chief Information Officer (CIO)
- Operations
- Applications
- Denver 311
- Denver Media Services

Vision

We will become the nation's model for delivery of technology, media, and contact center services for local government.

Mission

Whether you live, work, or play here, we are driven to connect YOU to YOUR Mile High City.

Strategies

- Foster a culture of employee engagement to continually improve productivity and accountability. *(Sustainability)*
- Master operational efficiency to better utilize time and resources to improve service delivery for our clients. *(Sustainability)*
- Understand, quantify, and improve the productivity and satisfaction of agencies to enable them to improve and transform their business. *(Customer Experience)*
- Put government information and services in the hands of citizens, anytime, anywhere, any channel, so that they receive the best experience possible. *(Customer Experience)*

Mission-Level Metrics

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Employee Engagement	7.20	27.05	27.05	29.08	31.0
IT Process Maturity	1.85	2.50	3.0	3.1	3.5
Agency Satisfaction	3.21	3.22	3.5	3.6	3.8
Citizen Satisfaction	N/A	78.75	79.0	79.0	80.0

Performance Context

- **Employee Engagement** is an emergent property of the relationship between an organization and its employees. An 'engaged employee" is one who is fully absorbed by and is enthusiastic about their work and so takes positive action to further the organization's reputation and interest. The scale ranges from -100 to +100.

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- **IT Process Maturity** is based upon Gartner's methodology, using a 0-5 scale of technology organization process maturity.
- **Agency Satisfaction** is based on a 0-5 scale derived from directly surveying internal customers regarding satisfaction with technology services. This survey was conducted for the first time in 2012.

- **Citizen Satisfaction** is based upon the National Citizen Survey which is an important voice for citizens. Every other year, Denver citizens have the opportunity to provide input on Denver's performance, their satisfaction with civic services, and overall quality of life.

Please see the division sections for detail about key resource changes impacting these strategies and metrics.

Overview

The Office of the Chief Information Officer (CIO) is responsible for overall strategy, policy direction and management of Technology Services. Technology Services is led by a Chief Information Officer appointed by the Mayor. In addition to traditional IT services, the Office of the CIO oversees Denver Media Services, the Denver 311 contact center, and the Denver Marketing Office.

The **Denver Marketing Office** manages the City's brand identity and works to create and support strategic marketing efforts aimed at promoting City services to Denver residents. The office serves as a resource for all City agencies and departments, advising them on marketing tools, messaging, and strategic communications opportunities, and also helps to facilitate and leverage citywide sponsorship opportunities.

Strategies

- Foster a culture of employee engagement to continually improve productivity and accountability. *(Sustainability)*
- Master operational efficiency to better utilize time and resources to improve service delivery for our clients. *(Sustainability)*
- Understand, quantify, and improve the productivity and satisfaction of agencies to enable them to improve and transform their business. *(Customer Experience)*
- Put government information and services in the hands of citizens, anytime, anywhere, any channel, so that they receive the best experience possible. *(Customer Experience)*
- Implement branding standards and a comprehensive social media use policy for the City. *(Customer Experience)*

Mission-Level Metrics

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Employee Engagement	7.20	27.05	27.05	29.08	31.0
IT Process Maturity	1.85	2.50	3.0	3.1	3.5
Agency Satisfaction	3.21	3.22	3.5	3.6	3.8
Citizen Satisfaction	N/A	78.75	79.0	79	80

Performance Context

- **Employee Engagement** is an emergent property of the relationship between an organization and its employees. An 'engaged employee" is one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interest. The scale ranges from -100 to +100.
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- **Citizen Satisfaction** is based upon the National Citizen Survey which is an important voice for citizens. Every other year, Denver citizens have the opportunity to provide input on Denver's performance, their satisfaction with civic services, and overall quality of life.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	1,959,178	2,292,150	914,930	(1,377,220)	(60.1%)
Services and Supplies	793,720	1,266,842	916,292	(350,550)	(27.7%)
Internal Services and Misc.	7,452	16,226	6,240	(9,986)	(61.5%)
	2,760,350	**3,575,218**	**1,837,462**	**(1,737,756)**	**(48.6%)**
Expenditures by Activity					
CIO	1,266,074	1,885,787	1,049,565	(836,222)	(44.3%)
Finance	353,497	208,356	1,185	(207,171)	(99.4%)
Compliance and Audit Services	915	0	0	0	0.0%
Security	1,136,327	1,199,576	1,890	(1,197,686)	(99.8%)
Program Management	3,537	126,457	0	(126,457)	(100.0%)
Marketing	0	155,042	784,822	629,780	406.2%
	2,760,350	**3,575,218**	**1,837,462**	**(1,737,756)**	**(48.6%)**
Other Program Funding Sources					
Capital Projects Funds		25,517,685	22,712,685	(2,805,000)	(11.0%)
Total Program Expenditures	**2,760,350**	**29,092,903**	**24,550,147**	**(4,542,756)**	**(15.6%)**
Personnel Complement (Budgeted)					
CIO	6.00	10.00	2.00	(8.00)	(80.0%)
Finance	5.00	1.00	0	(1.00)	(100.0%)
Marketing	0	0	6.00	6.00	0.0%
Program Management	0	1.00	0	(1.00)	(100.0%)
Security	6.00	7.00	0	(7.00)	(100.0%)
Total Personnel Complement	**17.00**	**19.00**	**8.00**	**(11.00)**	**(57.9%)**
Revenue					
Use Charges	0	127,000	127,000	0	0.0%
Vacancy Savings			(28,041)		

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Administration		
• A decrease in personnel services due to the transfer of a management analyst, executive, executive assistant, systems analyst, security analyst, director, administrator, and two security managers to Technology Services Operations.	(9.00)	(1,272,300)
• A decrease in personnel services due to the transfer of a program manager, operations coordinator, manager, and an executive assistant to Technology Services Applications.	(4.00)	(442,300)
• A decrease in services and supplies due to one-time expenses in 2016 and the transfer of software expenses to Technology Services Operations.	0.00	(350,600)
• A net decrease in internal services due to the transfer of cell phone stipend expenses to Technology Services Operations and Applications for associated position moves.	0.00	(10,000)
Marketing		
• An increase in personnel services due to the transfer of two webmasters from Technology Services Applications.	2.00	192,000

Capital Equipment

None.

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Overview

Technology Services Operations provides for the development and maintenance of City technology systems, data storage and networks. Functional areas include service operations, service delivery, security, and agency services.

The **Service Operations** program goal is to provide effective workplace support for infrastructure essential to city employees. Services include problem resolution for password issues, software, internet access, device support, new user setup and access, and printer setup. Primary activities include phone-based computer support, workplace support, customer help and support services, infrastructure support services and telephony support.

The team also provides data center, and network services essential to both City employees and citizens. Services include server administration, perimeter security, secure remote access, internet access and support, document and storage management, disaster recovery, network rights administration and network security and monitoring. Primary activities include network services, collaboration services, infrastructure systems maintenance, and voice systems management.

The **Service Delivery** team's program goal is to complete infrastructure projects in a timely manner. The team works on projects in four areas; Compute, Communications, Data Center, and Site build outs. This group also provides high-level support of the infrastructure and acts as a tier three support group to assist our city employees, citizens, and IT staff.

The **Agency Services** program goal is to provide 911 Computer Aided Dispatch (CAD) service and support to Denver 911. We also provide communication services and voice radio systems management for first responders and other city agencies. The teams support the Mobile Computer Terminals used by the Denver Police Department. Primary activities include network services, infrastructure systems maintenance, and incident management systems. This also includes support for the CAD Data warehouse, recording for 911 phones, administrative phones and radio talk groups, including the primary 911 center and the backup location.

The goal of **Security and Compliance** is to maintain the confidentiality, integrity, and availability of the City's information systems and to improve associated process maturity. The Chief Information Security Officer (CISO) oversees the following three teams:

- The Information Security team supports business application projects, security architecture, threat and vulnerability preparedness, and cyber-incident response.

- The Governance, Risk and Compliance (GRC) team performs:
  - Governance: develops policies and establishes a controls framework to improve process and advance maturity.
  - Risk: assists in disaster recovery testing; mitigates risk by implementing controls and remediating audit findings.
  - Compliance: ensures regulatory compliance, such as payment card industry (PCI), criminal justice (CJIS), and health (HIPPA); liaises with auditors (City Auditor, external auditor, PCI, FBI, etc.); monitors compliance with cable television franchises; and performs testing to validate that our controls are working as intended.

- The Security Operations Center (SOC) team supports service delivery by continuously monitoring infrastructure for hardware malfunctions and monitoring applications for abnormal events or system outages. They provide management alerting and support incident response and problem resolution.

Strategies

- Attract and retain a skilled IT workforce, and invest in employee technical training in support of Technology Services' strategic plan and industry best practices. *(Sustainability)*

- Develop or procure tools to effectively manage operational systems and processes. This includes the IT service management tool, which will enable Technology Services to better track, categorize, and resolve service requests and work orders in a more proactive fashion. *(Sustainability)*
- Invest in delivery of information and services to mobile devices to facilitate anytime, anywhere access for citizens and other external customers. *(Customer Experience)*

- Simplify, standardize, and automate the infrastructure in place today to make TS more efficient. *(Customer Experience)*

- Further the goal of "One city one network," to clean up and standardize every site across the city. This allows our department to do more with less by simplifying our supported environment. (*Customer Experience)*

- Improve service levels through hardware and data redundancy in our data centers with enterprise grade equipment. *(Customer Experience)*

- Develop and deploy a unified communications platform throughout the City to help city employees meet the needs of our citizens. *(Customer Experience)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Technology Customer Support					
Percent of Service Desk Calls Resolved On First Contact	60%	65%	70%	72%	80%
Average Call Abandon Rate (Not to Exceed)	15%	7%	9%	7.5%	7%
Incident Reopen Rate (Not to exceed)	10%	5%	3%	3%	3%
Customer Satisfaction Survey	65%	75%	85%	85%	85%
Availability of File Access During Standard Business Hours	99.42%	99.57%	99.90%	99.90%	99.90%
Availability of Core Network	99.42%	99.57%	99.90%	99.90%	99.90%
Availability of Server Services	99.42%	99.57%	99.90%	99.90%	99.90%
Technology Agency Services					
Availability of 911 computer Aided Dispatch	99.00%	99.990%	99.990%	99.999%	99.999%
Availability of First Responder Network	100%	99.999%	100%	100%	99.999%
Security and Compliance					
Control Validations	N/A	2	20	30	40
System Logs Monitored	70%	80%	90%	100%	100%
Disaster Recovery Tests	1	2	2	2	3
Network Devices Monitored	N/A	N/A	70%	100%	100%

Performance Context

- **Service Desk** is the first point of contact for all technology support requests within the City. Operations strives to respond to service requests as soon as possible. **Calls resolved on first contact** (first call resolution) is a measure of how frequently incidents are resolved in real time, on the first call. Problem and critical incident priority levels dictate the order in which work is conducted. Bomgar defines industry standard as 71 percent.

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- **Average call abandon rate** is the average number of calls, or customers, that hang up the telephone before it is picked up, or answered, by the Service Desk. This measure informs staffing patterns and call center equipment needs.

- **Incident reopen rate** highlights the numbers of repeated or recurring incidents and helps identify problems that are embedded in the environment or in people's use of the environment.

- **Customer satisfaction survey** is a measure of how satisfied customers are with the help provided to them.

- **Availability** of systems is a measure of percent uptime. The industry standard is 99.9 percent, but systems are rarely built to meet this level due to cost. The standard of 99.9 percent is equal to 5 minutes of downtime per year and typically requires fully redundant data infrastructure, intensive monitoring, and 24/7 on-site staffing.

- **Core network** includes the six main fiber switches that form the core of the City network.

- **911 computer aided dispatch** is used by 911 Call Takers and Dispatchers and is the central system for 911 operations.

- **First responder network** is made up of an 800 MHz radio system used by all Safety agencies.

- **Control Validations** are tests conducted to ensure technical controls are operating as expected. Examples include system backups completed, access de-provisioning, remote access provisioning, and file share access. The number of controls being verified is expanding which helps assess process maturity and reliability.

- **System Logs Monitored** are the percentage of server and network data flow devices monitored by security information and event monitoring tool. Increasing the number helps better detection and quicker responses to alerts regarding real-time threats occurring on our data network.

- **Disaster Recovery Tests** for each critical system should be conducted annually. Less critical systems can be done less often based upon the results of the business impact analyses.

- **Network Devices Monitored** are the percentage of Technology Services' infrastructure hardware devices monitored for proper functioning.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	12,662,034	13,158,682	14,927,869	1,769,187	13.4%
Services and Supplies	12,144,160	12,820,851	18,545,573	5,724,722	44.7%
Capital Equipment	711,416	1,201,112	0	(1,201,112)	(100.0%)
Internal Services and Misc.	37,446	40,326	44,252	3,926	9.7%
	25,555,056	**27,220,972**	**33,517,694**	**6,296,722**	**23.1%**
Expenditures by Activity					
Security Operations	659,800	651,377	665,736	14,359	2.2%
Security and Compliance	495,461	582,602	1,219,906	637,304	109.4%
Ordering Receiving	1,847,645	2,101,158	7,808	(2,093,350)	(99.6%)
Service Management	509,768	808,283	2,406	(805,877)	(99.7%)

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Service Ops - ITSM	3,237,459	3,154,792	6,884,628	3,729,836	118.2%
Service Ops - Client Computing	1,318,194	1,705,371	2,438,573	733,202	43.0%
Service Ops - Mobile Device	0	0	2,475,417	2,475,417	0.0%
Desktop Support DHS	0	0	858,695	858,695	0.0%
Service Ops - Communications	465,092	414,854	1,604,611	1,189,757	286.8%
Service Ops - Compute	1,758,603	2,064,311	1,814,389	(249,922)	(12.1%)
Service Ops - Service Desk	1,786,496	1,816,283	1,388,835	(427,448)	(23.5%)
Service Delivery - Compute	1,801,493	2,464,635	3,154,144	689,509	28.0%
Radio Communications	3,310,367	2,540,918	2,717,036	176,118	6.9%
911 CAD	0	0	733,806	733,806	0.0%
Service Delivery - Data Center/Video	7,710,771	8,264,442	6,266,847	(1,997,595)	(24.2%)
Service Delivery - Communications	653,905	651,944	1,284,857	632,913	97.1%
	25,555,056	**27,220,972**	**33,517,694**	**6,296,722**	**23.1%**
Other Program Funding Sources					
General Government SRF	871,665	500,000	500,000	0	0.0%
Total Program Expenditures	**26,426,722**	**27,720,972**	**34,017,694**	**6,296,722**	**22.7%**
Personnel Complement (Budgeted)					
911 CAD	0	0	6.00	6.00	0.0%
Desktop Support DHS	0	0	9.00	9.00	0.0%
Ordering Receiving	3.00	3.00	0	(3.00)	(100.0%)
Radio Communications	14.00	14.00	14.00	0	0.0%
Security and Compliance	4.00	5.00	7.00	2.00	40.0%
Security Operations	5.00	5.00	4.00	(1.00)	(20.0%)
Service Delivery - Communications	7.00	7.00	7.00	0	0.0%
Service Delivery - Compute	16.00	13.00	9.00	(4.00)	(30.8%)
Service Delivery - Data Center/Video	25.00	26.00	9.00	(17.00)	(65.4%)
Service Management	3.00	2.00	0	(2.00)	(100.0%)
Service Ops - Client Computing	11.00	16.00	21.00	5.00	31.3%
Service Ops - Communications	4.00	4.00	11.00	7.00	175.0%
Service Ops - Compute	5.00	5.00	13.00	8.00	160.0%
Service Ops - ITSM	3.00	4.00	6.00	2.00	50.0%
Service Ops - Mobile Device	0	0	4.00	4.00	0.0%
Service Ops - Service Desk	21.00	21.00	15.00	(6.00)	(28.6%)
Total Personnel Complement	**121.00**	**125.00**	**135.00**	**10.00**	**8.0%**
Revenue					
Charges for Services	93,637	67,000	67,000	0	0.0%
Use Charges	630,579	624,000	624,000	0	0.0%
Internal Service and Indirect Cost	1,897,342	2,037,095	2,136,159	99,064	4.9%

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Miscellaneous Other	131,890	77,000	77,000	0	0.0%
	2,753,448	**2,805,095**	**2,904,159**	**99,064**	**3.5%**
Vacancy Savings			(455,415)		

Impact Description	FTEs	Dollars
Technology Services Operations		
• An increase in personnel services due to the transfer of a management analyst, executive, executive assistant, systems analyst, security analyst, director, administrator, and two security managers from the Technology Services Office of the Chief Information Officer.	9.00	1,272,300
• An increase in personnel services for a 911 systems administrator. This increase is fully offset by revenue from billing for services.	1.00	99,000
• An increase in personnel services due to the transfer of a senior systems administrator from the Department of Environmental Health Administration.	1.00	77,900
• An increase in services and supplies for Microsoft and Adobe enterprise agreements.	0.00	2,532,100
• An increase in services and supplies for operations, maintenance, and support contract increases.	0.00	1,812,600
• An increase in services and supplies to increase internet speeds and deploy additional wireless users throughout the city.	0.00	1,000,000
• An increase in services and supplies for additional desktop support.	0.00	260,000
• An increase in services and supplies for camera maintenance due to an increase in the number of cameras installed.	0.00	120,000
• An increase in internal services due to the transfer of cell phone stipends from the Technology Services Office of the Chief Information Officer.	0.00	3,900
• A decrease in personnel services due to the transfer of a systems architect to Technology Services Applications.	(1.00)	(164,700)
• A decrease in capital equipment due to one-time capital equipment purchases in 2016.	0.00	(1,201,100)

Capital Equipment

None.

Denver Media Services (DMS) serves the communication and media resource needs of Denver City government and distributes information via cable television (channels 8 and 58), internet video portal accessed through Denvergov.org, and e-media. DMS also administers the City's cable franchise Public and Education access agreements.

The **Denver Media Service** program goal is to promote local government integrity and transparency, and encourage civic participation. DMS provides video production services for City agencies and partners including public outreach, message dissemination, and marketing campaigns, and collaborates with various partners to develop or acquire additional programming for distribution.

The **Cable Franchise PEG Administration** program goal is to effectively administer the City's cable Public, Education, and Government franchise components. The agency ensures Franchise compliance, and associated Public, Education, and Government (PEG) capital funding payments adhere to agreed-upon terms, manages PEG funds, and monitors contractual compliance for PEG access services. Activities include: contract management, customer service, enforcement of regulations, and franchise fees/capital procurement audits.

Strategies

- Provide video production service of all types at the best cost possible leveraging low staffing costs and the city's production facilities and equipment to meet internal agencies' service requirements and expectations. *(Customer Experience)*
- Package and distribute positive messages about the work the city is performing, information about service offerings and events, and highlight ongoing improvements showing why it a great place to live, play, and work. *(Customer Experience)*
- Increase baseline viewership through promotional opportunities including cross-promotion of content with partners and sponsors. *(Sustainability)*
- Respond to content demands, trends, and partner feedback by developing and acquiring new programming and improve existing products, and establish programming partnerships that support the creation of substantial, high-quality, and affordable content. *(Customer Experience)*
- Foster employee engagement through recognition, accountability, and utilize team strengths to uphold a culture of trust and confidence. *(Sustainability)*

Performance Measure	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Content delivered via other municipality and source distribution	N/A	7	18	102	110
Sponsorship funding	N/A	$10,000	$25,000	$10,000	$10,000
TV program expansion	N/A	2	3	1	1
Client satisfaction rating	80%	87%	89%	90%	91%
Programs Produced or offered (number per year)					
Mayor's Press Events	63	61	74	46	46
Public meetings	336	315	260	305	305
Produced programs	326	294	366	409	409
Red Rocks Video Support	107	116	124	156	156
Acquired programs	25	29	60	72	75

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Performance Context

- **Client satisfaction** ratings are based on customer feedback surveys received from internal customers.
- **Public meeting coverage** includes Auditor's meetings, budget hearings, Citizen Oversight Board meetings, City Council Committee and Legislative meetings, Clerk & Recorder meetings, community/public policy meetings, and Mayor-Council.
- **Produced programs** include live coverage, Public Service Announcement production, programming content, agency projects, and acquired programs.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	1,216,757	1,221,024	1,351,031	130,007	10.6%
Services and Supplies	272,965	227,658	338,581	110,923	48.7%
Capital Equipment	47,852	0	48,650	48,650	0.0%
Internal Services and Misc.	2,376	2,845	2,845	0	0.0%
	1,539,950	**1,451,527**	**1,741,107**	**289,580**	**20.0%**
Expenditures by Activity					
Administration	232,247	344,519	321,689	(22,830)	(6.6%)
Production	925,617	712,351	1,142,121	429,770	60.3%
Programming	382,087	394,657	277,297	(117,360)	(29.7%)
	1,539,950	**1,451,527**	**1,741,107**	**289,580**	**20.0%**
Other Program Funding Sources					
General Government SRF	2,004,284	1,715,350	1,540,000	(175,350)	(10.2%)
Total Program Expenditures	**3,544,233**	**3,166,877**	**3,281,107**	**114,230**	**3.6%**
Personnel Complement (Budgeted)					
Administration	4.00	3.00	2.00	(1.00)	(33.3%)
Production	4.50	8.49	12.49	4.00	47.1%
Programming	3.00	3.00	2.00	(1.00)	(33.3%)
Total Personnel Complement	**11.50**	**14.49**	**16.49**	**2.00**	**13.8%**
Revenue					
Cable Franchise	7,724,947	8,285,668	8,285,668	0	0.0%
Internal Service and Indirect Cost	99,407	100,000	185,985	85,985	86.0%
Miscellaneous Other	57	0	0	0	0.0%
	7,824,411	**8,385,668**	**8,471,653**	**85,985**	**1.0%**
Vacancy Savings			(27,496)		

Impact Description	FTEs	Dollars
Denver Media Services		
• An increase in personnel services for two television and video producers to support Denver Media Services work program, to create new business partnerships, and to continue to create high-quality video content. This increase is partially offset by a reduction in on-call budget.	2.00	100,700
• An increase in services and supplies for maintenance and licensing cost increases.	0.00	110,900
• An increase in capital equipment for replacement television wireless microphones.	0.00	48,700
• An increase in revenue for billing for video production services.	0.00	86,000

Capital Equipment

Funding Source/Item	Quantity	New/Replacement
General Fund		
Television wireless microphones kits	10	Replacement

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Overview

Applications Development provides business solutions and public interaction services that improve the customer experience and support the business objectives of both internal and external customers.

Application Services provides solutions that increase efficiency, automate business processes, improve customer service, and meet business objectives. This includes enterprise-wide applications (enterprise resource planning (ERP) systems, geospatial information system (GIS), Denvergov.org, document management, enterprise cashiering, etc.) and business area specific applications (review, permitting and inspection system, legislative information system, jail management system, the tax collection system, etc.). Primary activities include business and systems analysis, design, application development, commercial off-the-shelf (COTS) application configuration, systems integration, quality assurance/testing, application support, business intelligence, reporting, data management, and database maintenance and support. Also included is Enterprise Architecture which applies architecture principles to guide Technology Services through the business, information, process, and technology changes necessary to execute its strategy.

The **Technology Project Management** program goal is to deliver program management, project management, and budget development assistance to city agencies for technology projects. The Program Management Office (PMO) provides professional project management resources to manage and deliver technology projects and promote successful project delivery. The PMO also provides project oversight, quality assurance and auditing of in-flight projects to monitor potential problems, and provide proactive resolutions prior to significant project impact. Primary activities include: governance for the intake request process, project management and oversight, and setting standards and policies.

Public Interaction Services provide multi-channel access and support to all city services, information, and transaction requests, which enable users to have timely interactions on-site or remotely. Other key activities include Denvergov.org, customer resource management, mobile applications, open data, and social media.

Strategies

- Consolidate legacy custom applications into standards-based web applications, enterprise applications, or commercial off-the-shelf (COTS) applications. *(Sustainability)*
- Implement standards and design patterns for application development to be used throughout the department. *(Sustainability)*
- Implement a Software as a Service (SaaS) solution for Enterprise Resource Planning (ERP) and Human Resource Management (HCM), focusing on sustainability and customer experience. *(Sustainability)*
- Promote and provide secure and reliable data and self-service applications accessible via the Internet. *(Customer Experience)*

Mission-Level Metrics

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Technology Applications					
Average days to complete work orders	20	15	10	9	8.5
Average days to resolve severity 1 and 2 defects	3	3	2	2	2
Custom applications mobile enabled %	15%	25%	35%	50%	65%
Applications using non-standard technology	25%	20%	15%	13%	10%
Architecture standard compliance rate	99%	99%	99%	99.9%	99.9%

Mission-Level Metrics

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Denvergov.org website availability	99%	99%	99%	99%	99.9%
Enterprise applications availability	99%	99%	99%	99%	99%
COTS/customer applications availability	98%	99%	99%	99%	99%
Databases supported per administrator	150	100	50	50	50
Percent of projects on budget	90%	95%	95%	90%	90%
Percent of projects on schedule	90%	95%	95%	90%	90%

Performance Context

- **Average days to complete work orders and resolve severity 1 and 2 defects** are based upon metrics derived from applications development and support teams from the time a request is opened until the request is completed**.** Severity 1 and 2 defects are critical and high priority bugs and problems that require faster resolution than severity 3 and 4 defects.

- **Custom applications mobile enabled** is derived from the current number of web applications built on a platform that supports a mobile interface versus the total number of custom applications currently in use.

- **Applications using non-standard technology** is based on the percentage of supported applications built on legacy platforms with outdated/no longer supported technologies. The higher this number, the more complex the support model becomes.

- **Application availability** is based on systems availability during extended working hours. Factors that cause the percentage to decrease are generally related to unplanned system outages, where all or a large portion of functionality is not operational. System uptime/availability percentages should approach 100 percent.

- **Databases supported per administrator** is based on the total number of server databases that require support per the total number of database administrators.

- **Percent of projects on budget and on schedule** are derived from the consolidation of weekly status reports in SNOW PPM that include project schedule and budget adherence/deviation. 2016 and 2017 numbers reflect an increase in the size and complexity of projects managed.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	12,440,697	13,387,931	15,102,743	1,714,812	12.8%
Services and Supplies	7,259,052	9,227,138	8,481,896	(745,242)	(8.1%)
Capital Equipment	6,268	0	0	0	0.0%
Internal Services and Misc.	27,652	25,860	33,216	7,356	28.4%
	19,733,669	**22,640,929**	**23,617,855**	**976,926**	**4.3%**
Expenditures by Activity					
Project Management Office	1,574,493	1,667,328	1,997,151	329,823	19.8%
Administration	0	0	169,161	169,161	0.0%
Applications	2,944,425	3,522,199	2,539,347	(982,852)	(27.9%)

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Applications Planning Engage	1,529,839	1,619,510	1,277,550	(341,960)	(21.1%)
Applications Planning Analysis	4,298,288	4,950,932	5,020,022	69,090	1.4%
Applications Build Connect	2,074,857	2,230,060	1,608,041	(622,019)	(27.9%)
Enterprise Architecture	460,000	483,071	772,521	289,450	59.9%
Applications Build New Dev	3,190,417	4,293,943	4,877,377	583,434	13.6%
Applications Build Inc Dev	835,052	946,023	1,792,906	846,883	89.5%
Application Management Quality & Service Mgmt	1,299,211	1,380,094	1,916,444	536,350	38.9%
Applications Management Release	1,527,086	1,547,768	1,647,335	99,567	6.4%
Total Program Expenditures	**19,733,669**	**22,640,929**	**23,617,855**	**976,926**	**4.3%**
Personnel Complement (Budgeted)					
Administration	0	0	2.00	2.00	0.0%
Application Management Quality & Service Mgmt	10.00	11.00	17.00	6.00	54.5%
Applications	4.00	4.00	5.00	1.00	25.0%
Applications Build Connect	16.00	17.00	12.00	(5.00)	(29.4%)
Applications Build Inc Dev	8.00	9.00	15.00	6.00	66.7%
Applications Build New Dev	12.00	13.00	14.00	1.00	7.7%
Applications Management Release	12.00	12.00	12.00	0	0.0%
Applications Planning Analysis	15.00	14.00	12.00	(2.00)	(14.3%)
Applications Planning Engage	13.00	13.00	11.00	(2.00)	(15.4%)
Enterprise Architecture	3.00	3.00	4.00	1.00	33.3%
Project Management Office	10.00	12.00	14.00	2.00	16.7%
Total Personnel Complement	**103.00**	**108.00**	**118.00**	**10.00**	**9.3%**
Revenue					
Charges for Services	1,620	4,000	4,000	0	0.0%
Internal Service and Indirect Cost	108,225	100,000	100,000	0	0.0%
	109,845	**104,000**	**104,000**	**0**	**0.0%**
Vacancy Savings			(465,128)		

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Application Services		
• An increase in personnel services for a database administrator, senior developer, senior systems analyst, and project manager to support technology improvements for the Denver Sheriff's Department.	4.00	465,400
• An increase in personnel services due to the transfer of a program manager, operations coordinator, manager and an executive assistant from Technology Services Office of the Chief Information Officer.	4.00	442,300

Impact Description	FTEs	Dollars
• An increase in personnel services due to the transfer of two senior developers from the Department of Environmental Health Administration.	2.00	271,200
• An increase in personnel services due to the transfer of a systems architect from Technology Services Operations.	1.00	164,700
• An increase in personnel services for a senior enterprise resource planning developer to support a citywide application implementation.	1.00	116,700
• An increase in services and supplies for maintenance contract increases.	0.00	254,800
• An increase in internal services due to the transfer of expenses from the Technology Services Office of the Chief Information Officer.	0.00	7,400
• A decrease in personnel services due to the transfer of two webmasters from Applications Development to Technology Services Office of the Chief Information Officer.	(2.00)	(192,000)
• A decrease in services and supplies due to the transfer of budget to a Technology Services capital project for system upgrade expenses.	0.00	(1,000,000)

Capital Equipment

None.

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Overview

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 customer service agents answer inquiries and document requests for services in a personal, timely, efficient, accurate, and measurable manner.

Denver 311 Operation's program goal is to put government information and service requests in the hands of residents anytime, anywhere, via any channel for the best possible customer experience. Service requests and inquiries are documented and handled upon first call resolution or routed to the appropriate service area for settlement. Other activities include the following:

- Agency partnership – Foster relationships with our partner agencies in order to improve the level of service provided to our constituents.
- Neighborhood Outreach - Encourage community awareness and establish brand identity through regular participation in neighborhood organization meetings and community forums.
- Reporting - Provide custom reports containing data related to inquiry and service order activity within an agency or council district.

Strategies

- Provide customer service excellence through continued agency/division partnerships and more robust outreach including phone, social media, and electronic communications. *(Customer Experience)*
- Improve reporting services and custom report offerings in partnership with enterprise resource planning including metrics affecting resident satisfaction. *(Customer Experience)*
- Continue analysis of existing partnership processes and procedures to identify efficiencies and cost reduction opportunities related to resident interactions and service delivery. *(Sustainability)*
- Identify and implement enhanced community awareness opportunities through low-cost linkages with community groups and various marketing initiatives. *(Customer Experience)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
311 Operations					
Percent inquiries received via alternate Channels	10%	8%	8%	10%	15%
Average speed of answer	1:45	2:29	2:50	3:37	1:00
Net Promoter Score (scale – 100 to +100)	N/A	N/A	N/A	-14%	25%
First call resolution	46%	44%	45%	54%	55%
Quality assurance	82.5%	89%	90%	58%	60%

Performance Context

- The majority of inquiries received in the Denver 311 center are via the phone. **Inquiries received via alternate channels** include electronic (email), mobile (smart phone) and social media avenues. A new Customer Relationship

Management (CRM) application, Salesforce, was launched in fall 2015, improving tracking and reporting. For 2017, we plan to introduce the capability for live chat and text.

- Call center standards suggest a 30-45 second **average speed of answer** from the time the caller enters the call queue. Denver 311 strives to achieve a 60 second standard based on budgeted resources.

- **Net promoter score** (NPS) is based on just two questions: How likely is it that you'd refer CCD to family, neighbors, and friends; what is it that we must do better to earn your reputation (Detractor) OR what do we do well (Promoter)? The questions are scored on a 0-10 scale; 9-10 are promoters, 7-8 are passive, and 0-6 are detractors. Based on a scale of -100 to +100, the calculation for NPS entails subtracting the % Detractors from the % Promoters.

- While not always possible due to the complexity of some processes, Denver 311 endeavors to resolve resident calls without having to transfer them to another agency for resolution. CRM data reflects the percentage of time that **first call resolution** is achieved.

- **Quality Assurance (QA) rating**. Denver 311 sets high standards for the quality of service we provide to our constituents. Every agent's calls are recorded and a number of those calls are monitored on a monthly basis to ensure consistency with quality standards.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	1,823,082	1,875,941	1,849,672	(26,269)	(1.4%)
Services and Supplies	56,666	66,400	66,400	0	0.0%
Internal Services and Misc.	1,944	1,950	1,950	0	0.0%
	1,881,692	**1,944,291**	**1,918,022**	**(26,269)**	**(1.4%)**
Expenditures by Activity					
311 Customer Service Center	1,881,692	1,944,291	1,918,022	(26,269)	(1.4%)
Total Program Expenditures	**1,881,692**	**1,944,291**	**1,918,022**	**(26,269)**	**(1.4%)**
Personnel Complement (Budgeted)					
311 Customer Service Center	32.00	33.10	33.10	0	0.0%
Total Personnel Complement	**32.00**	**33.10**	**33.10**	**0**	**0.0%**
Revenue					
Miscellaneous Other	1,262	0	0	0	0.0%
	1,262	**0**	**0**	**0**	**0.0%**
Vacancy Savings			(52,391)		

Significant Budget Changes by Program

None.

Capital Equipment

None.

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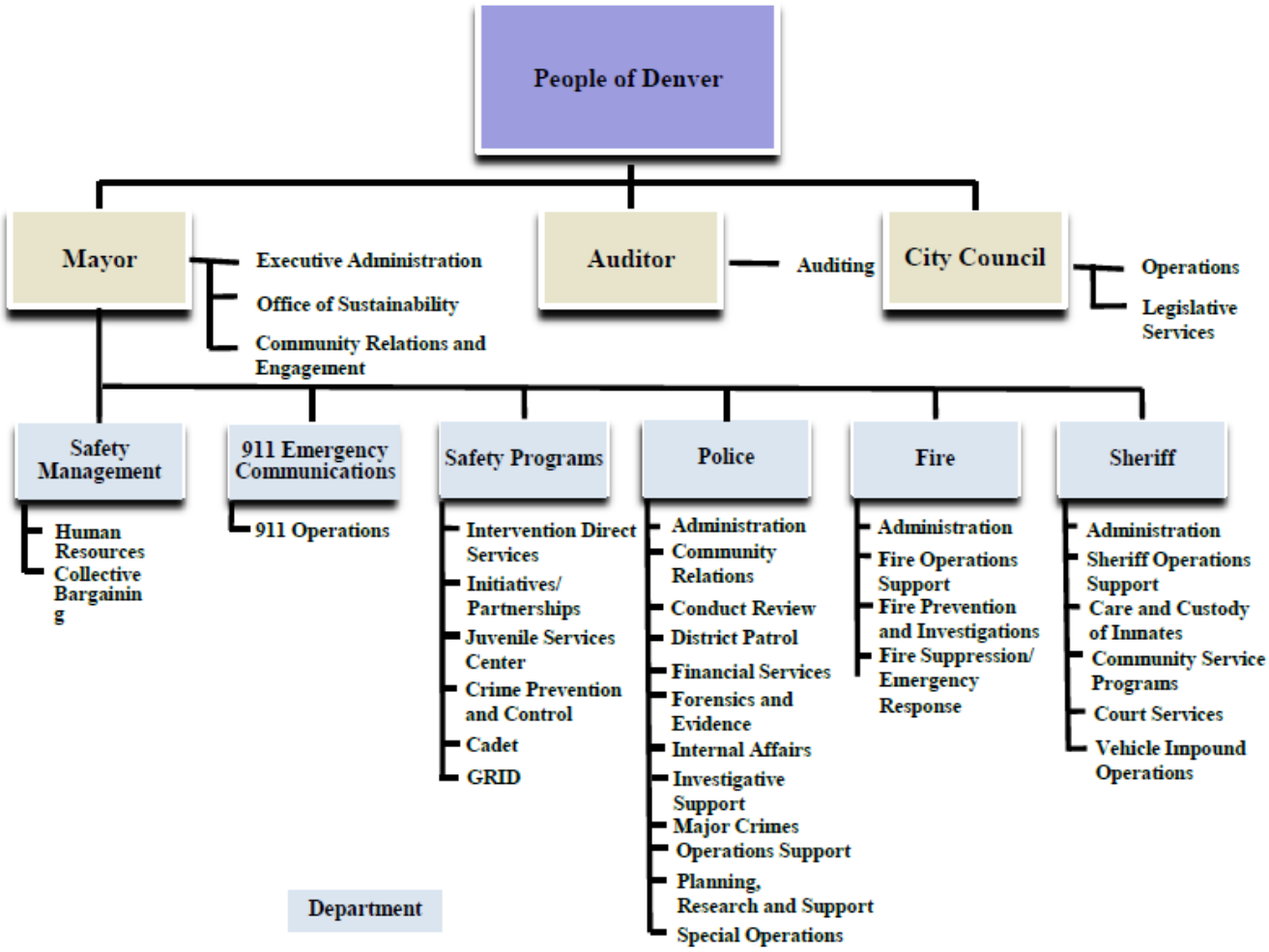
Public Safety

Public Safety Organizational Chart



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Public Safety Budget Summary

	2015 Actuals	2016 Appropriated	2017 Recommended
Agencies			
Safety Management	3,827,369	4,487,630	5,130,531
Safety Programs	6,656,389	7,921,057	8,433,491
Police Department Administration	29,142,186	32,564,132	35,053,687
Police Department Operations	180,328,939	179,835,214	188,614,665
Fire Department Administration	21,546,923	23,933,096	25,427,738
Fire Department Operations	103,715,536	104,585,847	108,585,195
Sheriff Administration	10,589,481	20,131,065	20,349,229
Sheriff Operations	108,030,014	112,182,368	118,456,191
911 Emergency Communications	5,769,820	7,214,834	7,614,518
Total	**469,606,658**	**492,855,242**	**517,665,245**
Expenditures			
Personnel Services	429,504,187	445,269,817	470,280,339
Services and Supplies	39,401,484	45,093,364	46,189,021
Capital Equipment	375,147	2,214,161	918,565
Internal Services and Misc.	325,841	277,900	277,320
Total General Fund	**469,606,658**	**492,855,242**	**517,665,245**
Special Revenue Funds			
Public Safety	62,112,570	52,041,187	56,106,394
Total Special Revenue Funds	**62,112,570**	**52,041,187**	**56,106,394**
Grants			
Grants	20,217,181	21,986,467	19,432,230
Total Grants	**20,217,181**	**21,986,467**	**19,432,230**
Personnel Complement			
General Fund			
General Fund Operations - Civilian	729.39	810.84	840.00
General Fund Operations - Uniform	3,136.59	3,234.29	3,335.84
Special Revenue Funds			
Public Safety - Civilian	115.00	109.30	89.01
Public Safety - Uniform	0.00	13.00	13.00
Total Personnel Complement	**3,980.98**	**4,167.43**	**4,277.84**

Safety Department Budget Summary

	2015 Actuals	2016 Appropriated	2017 Recommended
Agencies			
Safety Management	3,827,369	4,487,630	5,130,531
Safety Programs	6,656,389	7,921,057	8,433,491
911 Emergency Communications	5,769,820	7,214,834	7,614,518
Total	**16,253,578**	**19,623,520**	**21,178,540**
Expenditures			
Personnel Services	14,079,113	17,269,683	18,630,627
Services and Supplies	2,114,760	2,285,473	2,482,829
Internal Services and Misc.	59,705	68,364	65,084
Total General Fund	**16,253,578**	**19,623,520**	**21,178,540**
Special Revenue Funds			
Public Safety	18,473,361	9,346,474	5,961,885
Total Special Revenue Funds	**18,473,361**	**9,346,474**	**5,961,885**
Grants			
Grants	17,460,027	18,199,130	18,073,813
Total Grants	**17,460,027**	**18,199,130**	**18,073,813**
Personnel Complement			
General Fund			
General Fund Operations - Civilian	182.50	212.50	221.66
Special Revenue Funds			
Public Safety - Civilian	86.00	99.75	77.33
Total Personnel Complement	**268.50**	**312.25**	**298.99**

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Safety Department Summary

Executive Overview

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 the spectrum of public safety services that fall into four key value streams: *Prevention, Response, Enforcement, and Correction.*

Public safety services are provided through the following Department of Safety agencies:

- Safety Management
- Safety Programs
  - Pre-trial Services/Electronic Monitoring and Community Corrections
  - Safety Youth Programs
  - Cadet Program
  - Gang Reduction Initiative of Denver (GRID) Program
- 911
- Police Department
- Fire Department
- Sheriff Department

Vision

Denver is the safest and most livable City.

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.

Strategies

- Identify how services provided by Safety Departments are perceived by Denver residents to gauge the effectiveness of the Department. *(Safety Net)*

- Develop strategic alignment and tactics for outreach efforts in the community to understand the perceptions of safety among citizens and to develop means to better serve them. *(Customer Experience)*

- Use crime data, model practices, and research to identify public safety concerns and employ effective crime prevention. *(Safety Net)*

- Continue successful analysis and implementation of recommendations from internal and external reviews to support the Denver Sheriff Department reform. *(Public Safety)*

- Continue improvements to department-wide budget practices including development, forecasting and monitoring along with creation of long-term staffing plans to include recruitment and retention of uniform and civilian employees. *(Sustainability)*

- Expand the department-wide wellness program to develop a culture of resiliency within the department for all employees. This includes creating strategies to address mental health well- being, stress management, physical wellness, and overall quality of life issues. *(Sustainability)*

Mission-Level Metrics	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Perception of Public Safety - Percent of Respondents Rating Services as "Good" or "Excellent"					
Police	59%	58%	59%	60%	62%
Fire	90%	90%	91%	91%	91%
Traffic Enforcement	47%	44%	48%	48%	48%
Actual public safety					
Uniform Crime Report – Part I	26,554	26,682	28,877	29,700	28,500
Uniform Crime Report – Part II	16,435	18,055	22,230	23,574	26,806
Insurance Risk Rating – Fire	2	2	2	2	2
Annual recidivism percentage	39.7%	40.5%	40.3%	40.6%	40.7%

Performance Context

- **Perception of public safety** - The Department of Safety is focusing on strategies to improve service delivery and maximize public safety. The Department will measure success based on public perception regarding service delivery and how Denver's safety services measure up to comparable communities. The Department utilizes the Denver Citizen Survey to obtain feedback about how citizens feel about prevention, response, enforcement and correction.

- **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. As such, they provide 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.

- **Part II crimes** have a significant impact on communities. There are many categories of Part II crimes so the City 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. The Denver Police Department implemented the Unified Summons and Complaint (US&C) process, which unifies multiple types of paper citations, excluding traffic tickets, into an electronic process. This information is transmitted to the Denver Sheriff, County Court, City Attorney and District Attorney through a data exchange platform. As a result, a reported offense is generated, which was previously not captured in National Incident Based Reporting System (NIBRS). This increase in the number of Part II crimes is indicative of proactive activity of the patrol officer.

- **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.

- An offender is considered a recidivist if he or she returns to DSD custody for any reason within one year of release. The **annual recidivism percentage** calculation takes the number of recidivists in DSD custody for a given period of time divided by the total number of offenders in DSD custody within the same period. The figures presented above assume a margin of error between two and five percentage points. The 2016 and 2017 figures are projected based on recidivism rates as of mid-year 2016.

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Overview

The **Safety Management** program goal is to provide management, discipline, and policy direction for the Police, Fire, and Sheriff Departments, and the 911 Emergency Communications Center and to oversee Youth Programs, Community Corrections, Electronic Monitoring Programs, Gang Reduction Initiative of Denver (GRID), and the Public Safety Cadet Program. Primary activities include policy development and direction, establishment of agency goals, objectives and guidance, purchasing, and financial management. In addition, this agency's administration program includes the following:

- Human Resources provide HR services to all Safety agencies and departments.
- Collective Bargaining provides labor relations and collective bargaining specialists for the City's negotiations with the Denver Firefighters Union Local #858, the Denver Police Protective Association, and the Fraternal Order of Police (Denver Sheriff Department Employee Bargaining Unit). Safety Management also provides funding for arbitration and advisory fact-finding hearings in the settlement of contract disputes, as well as expert consultants when needed.

Strategies

- Oversee efforts to analyze and where appropriate and feasible, implement recommendations developed via internal and external reviews to support Denver Sheriff Department reform efforts. *(Public Safety)*
- Promote collaborative relationships within the Department of Public Safety so that operations are streamlined and efficiencies realized to deliver enhanced safety services. *(Public Safety)*
- Facilitate an integrated criminal justice collaborative to evaluate and measure the effect of policy decisions through the entire system. This collaborative assists to efficiently manage jail bed resources at the Sheriff's Department through partnerships with the County Courts, City Attorney's Office as well as the Public Safety Department. *(Public Safety)*
- Develop wellness initiatives and programs within the Department of Public Safety by facilitating a coordinated approach and leveraging resources so that employees receive assistance as needed to improve the management of their health. *(Sustainability)*
- Enhance staffing management efforts including recruitment and retention efforts across the department. *(Sustainability)*

Performance Measures

Safety Management will leverage the Performance Management of Safety Programs, Denver Police Department, Denver Fire Department, and Denver Sheriff Department to measure its performance each year. Please see those sections for their respective measures.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	3,133,774	3,995,244	4,406,238	410,994	10.3%
Services and Supplies	644,985	435,386	669,293	233,907	53.7%
Internal Services and Misc.	48,611	57,000	55,000	(2,000)	(3.5%)
	3,827,369	**4,487,630**	**5,130,531**	**642,901**	**14.3%**

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Activity					
Administration	2,382,516	2,481,731	3,062,374	580,643	23.4%
Human Resources	1,385,330	1,955,898	2,018,157	62,259	3.2%
Collective Bargaining Administration	59,523	50,000	50,000	0	0.0%
	3,827,369	**4,487,630**	**5,130,531**	**642,901**	**14.3%**
Other Program Funding Sources					
Grants	17,243,335	17,909,278	17,751,962	(157,316)	(0.9%)
Public Safety SRF	18,464,992	9,336,474	5,956,885	(3,379,589)	(36.2%)
	35,708,327	**27,245,752**	**23,708,847**	**(3,536,905)**	**(13.0%)**
Total Program Expenditures	**39,535,696**	**31,733,382**	**28,839,378**	**(2,894,004)**	**(9.1%)**
Personnel Complement (Budgeted)					
Administration	14.00	17.00	20.00	3.00	17.6%
Human Resources	14.00	21.00	20.00	(1.00)	(4.8%)
	28.00	**38.00**	**40.00**	**2.00**	**5.3%**
Other Program Funds FTE					
Public Safety SRF	86.00	96.75	74.33	(22.42)	(23.2%)
Total Personnel Complement	**114.00**	**134.75**	**114.33**	**(20.42)**	**(15.2%)**
Revenue					
Licenses and Permits	10,376	12,400	12,400	0	0.0%
Fees	2,518	8,000	8,000	0	0.0%
Charges for Services	750	0	0	0	0.0%
Miscellaneous Other	139,196	50,000	50,000	0	0.0%
	152,840	**70,400**	**70,400**	**0**	**0.0%**
Vacancy Savings			(124,407)		

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Human Resources		
• A decrease in personnel services due to the abolishment of a Sr. Human Resources position. The abolishment of this position allowed for the creation of a Deputy Sheriff position within Sheriff Administration responsible for coordinating wellness activities within the department.	(1.00)	(82,500)
Safety Management		
• An increase in personnel services for three new physical therapist positions to establish a consolidated physical therapy program to support the Department of Safety.	3.00	277,000

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Impact Description	FTEs	Dollars
• An increase in personnel services due to the transfer of a diversion officer supervisor position from Safety Programs which will be reclassified to a financial management analyst to improve budget practices across the Department of Safety.	1.00	85,100
• An increase in personnel services to account for adjustments to bilingual pay. The department's budget for this line item has been changed to align the budget with actual expenses incurred.	0.00	25,000
• An increase in services and supplies to purchase a learning management system used to track and administer training completed safetywide.	0.00	150,000
• An increase in services and supplies to accommodate a consolidated contract for a Denver Health and Hospital Authority physician responsible for providing overall medical direction and counsel to the Department of Safety.	0.00	28,000
• An increase in services and supplies due to the restoration of funds that had been temporarily moved to Safety Programs as a mid-year adjustment in 2016.	0.00	24,300
• An increase in services and supplies for ergonomic equipment and the replacement of broken furniture.	0.00	20,000
• An increase in services and supplies for increases in legal services due to a predicted increase in transcription services for discipline cases.	0.00	3,500
• An increase in services and supplies for dues and membership fees. This increase will align the budgeted amount for these items closer to actual expenses.	0.00	3,500
• A decrease in personnel services due to the transfer of a management analyst position to Sheriff Administration.	(1.00)	(92,500)
Crime Prevention and Control Commission Special Revenue Fund		
• A decrease in personnel services due to the transfer of the Crime Prevention and Control Commission to the Human Services series of Special Revenue Funds.	(17.75)	3,171,900
Other Special Revenue Funds		
• A decrease in personnel services due to a change in grant funding within the Community Corrections program.	(1.00)	(76,800)
911 Emergency Communications Trust Fund		
• An increase in personnel services for two new Emergency Communication Operator posts. These posts will provide additional resources to answer and respond to 911 calls for service. These positions are budgeted starting July 1 and therefore reflect partial year funding.	5.00	323,100
• An increase in personnel services for a new Systems Administrator position. This position will provided additional technical support for 911 operations.	1.00	99,100
• An increase in personnel services due to the addition of an analyst to staff the Emergency Medical Response System governance group. This position will be funded via a collaboration between the Department of Safety and Denver Health. The 911 Emergency Communications Trust Fund is responsible for one third of the funding for this position.	0.33	33,700
• A decrease in personnel services due to the transfer to the General Fund of ten emergency communication operator FTE. The incumbents of these positions are funded via the general fund effective in 2016 due to an approved change request from that year. The elimination of these FTE completes the final transactions associated with that change request.	(10.00)	(787,900)

Capital Equipment

None.

Overview

The goal of Safety Programs is to serve the community through Denver Public Safety Youth Program (DPSYP), Cadet Program, Gang Reduction Initiative of Denver (GRID), and the Community Corrections, Electronic Monitoring, and Pre-trial Services program. Under the direction of the Executive Director's Office, these agencies partner with other criminal justice organizations to promote safety in the community.

The **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. DPSYP strategies focus on the use of evidence-based practices and programs that reduce youth crime and violence rates. Core services/strategies include:

- **Intervention Services** include the DPSYP Diversion model which follows established best practices for diverting youth from formal court proceedings for minor violations. The DPSYP Diversion model includes: comprehensive risk and needs assessment; case planning that includes family engagement; evidence-based interventions that address substance use, trauma and mental health; and connecting youth/family to community resources.

- **Prevention Services** focus on leveraging existing resources with governmental and community-based partners to sustain effective prevention efforts that reduce the number of kids from entering the juvenile justice system. Core prevention services include:

  - **Strengthening Families Program (SFP);** seven week evidence based family skill building group. SFP is a partnership between DPSYP, community-based organizations and Denver Public Schools (DPS).

  - **Promoting Academics and Character Education (PACE);** PACE is an alternative to suspension program for DPS middle schools. PACE is a partnership between DPSYP, DPS and the Boys and Girls Clubs of Metro Denver.

- **Juvenile Services Center** (JSC) 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. In 2015, the JSC expanded services through the development of the Runaway Outreach, Notification, Identification and Intervention (RONII) Project. The RONII Project includes completing outreach to all youth who have been reported as a runaway from their family. The goal is to provide support services to reduce high risk behavior and potential victimization such as human trafficking.

The **Cadet** program creates part-time employment opportunities for highly qualified 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 **GRID** program began in 2008 to reevaluate Denver's gang violence reduction framework. This was a shift from a fragmented, singular approach to a comprehensive collective model. GRID's gang violence reduction model was initially developed in 2011 and fully implemented by 2014. The gang violence reduction model consists of 24 programs within the current GRID network, and more than 400 community-based and government agencies and organizations.

The **Community Corrections, Electronic Monitoring, and Pre-trial Services** program goal is to provide alternative sentencing for inmates. Primary activities include the following:

- Community Corrections administers services for residential programs at halfway houses including substance abuse treatment for diversion and transitional placements in the community.

- Electronic Monitoring provides for the purchase of equipment and the supervision of offenders court ordered to electronic home monitoring and/or in-home detention as a sentencing alternative. Participants of the program help offset the cost.

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- Pre-Trial Services provides Denver County and District Courts with pretrial risk assessment, bond recommendations, and supervision alternatives to pre-trial incarceration.

Mission

To enhance public safety for all citizens by coordinating, delivering and supporting effective prevention, intervention and community engagement strategies that reduce crime and violence, support youth and families, and strengthen communities.

Strategies

- Conduct real-time needs surveys at events which Denver Public Safety Youth Programs personnel attend to identify perceptions of safety within the community. Results from these surveys inform resource and education deployment for youth. *(Children and Youth)*

- Continue performance assessment of the Juvenile Service Center (JSC) to ensure strategy and practical implementation is aligned with stated goals and forecasted service demand. *(Children and Youth)*

- Implement strategies and programs around specific populations within the criminal justice system to appropriately allocate correctional and stabilization resources based upon risk to the community. *(Public Safety)*

- Monitor the Supervision Matrix Assessment and Recommendation Tool (SMART) pretrial methodology to streamline processes, inform staffing needs, and incorporate best practices into case management across criminal justice partners. *(Public Safety)*

Mission-Level Metrics	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Perception of Public Safety as 'good' or 'excellent'	70%	73%	66%	64%	64%

Performance Measures	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Youth Programs					
Recidivism rates after program completion	11.8%	9.1%	10.0%	10.0%	10.0%
Successful program completion	77.0%	79.5%	79.8%	79.9%	80%
JSC community referrals	75	120	167	175	200
RONII project referrals	N/A	N/A	570	600	625
Cadet Programs					
Number of cadets placed in public safety Academies	19	11	8	10	9
Community Corrections					
Community corrections residential success completion rate	52%	47%	46%	47%	47%
Pretrial success rate	76%	75%	74%	70%	70%
Court appearance rate	88%	85%	84%	80%	80%
Public safety rate	89%	90%	91%	91%	91%

Performance Context

- Youth Diversion program outcomes are centered on one-year post completion recidivism rates for participants. Recidivism rates are determined by measuring the number of youth that are charged with a new offense during the first year post completion of the diversion program. **Recidivism rates** are calculated by an independent evaluator only after a participant has been out of the program for a period of one full year. Recidivism rates for youth completing diversion in 2014 will be available during the first quarter of 2016. Youth who successfully complete diversion have a significantly lower rate of recidivism than those who do not successfully complete diversion.

- Youth Diversion serves as an alternative to the traditional court process and **successful completion of the program** results in case dismissal without a guilty plea. The programs focus on at-risk youth to reduce their chances of re-offending.

- **JSC Proactive Referrals** is a measure of the Juvenile Services Center strategy to provide information/services that enable youth and their families to seek assistance before becoming involved in the criminal justice system. Included in the proactive contacts metric is the number of community referrals and the number of youth/families contacted via the RONII Project.

- The **number of cadets placed in public safety academies** represents the number of cadets in Police, Fire or Sheriff academies. The goal of the Cadet Program is to develop well-trained and diverse candidates for public safety employment. Previously, per charter, cadet placement into sworn Police and Fire academies was capped at 25% of the academy class size, thus limiting the number of cadet placements. This cap was eliminated by citizen vote in 2013. The number of cadets has temporarily decreased since 2013 as the department has encouraged candidates to complete a degree; previously, the approach had been to complete two years in the cadet program and then apply for a spot in one of the academies. This approach will yield more well-rounded and well-qualified candidates for the safety agencies but will also likely result in a small decrease in the number of cadets entering the academies in 2017.

- **Community Corrections successful completion rate** reflects the percentage of placements that result in successful completion of a residential program. Recidivism decreases with successful completion of a program.

- **The pretrial success rate** is the number of closed cases in which the defendant was released from custody, supervised by pretrial and successfully terminated. The success rate has decreased since 2013 due to a combination of high caseloads and the supervision of higher risk and more challenging defendants.

- **The court appearance rate** refers to the number of closed cases in which the defendant released from custody, was supervised by pretrial, and appeared for scheduled court appearances. The appearance rate has decreased since 2013 due to a combination of high caseloads and the supervision of higher risk and more challenging defendants.

- **The public safety rate** is defined as the number of closed cases in which the defendant was released from custody, was supervised by pretrial, and was not charged with a new criminal offense during the pretrial supervision period.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	5,213,875	6,122,306	6,674,571	552,265	9.0%
Services and Supplies	1,436,820	1,792,387	1,753,836	(38,551)	(2.2%)
Internal Services and Misc.	5,694	6,364	5,084	(1,280)	(20.1%)
	6,656,389	**7,921,057**	**8,433,491**	**512,434**	**6.5%**

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Safety Programs 3504000

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Activity					
Gang Reduction Initiative of Denver	193,758	529,329	643,893	114,564	21.6%
Cadet Program	1,191,174	1,565,668	1,581,299	15,631	1.0%
Pre-Trial / Electronic Monitoring	3,600,496	4,036,750	4,220,802	184,052	4.6%
Juvenile Service Center	379,682	407,379	617,334	209,955	51.5%
Safety Youth Programs	1,281,421	1,381,932	1,370,163	(11,769)	(0.9%)
Youth Prevention and Intervention	8,057	0	0	0	0.0%
Diversion and Youth Development	1,800	0	0	0	0.0%
	6,656,389	**7,921,057**	**8,433,491**	**512,434**	**6.5%**
Other Program Funding Sources					
Grants	216,692	289,852	321,851	31,999	11.0%
Public Safety SRF	8,369	10,000	5,000	(5,000)	(50.0%)
	225,061	**299,852**	**326,851**	**26,999**	**9.0%**
Total Program Expenditures	**6,881,450**	**8,220,909**	**8,760,342**	**539,433**	**6.6%**
Personnel Complement (Budgeted)					
Cadet Program	33.50	34.50	34.50	0	0.0%
Gang Reduction Initiative of Denver	2.00	2.00	4.00	2.00	100.0%
Juvenile Service Center	7.00	4.00	7.00	3.00	75.0%
Pre-Trial / Electronic Monitoring	31.00	37.00	39.00	2.00	5.4%
Safety Youth Programs	13.00	13.00	12.00	(1.00)	(7.7%)
	86.50	**90.50**	**96.50**	**6.00**	**6.6%**
Other Program Funds FTE					
Public Safety SRF	0	3.00	3.00	0	0.0%
Total Personnel Complement	**86.50**	**93.50**	**99.50**	**6.00**	**6.4%**
Revenue					
Fees	1,454,097	1,500,000	1,500,000	0	0.0%
Miscellaneous Other	(4,042)	0	0	0	0.0%
	1,450,054	**1,500,000**	**1,500,000**	**0**	**0.0%**
Vacancy Savings			(145,019)		

DENVER THE MILE HIGH CITY

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Agency wide		
• A decrease in services and supplies for a decrease in office stationary and supplies. This decrease aligns the budget more closely with actual expenditures.	0.00	(50,700)
Community Corrections		
• An increase for two new probation officers for pre-trial supervision. These additional resources will help the department manage an increase in the number of clients supervised. This includes an increase in personnel services of $145,800 for the costs of compensating the staff and $2,200 in services and supplies for telephones and computers.	2.00	148,000
• An increase in services and supplies for an increase in laboratory services. This increase ensures that the budgeted amount for these services matches actual expenditures.	0.00	10,000
GRID		
• An increase in personnel services to fund an Outreach Worker responsible for service coordination. This position had originally been funded by a grant the department had secured for service delivery to populations vulnerable to gang violence, will now be funded in the general fund.	1.00	70,600
• An increase in personnel services to fund an outreach coordinator responsible for providing gang resistance education and training within Denver Public Schools. This position was previously funded through a grant and will now be funded out of the general fund.	1.00	60,500
Youth Programs		
• An increase for additional youth counselors. These additional staff will allow for expanded operating hours at the juvenile service center. The expansion includes $196,000 in personnel services for the costs of compensating the staff and $2,000 in services and supplies for access to specialized software.	3.00	198,000
• A decrease in personnel services due to the transfer of a diversion officer supervisor position to Safety Management.	(1.00)	(85,100)

Capital Equipment

None.

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Overview

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. The primary activities include the following:

- **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.

- **Quality Improvement** applies industry best practices to improve the quality of emergency call-taking and dispatching services.

Vision

Denver 911 is regarded and recognized as the standard of excellence in public safety communications, attracting and retaining the greatest talent while consistently exceeding customer expectations.

Mission

The professionals at Denver 911 are focused on your call, your emergency and your safety.

Strategies

- Improve 911 call answering performance by optimizing work schedules, refining work expectations and improving training. Research and utilize technology that uses algorithms to predict inbound telephone call volume, based on five years of history and produce operation schedules that closely match predicted call volume. *(Public Safety)*

- Meet or exceed National Academies of Emergency Dispatch Quality Standards, a series of six criteria that are maintained for each employee throughout his/her career. (*Public Safety)*

- Develop and implement long-term staffing plan including targeted recruitment and retention strategies with an emphasis on professional development, resiliency, and employee engagement. *(Public Safety)*

Performance Measures	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
911 Operations					
Percent of 911 calls answered within 15 seconds (goal is 95%)	94%	93%	84%	84%	90%
Percent of 911 calls answered within 40 seconds (goal is 99%)	98%	97%	91%	93%	95%
Average speed of answer in seconds (for emergency and non-emergency calls)	5.88	8.20	18.77	16.59	14.0

Performance Context

- The standard for **call-taking performance** established by the National Emergency Number 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. The inbound telephone call volume handled by emergency communication operators increased by approximately 20% from 2014 to 2015 while more than 1.1 million calls in were answered by the Combined Communications Center overall. As on June 2016, call volumes have approximated the levels seen in 2015.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	5,731,464	7,152,134	7,549,818	397,684	5.6%
Services and Supplies	32,955	57,700	59,700	2,000	3.5%
Internal Services and Misc.	5,400	5,000	5,000	0	0.0%
	5,769,820	**7,214,834**	**7,614,518**	**399,684**	**5.5%**
Expenditures by Activity					
911 Support	1,393,833	1,904,481	2,086,004	181,523	9.5%
Performance Management	368,936	0	1,260	1,260	0.0%
911 Call Intake Operations	10,813	1,158,443	1,502,647	344,204	29.7%
Law Enforcement Dispatch Center	3,996,238	4,151,910	4,024,607	(127,303)	(3.1%)
Total Program Expenditures	**5,769,820**	**7,214,834**	**7,614,518**	**399,684**	**5.5%**
Personnel Complement (Budgeted)					
911 Call Intake Operations	7.00	17.00	20.00	3.00	17.6%
911 Support	15.00	19.00	20.16	1.16	6.1%
Law Enforcement Dispatch Center	42.00	48.00	45.00	(3.00)	(6.3%)
Performance Management	4.00	0	0	0	0.0%
Total Personnel Complement	**68.00**	**84.00**	**85.16**	**1.16**	**1.4%**
Revenue					
Miscellaneous Other	(931)	0	35,000	35,000	0.0%
Vacancy Savings			(222,800)		

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Significant Budget Changes by Program

Impact Description	FTEs	Dollars
911 Operations		
• An increase in personnel services due to the addition of an analyst to staff the Emergency Medical Response System governance group. This position will be funded via a collaboration between the Department of Safety and Denver Health. One third of the total cost for this position will be offset by revenue from Denver Health, resulting in a revenue increase of $33,700. The 911 Emergency Communications Trust Fund is also responsible for one third of the funding for this position.	0.66	66,700
• An increase in personnel services due to the addition of an agency trainer responsible for providing training services to 911 staff. This position is budgeted starting July 1 and therefore reflects partial year funding.	0.50	38,500
• Please note that the 911 Emergency Communications Trust Fund is captured in the Safety Management special revenue funds figures. In 2017, the Trust Fund will accommodate an increase of 5 FTE and $323,100 for additional emergency communication operators; an increase of 1 FTE and $99,100 for a systems administrator position; an increase of 0.33 FTE and $33,700 for an analyst to staff the Emergency Medical Response System governance group; and a decrease of 10 FTE and $787,900 for a transfer of ten emergency communication operators to the general fund.		

Capital Equipment

None.

Police Department Budget Summary

	2015 Actuals	2016 Appropriated	2017 Recommended
Agencies			
Police Department Administration	29,142,186	32,564,132	35,053,687
Police Department Operations	180,328,939	179,835,214	188,614,665
Total	**209,471,126**	**212,399,346**	**223,668,352**
Expenditures			
Personnel Services	199,518,683	200,329,846	210,870,248
Services and Supplies	9,765,139	11,349,350	12,776,504
Capital Equipment	40,962	702,550	0
Internal Services and Misc.	146,342	17,600	21,600
Total General Fund	**209,471,126**	**212,399,346**	**223,668,352**
Special Revenue Funds			
Public Safety	19,060,332	18,996,382	18,905,269
Total Special Revenue Funds	**19,060,332**	**18,996,382**	**18,905,269**
Grants			
Grants	2,708,150	3,753,969	1,355,750
Total Grants	**2,708,150**	**3,753,969**	**1,355,750**
Personnel Complement			
General Fund			
General Fund Operations - Civilian	311.00	329.00	343.00
General Fund Operations - Uniform	1,439.00	1,455.00	1,503.00
Special Revenue Funds			
Public Safety - Civilian	5.00	1.75	2.88
Total Personnel Complement	**1,755.00**	**1,785.75**	**1,848.87**

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Police Department Budget Summary

Executive Overview

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 utilizing the most modern and effective practices and methods. In addition, the agency makes recommendations regarding law enforcement activities to the Mayor, City Council, the Manager of Safety, other City agencies, and neighborhood groups. DPD is comprised of two primary divisions: Administration, which is responsible for the overall management, resource allocation and strategic direction of the DPD; and Operations, which implements and manages police services for the City and County of Denver.

Services are provided through the following divisions:

- Administrative Management
- Community Relations
- Conduct Review
- District Patrol
- Financial Services
- Forensics and Evidence
- Internal Affairs
- Investigative Support
- Major Crimes
- Operations Support
- Planning, Research and Support
- Special Operations

Vision

The Department, in partnership with the community, will endeavor to achieve the mission by:

- Focusing on the prevention of crime and safety;
- Adopting a departmental culture that is consistent with community values;
- Combining both efficiency and effectiveness, while leveraging technologies that enhance policing operations

Mission

We will operate a police agency with a focus on preventing crime in a respectful manner demonstrating that everyone matters.

Strategies

- Align resources towards crime prevention and safety by evaluating and improving the strategic resource alignment plan and reviewing outcome oriented staffing assessments. At its core, this plan assigns more officers to patrol districts by evaluating the role and function of each individual position within the department, allowing for the strategic deployment of resources. Additionally staffing is evaluated based on workload and outcomes. *(Public Safety/Safety Net)*

- Enhance the relationship between the community with an emphasis on youth and police officers by identifying and implementing methods for patrol officers to build positive and meaningful interactions with young people during their regular duty shift. *(Customer Experience)*

- Implement efficiencies and technologies throughout the Police Department to better align patrol activity to crime hot spots, including enhancing real-time crime information and predictive policing techniques. *(Public Safety/Safety Net)*

Mission-Level Metrics	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Uniform Crime Report-Part I	26,544	26,682	28,877	29,700	28,500
Uniform Crime Report-Part II	16,435	18,055	22,230	23,574	26,806
Perception of Public Safety – Percent of Respondents Responding "Very" or "Somewhat Safe"					
Safe in your neighborhood	90%	90%	90%	90%	92%
Safe in downtown/commercial area	80%	79%	78%	77%	80%
Overall feeling of safety	70%	73%	66%	66%	70%
Percent of Respondents Responding "Good" or "Excellent"					
Citizen satisfaction with crime prevention	46%	47%	43%	45%	47%
Citizen satisfaction with police services	59%	58%	59%	60%	62%
Citizen satisfaction with traffic enforcement	47%	44%	48%	49%	50%

Performance Context

- **Part I crimes** are serious crimes that occur with regularity in all areas of the United States and are likely to be reported to the police. As such, they provide 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.

- **Part II crimes** have a significant impact on communities. There are many categories of Part II crimes so the City and County of Denver 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. The Denver Police Department implemented the Unified Summons and Complaint (US&C) process. This process unifies multiple types of paper citations, excluding traffic tickets, into an electronic process. That information is transmitted to the Denver Sheriff, County Court, City Attorney and District Attorney through a data exchange platform as needed. As a result of this process a reported offense is generated; this was previously not captured in National Incident Based Reporting System (NIBRS). This increase in the number of Part II crimes is indicative of proactive activity of the patrol officer.

- The Department of Safety utilizes the National Citizen Survey to obtain feedback about how citizens **perceive public safety. Perception of public safety in the neighborhood and in the downtown commercial area** has improved slightly, beginning in 2016, due to additional resources added to the Ballpark and Business Improvement District addressing quality of life issues. **Citizen satisfaction with police services and crime prevention** is also expected to improve slightly in 2016 due to the visibility of the officers and reduction of crime, as demonstrated on the 16th Street Mall. The decrease from 2014 to 2015 may indicate the national mood towards law enforcement in general.

Please see the division sections for detail about key resource changes impacting these strategies and metrics.

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Overview

Police Administration provides executive management as well as administrative and support services for the Denver Police Department (DPD).

Administration provides executive management, resource allocation and strategic direction for the DPD. This includes the development, evaluation and implementation of policies, procedures, programs, recruitment and employee training. This also includes monitoring employee performance and ensuring compliance with departmental rules and regulations. Administration includes the Office of the Chief of Police and the Office of the Deputy Chief of Administration. 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 lobbyist for legislative and City ordinance issues; and manages the Volunteer Unit.

The **Police Operations Support** provides administrative services and support functions unique to law enforcement agencies that enable the Chiefs and the Department to carry out their mission. Descriptions of the divisions are as follows:

- The **Internal Affairs Division** investigates citizen, internal and Office of the Independent Monitor complaints of police officer misconduct.
- The **Financial Services Division** provides financial management services including accounting, budgeting, purchasing, contract management, and grant administration and management.
- The **Planning, Research, and Support Division** publishes the department's annual report, updates and maintains the Departmental Operations Manual and manages the departmental personnel evaluation system. In addition, executive command staff members are provided with research reports that identify best practices and liability concerns.
- **The Administrative Management Division** provides National Crime Information Center (NCIC) services, fingerprint identification, and information management services. This includes oversight of the Records Bureau, Identification Bureau, Property Management Bureau, and Information Management Unit.
- **The Operations Support Division** provides data analysis, training, fleet services, uniform supply, equipment repair and maintenance and inventory control. This includes oversight of the Denver Police Academy and the Firearms Section, the Fleet Services Bureau, the Data Analysis Unit, Juvenile Intake, and the High Activity Location Observation (HALO) program. This Division publishes the department's strategic plan on an annual basis; which includes maintaining the document throughout the year to analyze performance and to revise the document as necessary.
- The **Airport Police Division** provides sworn staffing at Denver International Airport in support of airport operations.

Strategies

- Continue developing and improving the relationship between youth and police officers by identifying and implementing methods for patrol officers to build positive and meaningful interactions with young people during their regular duty shift. *(Customer Experience)*
- Continue developing and improving DPD's use of social media to promote alternative methods to engage and communicate with a variety of public audiences. These forums allow for direct, unfiltered communication and allow DPD to deliver messages directly, allowing for greater accountability and transparency. *(Customer Experience)*

- Continue developing and improving the use of prediction models through focused area policing and Data-Driven Approaches of Crime and Traffic Safety (DDACTS) to establish effective and efficient methods for deployment of law enforcement resources. *(Public Safety/Safety Net)*

- Fully implement body worn cameras for all patrol officers. In 2017, DPD will continue deploying body worn cameras to Sergeants and off duty officers. Body cameras can provide a record of an officer's encounters with the public, both to support criminal allegations and refute potential use-of-force complaints. The use of body cameras should lead to a decrease in complaints, decrease in use of force, and an increase in transparency. *(Public Safety/Safety Net)*

- Manage and maintain an efficient, effective, and environmentally sustainable police fleet. Without a robust and well maintained fleet, the Denver Police Department would not be able to provide essential emergency services and the appropriate level of service to the citizens of Denver. DPD is unique in that the police fleet is not just a means for transportation, but serves as the mobile office work space for the majority of DPD officers. The DPD Fleet directly supports the department's primary mission of preventing crime. *(Sustainability)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Number of citizen complaints	550	568	396	422	400
Number of police-citizen mediations	40	53	38	42	44
Percent of complaints mediated	7%	9%	10%	10%	11%
Officer satisfaction in the mediation process	95%	89%	98%	98%	98%
Citizen satisfaction in the mediation process	85%	96%	78%	88%	90%
Positive Youth Contacts	N/A	N/A	17,248	17,456	17,785
Percentage of schools adopted by police officers	N/A	N/A	15%	17%	20%
Number of Body Worn Cameras deployed	0	0	0	800	550
Number of academy classes held	3	3	3	2	2
Number of budgeted recruits in given year	100	100	120	85	100
Number of academy graduates in a given year	65	66	94	91	90
Number of officer attrition in a given year	58	62	63	59	62

Performance Context

- **Mediation** is a voluntary program used to provide resolution to many of the less serious misunderstandings between the community members and police officers. Denver continues to have one of the most successful complaint mediation programs in the country. **Officer and citizen satisfaction** of the mediation monitors the satisfaction with the process. Citizen satisfaction dropped in 2015, and the Office of the Independent Monitor is working closely with its mediation partner, Community Mediation Concepts, to better understand the drop in satisfaction of the mediation process. DPD complaint figures are based on citizen complaints only and do not include internal complaints.

- **Improving the relationship between youth and police officers** builds positive relations with police to improve attitudes and perceptions. Engagement fosters a greater degree of cooperation between the officer corps and young persons. Precinct officers will adopt schools within their area of responsibility, participate in youth sports, meet with youth in a social environment, and educate the parents and children about gangs. The positive youth contacts are compiled monthly by the community relations unit through targeted youth programs, meet and greets, mentorships and patrol officer interactions.

- **Body worn cameras** were deployed in 2016 with all 800 patrol officers completed by the end of 2016. All Sergeants and any officer working off duty will be the next phase of the body worn camera program in 2017. Law enforcement body-worn video cameras have been shown to have benefits of increased officer efficiency, enhanced officer safety, and more effective criminal prosecution. The utilization can improve behavior of all participants during police

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interactions by accurately capturing video from the officer's perspective. This initiative will allow all officers to document citizen interaction, per policy, through video that is worn on their uniform. These recordings will provide the viewer with the officer's perspective at the time of contact, as well as any associated audio. Officer video has become a tool used in policing and provides for a more transparent department. Other cities that have implemented a similar program have seen significant decreases in both complaints and use of force complaints. Additionally, over time, municipalities should also see a decrease in litigation and settlement costs.

- **Academy classes** were reinstated in 2013. An academy class generally takes 6 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. **Attrition** rates temper the impact of new graduates on expected outcomes related to the number of police officers. During the recession DPD averaged around 40 officers per year in attrition, the current yearly average is 60 officers per year. Class size in 2017 reflects DPD reaching authorized strength in January of 2018.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	25,277,765	26,865,805	29,252,716	2,386,911	8.9%
Services and Supplies	3,680,414	5,211,139	5,782,971	571,832	11.0%
Capital Equipment	40,962	473,688	0	(473,688)	(100.0%)
Internal Services and Misc.	143,045	13,500	18,000	4,500	33.3%
	29,142,186	**32,564,132**	**35,053,687**	**2,489,555**	**7.6%**
Expenditures by Activity					
Chief of Police	3,206,029	4,108,059	3,864,405	(243,654)	(5.9%)
Financial Services	2,780,300	3,054,617	2,146,282	(908,335)	(29.7%)
Administrative Management	8,359,799	9,041,949	9,031,945	(10,004)	(0.1%)
Fleet Services	2,915,243	2,969,448	3,071,366	101,918	3.4%
Operations Support	5,131,784	6,609,158	10,200,780	3,591,622	54.3%
Deputy Chief Administration	575,075	578,336	563,020	(15,316)	(2.6%)
Planning, Research and Support	444,988	649,818	627,648	(22,170)	(3.4%)
Internal Affairs Bureau	2,425,485	2,286,959	2,281,774	(5,185)	(0.2%)
Training & Recruitment	3,303,484	3,265,788	3,266,467	679	0.0%
	29,142,186	**32,564,132**	**35,053,687**	**2,489,555**	**7.6%**
Other Program Funding Sources					
Public Safety SRF	18,976,794	18,987,268	18,896,155	(91,113)	(0.5%)
Total Program Expenditures	**48,118,981**	**51,551,400**	**53,949,842**	**2,398,442**	**4.7%**
Personnel Complement (Budgeted)					
Administrative Management	109.00	114.00	112.25	(1.75)	(1.5%)
Chief of Police	37.00	34.00	31.00	(3.00)	(8.8%)
Deputy Chief Administration	5.00	4.00	4.00	0	0.0%
Financial Services	11.00	11.00	11.00	0	0.0%
Fleet Services	36.00	36.00	36.00	0	0.0%
Internal Affairs Bureau	16.00	19.00	18.00	(1.00)	(5.3%)
Operations Support	31.00	36.00	63.75	27.75	77.1%

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Planning, Research and Support	6.00	6.00	5.00	(1.00)	(16.7%)
Training & Recruitment	19.00	23.00	23.00	0	0.0%
Total Personnel Complement	**270.00**	**283.00**	**304.00**	**21.00**	**7.4%**
Revenue					
Fines and Forfeits	3,722	2,000	2,000	0	0.0%
Fees	475,784	446,500	446,500	0	0.0%
Charges for Services	675	0	0	0	0.0%
Use Charges	84,660	80,800	80,800	0	0.0%
Internal Service and Indirect Cost	141,309	135,000	139,050	4,050	3.0%
Miscellaneous Other	410,982	280,000	280,000	0	0.0%
	1,117,131	**944,300**	**948,350**	**4,050**	**0.4%**
Vacancy Savings			(430,181)		

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Agency wide		
• An increase of personnel services due to the transfer of police officer positions from Operations to Administration.	7.00	770,000
Administration		
• An increase in personnel services due to the addition of two property and evidence technicians in the Property Management Bureau. These are one year limited positions to support the Marijuana Evidence Team.	2.00	125,100
• An increase in services and supplies for shelves and filters due to the increase in evidence related to marijuana.	0.00	14,600
• A decrease in capital equipment for the one-time purchase of an evidence data storage system.	0.00	(140,000)
Operations Support		
• An increase in personnel services due to the addition of part time crime report technicians to document property crimes and traffic infractions and as a result increase officers' proactive time.	12.00	803,900
• An increase in services and supplies for body worn camera equipment and storage for sergeants and off duty officers.	0.00	779,100
• An increase in services and supplies for vehicle communication equipment due to the procurement of new vehicles to support the expansion in authorized strength.	0.00	60,000
• An increase in services and supplies to provide additional funding for bullet resistant vest replacement cycle.	0.00	45,000
• A decrease in service and supplies for the one-time payment of body worn camera equipment purchased in 2016.	0.00	(264,600)
• A decrease in capital equipment for the one-time purchase of body worn camera equipment procured in 2016.	0.00	(320,100)

Capital Equipment

None.

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Overview

Police Operations implements and manages police services for the City and County of Denver, including establishing necessary staffing levels to provide adequate police service by time of day, day of week, type and number of calls for service, and demographic area. Police Operations also plans, staffs and implements police response to major planned and unplanned events, natural disasters, and major emergencies and coordinates with other city and law enforcement agencies for such events.

Office of the Deputy Chief of Operations provides executive management and operations support for each of the six Patrol Districts, the Major Crimes Division, the Investigative Support Division, the Special Operations Division, and the Forensics and Evidence Division.

District Patrol protects life and property, apprehends and arrests law violators, recovers stolen property and regulates non-criminal conduct. The six patrol districts throughout the City are staffed by uniform police officers as well as specialized officers, High School Resource Officers (HSRO's), Neighborhood Street Crime Attack Teams (NSCAT), and the Nuisance Abatement Unit. District Patrol also works with the City Attorney's Office and District Attorney's Office to identify, abate, deter, and prevent the recurrence of public nuisances and conducts investigations into criminal activity involving real property and vehicles. District Patrol also includes Community Resource Officers to facilitate a positive relationship between the police and the Denver citizens. District Six Command provides oversight of the Downtown Mall Unit and Mounted Patrol Unit.

The Major Crimes Division assists in the apprehension of criminals and investigation of criminal acts and provides support for crime victims through the following proactive and preventative units: Robbery and Homicide Bureau, Sex Crimes, Missing and Exploited Persons Unit, Domestic Violence and Child Abuse Unit, Sex Registration Unit, Victim Assistance Unit, and Denver Assessment Response Team (DART).

The Investigative Support Division assists in the prevention and suppression of crime through the following investigative units: Vice/Narcotics Bureau, Intelligence Bureau, Gang Bureau, and the Front Range Task Force. The Investigative Support Division also includes task force officers assigned to interagency task forces with the Drug Enforcement Agency, Metro Auto Theft Task Force, Joint Terrorism Task Force, and Colorado Violent Offender Task Force.

The Special Operations Division promotes public safety through traffic enforcement, traffic investigations, photo enforcement programs, special event planning, and other specialized units within the Police Department such as the Special Weapons and Tactics (SWAT), Bomb, and Air Support units.

The 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.

Strategies

- Provide in-depth data to inform officers about what is happening in their precinct so they can proactively direct their activities to hot spot crime areas. *(Public Safety/Safety Net)*

- Increase the number of police officers to support the Patrol Division through combating the rise in calls for service and crime. An increase in patrol officers will provide more proactive patrol time in the community. *(Public Safety/Safety Net)*

- Identify emerging issues related to the commercial production and sale of marijuana in Denver and develop appropriate education, training, outreach and enforcement techniques. *(Public Safety/Safety Net)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Investigations					
Person crime case clearance rate	80.2%	82.0%	81.1%	82.0%	83.0%
Number of fugitive arrests	812	728	756	733	750
Special Operations					
Number of citations for speed, signal control and careless driving	74,147	68,299	52,170	49,103	50,000
Number of school zone citations	7,215	5,508	4,803	4,744	5,000
Number of traffic accidents	21,829	23,318	25,051	24,712	23,800
Number of DUI arrests	2,998	2,619	2,590	2,278	2,100
Crime Lab					
Crime Lab gun crime case days (turnaround)	39	71	49	50	50
Patrol					
Citizen initiated calls for service	301,246	297,970	314,498	318,609	325,200
Officer initiated calls for services	189,219	216,429	217,096	241,927	258,200
Proactive Offenses	10,797	13,316	13,800	14,669	16,440
Hours CRT Spend on Calls	N/A	2,958	4,497	8,287	19,000

Performance Context

- **Citations** numbers are based on the resources assigned to traffic operations. Nationally, there is a relationship between enforcement and accidents; as citations increase, accidents decrease. In 2016, the City initiated the **Vision Zero** commitment to reduce crashes and fatalities. This initiative will add additional resources to traffic operations which will reduce the number of accidents. As resources are reallocated to manage protests and special events the number of citations may decline or fluctuate. **DUI arrests** are directly impacted by resources dedicated for special DUI enforcement. The **photo radar speed enforcement** program reduces average speeds in targeted locations throughout the City including construction work zones and school zones. The percentage change of vehicles speeding and the percentage of citations issued in a targeted location are related, showing a decrease from 2009 to 2015 by 9.8 percent in speeding and 2.5 percent in citations issued. The **photo red light enforcement** program reduced the number of red light violations at the four intersections by an average of 40 percent since 2009.

- **Crime Lab gun crime cases** are monitored as a result of a collaborative agreement with the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) to form the Denver Crime Gun Intelligence Center (DCGIC). As a result of this collaboration, three ATF investigators are currently assisting the Firearms Unit with the National Integrated Ballistic Information Network (NIBIN) Database by test-firing firearms, examining/evaluating cartridge cases, and entering cartridge cases into the database for correlation and comparison. As hits occur between shell casings, laboratory forensic examiners will verify matches and compile case linkage information for detectives as investigative leads to assist in locating witnesses and suspects during the course of their investigations. The collaboration between agencies allows the Firearms Unit to focus on minimizing backlogged cases and reducing turnaround time. In 2014, the unit closed a significant number of backlogged cases that had been pending and open for greater than 90 days. The turnaround time is calculated as an average of all cases closed during the year. Closing this large number of older cases skews the calculation and as expected the turnaround time increased in 2014. The goal of the unit is to maintain a turnaround time of 45 days, which should be achieved in 2016. Current statistics show a reduction in turnaround time in 2016.

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- **Citizen Initiated and Officer Initiated Calls for service** are a measure used to determine officer productivity. Citizen Initiated Calls determine the workload required of the patrol officer. Officer initiated calls are self-initiated by the officer during time when they are not directed to a 911 call. As more officers are available to answer calls, officer productivity will increase. Additionally, if 911 calls are declining officers have more available time for directed patrol.

- **Proactive Offenses** are a measure of officer productivity. Proactive offenses include crimes generally reported through arrests or citations such as drug violations, disorderly conduct, drunkenness and trespassing. The implementation of new policies, increase in patrol size, and improved technology result in the increase in the number of proactive offenses.

- **Civilian Report Technicians (CRTs)** are utilized to investigate and document property crimes. These Technicians are a force multiplier for patrol officers by allowing officers additional time to respond to higher priority calls and increase proactive patrol. Through hiring part time retired police officers as CRTs, technicians will also respond to non-highway accident calls.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	174,240,918	173,464,041	181,617,532	8,153,491	4.7%
Services and Supplies	6,084,725	6,138,211	6,993,533	855,322	13.9%
Capital Equipment	0	228,862	0	(228,862)	(100.0%)
Internal Services and Misc.	3,297	4,100	3,600	(500)	(12.2%)
	180,328,939	**179,835,214**	**188,614,665**	**8,779,451**	**4.9%**
Expenditures by Activity					
Crime Lab	7,216,224	7,790,712	7,511,883	(278,829)	(3.6%)
Deputy Chief Operations	412,435	469,003	545,702	76,699	16.4%
Patrol Districts	103,672,687	99,401,302	106,145,595	6,744,293	6.8%
Special Operations Division	19,050,506	18,772,525	17,624,427	(1,148,098)	(6.1%)
Major Crimes	13,295,474	15,150,358	14,011,559	(1,138,799)	(7.5%)
Airport	14,169,724	15,697,615	17,157,409	1,459,794	9.3%
Photo Traffic Enforcement	2,637,012	2,842,129	2,858,016	15,887	0.6%
Investigative Services	13,802,915	14,678,487	15,543,721	865,234	5.9%
Victim Assistance	976,824	1,077,024	1,232,688	155,664	14.5%
Recruits	5,095,139	3,956,059	5,983,665	2,027,606	51.3%
	180,328,939	**179,835,214**	**188,614,665**	**8,779,451**	**4.9%**
Other Program Funding Sources					
Grants	2,708,150	3,753,969	1,355,750	(2,398,219)	(63.9%)
Public Safety SRF	83,537	9,114	9,114	0	0.0%
	2,791,688	**3,763,083**	**1,364,864**	**(2,398,219)**	**(63.7%)**
Total Program Expenditures	**183,120,627**	**183,598,297**	**189,979,529**	**6,381,232**	**3.5%**
Personnel Complement (Budgeted)					
Airport	106.00	131.00	133.00	2.00	1.5%

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Crime Lab	82.50	67.50	65.50	(2.00)	(3.0%)
Deputy Chief Operations	2.00	3.00	3.00	0	0.0%
Investigative Services	120.00	117.00	124.00	7.00	6.0%
Major Crimes	116.00	121.00	106.00	(15.00)	(12.4%)
Patrol Districts	867.00	886.00	951.00	65.00	7.3%
Photo Traffic Enforcement	17.50	17.50	17.50	0	0.0%
Special Operations Division	156.00	145.00	128.00	(17.00)	(11.7%)
Victim Assistance	13.00	13.00	14.00	1.00	7.7%
	1,480.00	**1,501.00**	**1,542.00**	**41.00**	**2.7%**
Other Program Funds FTE					
Public Safety SRF	5.00	1.75	2.88	1.13	64.3%
	5.00	**1.75**	**2.88**	**1.13**	**64.3%**
Total Personnel Complement	**1,485.00**	**1,502.75**	**1,544.88**	**42.13**	**2.8%**
Revenue					
Fines and Forfeits	8,179,878	6,800,000	6,800,000	0	0.0%
Fees	107	0	0	0	0.0%
Charges for Services	76,002	80,000	80,000	0	0.0%
Internal Service and Indirect Cost	16,613,834	18,209,988	19,075,641	865,653	4.8%
Miscellaneous Other	680,944	992,504	875,258	(117,246)	(11.8%)
	25,550,765	**26,082,492**	**26,830,899**	**748,407**	**2.9%**
Vacancy Savings			(359,047)		

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Agency wide		
• An increase in personnel services due to the addition of patrol police officers resulting in an increase in authorized strength.	31.00	2,486,000
• An increase in personnel services due to the addition of a downtown impact team of 12 police officers; 2 sergeants and 2 corporals, resulting in an increase in authorized strength.	16.00	935,700
• A decrease of personnel services due to the transfer of police officer positions from Operations to Administrations.	(7.00)	(770,000)
• An increase in services and supplies due to the increase in the number of recruits to support 100 recruits in 2017.	0.00	504,000
• An increase in services and supplies due to the one-time purchase of communication equipment due to the increase in the number of recruits in 2017.	0.00	54,400
• An increase in revenue due to the increase in billings for services related to the 2015 Collective Bargaining Agreement.	0.00	45,900
• A net decrease in revenue due to the 50 percent reduction of reimbursement for high school resource officers as agreed upon by Denver Public Schools throughout the City	0.00	(117,200)

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Impact Description	FTEs	Dollars
and County of Denver. This reduction in reimbursement will not reduce the number of hours of high school resource officers.		
Investigative Services		
• An increase in services and supplies to fund the maintenance for the acoustic sensors attached to the shot spotter system.	0.00	165,000
• A net decrease in revenue billings for services due to the anticipated net reduction in the number of photo radar citations due to photo red light program success.	0.00	(50,000)
Major Crimes		
• An increase in revenue billings due to an increase in sex offender registry.	0.00	40,700
• A decrease in capital equipment due to one-time capital purchases funded in 2016.	0.00	(30,700)
Airport		
• An increase in personnel services due to the creation of a detective position in mid-year 2016. This will be offset by revenue.	1.00	118,000
• A net increase in revenue in billings for services as a result of the collective bargaining agreement and the annualized increase of the uniformed officers to support Denver International Airport in 2016.	0.00	810,200
Crime Lab		
• An increase in services and supplies to fund replacement capital equipment for the crime lab.	0.00	72,000
• A decrease in capital equipment due to one-time capital purchases funded in 2016.	0.00	(198,100)

Capital Equipment

Funding Source/Item	Quantity	New/Replacement
General Fund		
Chemistry Stereomicroscope	1	Replacement
Digital Microscope	1	Replacement

Fire Department Budget Summary

	2015 Actuals	2016 Appropriated	2017 Recommended
Agencies			
Fire Department Administration	21,546,923	23,933,096	25,427,738
Fire Department Operations	103,715,536	104,585,847	108,585,195
Total	**125,262,460**	**128,518,943**	**134,012,933**
Expenditures			
Personnel Services	120,740,822	122,681,808	127,961,764
Services and Supplies	4,419,061	5,023,922	5,581,469
Capital Equipment	102,576	807,713	464,200
Internal Services and Misc.	0	5,500	5,500
Total General Fund	**125,262,460**	**128,518,943**	**134,012,933**
Special Revenue Funds			
Public Safety	18,686,924	19,040,163	26,537,578
Total Special Revenue Funds	**18,686,924**	**19,040,163**	**26,537,578**
Grants			
Grants	0	22,700	0
Total Grants	**0**	**22,700**	**0**
Personnel Complement			
General Fund			
General Fund Operations - Civilian	30.50	33.00	35.00
General Fund Operations - Uniform	956.00	996.00	1,005.00
Special Revenue Funds			
Public Safety - Civilian	1.00	1.00	2.00
Total Personnel Complement	**987.50**	**1,030.00**	**1,042.00**

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Executive Overview

The Denver Fire Department (DFD) protects the Denver community and its citizens by providing emergency medical and fire services. It also conducts prevention efforts and public education programs to promote fire safety and emergency preparedness throughout the community. The DFD is organzed into two sections, Fire Administration and Fire Operations, that are further broken out into six divisions: Administration, Fire Prevention Bureau and Investigations, Technical Services, Safety and Training, Suppression (Operations), and Airport Fire and Rescue. It operates 37 fire stations, which include Intergovernmental Fire Service Agreements with the cities of Englewood, Glendale and Sheridan as well as the Skyline neighborhood district.

Services are provided through the following programs (please refer to the Program Inventory for program descriptions):

- Administration
- Fire Operations Support
- Fire Prevention and Investigations
- Fire Suppression/Emergency Response

Vision

The Denver Fire Department, through commitment to progressive innovation, service, and dedication, will provide the highest quality professional services and be recognized as a national leader in the fire service community.

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.

Strategies

- Improve turnout time through active management and oversight to identify possible improvements of instances when turnout times were greater than 60 seconds. *(Public Safety)*

- Improve response times through the use of handheld computers and global positioning system (GPS) technology to identify exact location of an emergency. *(Public Safety)*

- Provide efficient and timely annual inspections to ensure that buildings are in compliance with standards that affect life safety and protection of buildings from fire. (*Public Safety)*

Mission-Level Metrics

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Percent of calls within the 60-second turnout time	88%	87%	88%	88%	88%
Percent of calls within 4-minute response time	87%	88%	88%	88%	88%
Percent of annual inspections completed	90%	91%	92%	92%	92%

Performance Context

- **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 and 4-minute response time is industry standard.

- **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. One hundred percent of annual inspections cannot be completed due to fluctuating staffing levels, unoccupied structures, and unreported occupancies.

Please see the division sections for detail about key resource changes impacting these strategies and metrics.

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Overview

The Fire Department Administration provides executive management as well as administrative and support services for the Denver Fire Department (DFD). This includes the following functions:

- Develops and directs policy
- Establishes agency goals and objectives
- Procures and manages inventory
- Provides public education and media relations services
- Provides financial management guidance

The **Fire Operations Support** program goal is to provide effective support functions unique to the DFD through facility maintenance, fire dispatch, fleet management, line shop (radio installation and maintenance), and new firefighter training.

The **Fire Prevention and Investigations** program goal is to address safety through decreasing the incidence and severity of fire, explosion, release of hazardous substances, and ensuring safety at places of public assembly. Fire Prevention efforts ensure compliance with codes and standards before construction or installation of built-in safeguards, including sprinkler and fire alarm systems. The bureau's primary activity is code enforcement through the legal framework established by the Denver Fire Code, and includes the following additional activities:

- **Plan Review** examines building plans and specifications to ensure fire safety standards are met before construction is completed and the building is occupied.

- **Fire Safety Inspections** provides inspections, including enforcement for discovering and correcting non-complying issues that pose a threat to life and property from fire, explosion, and release of hazardous substances. This activity also includes managing the department-wide program of fire safety inspections in commercial occupancies

- **Fire Safety Permits** issues and conducts inspections in connection with occupancy permits, pyrotechnics, fire safety permits for storage and use of hazardous substances and special event permits.

- **Fire Safety Licensing** oversees a program to qualify, register, and license individuals who install and maintain fire safety systems.

- **Investigations Unit** identifies the origin and cause of all fires, collects evidence, interviews witnesses and suspects and aids in criminal prosecution.

Strategies

- Continue to monitor and manage Fire Facilities Master Plan to address the needs of new communities built within the City's limits, to include a fire station in the Northfield and High Point neighborhoods. *(Public Safety)*

- Enhance development of a comprehensive total wellness and resiliency program to promote a healthy lifestyle and safe work environment, including a physical therapist/wellness coordinator to assist in rehabilitative services. (*Sustainability*)

- Revise directives and operational guidelines to ensure information is current and immediately available in an electronic format. *(Customer Experience)*

- Provide continuing education and training to meet industry standards and to ensure firefighters continue to perform at the highest, safest, and most professional level. *(Sustainability)*

- Promote diversity by addressing recruiting activities and continuing to monitor progress. *(Jobs)*

- Continue to refine the discipline process to ensure discipline policies and guidelines are fair, consistent, efficient, and that they promote trust and respect within the Fire Department as well as the community it serves. *(Sustainability)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Fire Prevention					
Number of plan reviews	9,127	9,311	6,868	7,256	7,675
Percent of plan reviews completed within target timeframe	85%	82%	92%	92%	92%
Number of orders to comply issued by the Fire Prevention Division	4,712	5,204	5,417	5,500	5,700
Fire Operations Support					
Number of recruiting sessions held	150	230	270	290	290
Number of academy classes held	2	1	3	2	2
Number of budgeted recruits in a given year	40	24	75	40	48
Number of academy graduates in a given year	31	19	73	40	48
Number of workers' compensation claims	164	174	182	190	180
Percent of members completing a wellness/fitness evaluation	65%	42%	43%	50%	75%
Percent of front-line apparatus available at any time	84%	83%	82%	82%	82%
Insurance Services Office (ISO) rating	2	2	2	2	2

Performance Context

- **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. In 2015, the City implemented a new categorization system which caused an overall drop in reporting of plan reviews to address customer concerns with long wait times for approval of business plans. This change also involved changing plan reviews time from 10-day turnaround to a target time depending on the complexity of review. The change allowed city personnel to address the need for additional time to review plans based on size and complexity of plan types and increase customer efficiency related to turnaround times.

- Fire Prevention issues **orders to comply** when a business does not comply with the Fire Code. In the past few years, DFD has seen a steady increase in the number of orders to comply due to changes in occupancy owners and types of business structures.

- **Recruiting Sessions and Academy Classes**: 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. Attrition rates temper the impact of new graduates on expected outcomes related to the number of firefighters. During the recession DFD averaged around 20 officers per year in attrition, the current yearly average is 26 officers per year. Class size in 2017 reflects DFD reaching authorized strength in February of 2018.

- A total **wellness** and resiliency program was implemented to promote a safe work environment and address concerns surrounding heart attacks, blood pressure, weight maintenance, and other health issues. During fiscal years 2013 and 2014, DFD partnered with the Kaiser Foundation and the City's Risk Management Department for the implementation of a comprehensive total wellness program which was received well by the employee membership. Since implementation, more than 40 percent of employees continue to submit information confirming completion of an annual **wellness/fitness evaluation**. The DFD continues to seek new ideas for promoting health/wellness

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initiatives and encouraging members to certify completion of annual health assessments in partnership with the City's Office of Human Resources and health care providers.

- **Front-line apparatus** can be "out of service" for repairs and preventative maintenance and reserve apparatus is available to ensure no interruption in providing core fire suppression and emergency medical response services to communities served.

- 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.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	18,788,060	20,909,234	22,006,584	1,097,350	5.2%
Services and Supplies	2,747,837	2,837,282	3,345,654	508,372	17.9%
Capital Equipment	11,026	181,080	70,000	(111,080)	(61.3%)
Internal Services and Misc.	0	5,500	5,500	0	0.0%
	21,546,923	**23,933,096**	**25,427,738**	**1,494,642**	**6.2%**
Expenditures by Activity					
Fire Prevention	6,631,663	8,100,943	8,705,678	604,735	7.5%
Technical Services	5,726,525	5,643,852	5,791,964	148,112	2.6%
Administration Services	4,191,061	4,258,011	4,945,608	687,597	16.1%
Safety and Training	1,807,454	2,000,791	2,008,808	8,017	0.4%
Arson	1,159,590	1,791,796	1,851,448	59,652	3.3%
Fleet Management	2,030,630	2,137,703	2,124,232	(13,471)	(0.6%)
	21,546,923	**23,933,096**	**25,427,738**	**1,494,642**	**6.2%**
Other Program Funding Sources					
Grants	0	22,700	0	(22,700)	(100.0%)
Public Safety SRF	16,100,685	17,209,500	23,867,844	6,658,344	38.7%
	16,100,685	**17,232,200**	**23,867,844**	**6,635,644**	**38.5%**
Total Program Expenditures	**37,647,608**	**41,165,296**	**49,295,582**	**8,130,286**	**19.8%**
Personnel Complement (Budgeted)					
Administration Services	19.00	21.00	22.00	1.00	4.8%
Arson	16.00	16.00	16.00	0	0.0%
Fire Prevention	53.50	58.00	61.00	3.00	5.2%
Fleet Management	17.00	17.00	17.00	0	0.0%
Safety and Training	12.00	12.00	12.00	0	0.0%
Technical Services	41.00	40.00	40.00	0	0.0%
Total Personnel Complement	**158.50**	**164.00**	**168.00**	**4.00**	**2.4%**

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Revenue					
Licenses and Permits	2,476,093	2,600,000	2,915,000	315,000	12.1%
Fees	4,286,574	4,100,000	4,400,000	300,000	7.3%
Charges for Services	8,258,972	10,607,990	10,856,872	248,882	2.3%
Use Charges	181,624	186,645	191,031	4,386	2.3%
Internal Service and Indirect Cost	490,620	605,000	626,500	21,500	3.6%
Miscellaneous Other	34,769	15,000	20,000	5,000	33.3%
	15,728,652	**18,114,635**	**19,009,403**	**894,768**	**4.9%**
Vacancy Savings			(98,057)		

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Agency wide		
• An increase in revenue due to an increase for contracted fire suppression services provided to the City of Glendale; City of Skyline; City of Sheridan and City of Englewood.	0.00	248,900
• An increase to Special Revenue Funds due to the actuarial study for the Old Hire Fire Pension fund, and the revised New Hire Pension payroll projection, resulting in a net increase to the City's contribution.	0.00	6,658,300
Administration		
• An increase in personnel services due to the addition of a lieutenant for recruitment and community engagement.	1.00	125,200
• A one-time increase in services and supplies for recruit class supplies and equipment.	0.00	357,800
• An increase in services and supplies for replacement firefighter helmets.	0.00	95,300
• An increase in services and supplies for warehouse supply budget for the Denver International Airport. This expense will be offset by revenue from the Denver International Airport.	0.00	21,500
• A decrease in personnel services due to the transfer of a position from Administration to Operations.	(1.00)	(113,000)
Fire Prevention		
• An increase in personnel services due to the addition of a fire protection engineer and a fire technician to support the Denver International Airport expansions. The positions will be offset by revenue from the Denver International Airport.	2.00	229,800
• An increase in personnel services due to the addition of a plans review fire protection engineer to meet the increased demands of development.	1.00	136,400
• An increase in personnel services due to the addition of a fire prevention technician as a result of the Fire Code change of carbon dioxide gas beverage dispensing systems.	1.00	111,300
• An increase in revenue due to additional funding for the increase in testing licenses and permit fees.	0.00	485,000
• An increase in revenue due to an increase for compressed gases fees.	0.00	135,000

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Impact Description	FTEs	Dollars
Technical Services		
• An increase in services and supplies for asbestos and lead paint abatement.	0.00	25,000
• A net decrease in capital equipment for communication and facilities equipment.	0.00	(25,000)
Fleet Management		
• A decrease in fleet management capital equipment due to the one-time purchase of a vehicle and a heavy vehicle lift in 2016.	0.00	(98,000)

Capital Equipment

Funding Source/Item	Quantity	New/Replacement
General Fund		
Radio Test Set	1	Replacement
Fire Station Stoves	4	Replacement

Overview

Fire Operations implements and manages fire suppression and emergency response services for the City and County of Denver, the cities of Englewood, Glendale, and Sheridan, and the Skyline neighborhood district.

The **Fire Suppression and Emergency Response** program goal is to extinguish all fires and respond to calls for medical assistance, hazardous materials incidents, automobile accidents, and other emergencies. Primary activities include the following:

- **Fire Suppression and Emergency Response** responds to all emergency calls for service to those who live in, work in, and visit the jurisdictions serviced by the Denver Fire Department (DFD). Types of emergency calls include all incidents involving fires, emergency medical services, and a wide variety of rescues.

- **Airport Emergency Response and Fuel Inspections** 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.

- **Intergovernmental Assistance** (mutual aid) is provided to jurisdictions outside the City's limits when additional emergency resources are required to efficiently sustain structural fire protection and emergency service needs.

- **Special Operations** manages technical fire operations involving acts of terrorism response/ mitigation, structural and trench collapse, all releases of hazardous and potentially hazardous substances, underwater rescue and decontamination incidents.

Strategies

- Continuous review of response matrix to enhance fire response to all emergency incidents and affirm DFD's commitment to preserve lives, property, and a healthy environment for communities served. *(Public Safety)*

- Continue to pursue additional grant funding opportunities to offset costs of required equipment, apparatus, and facilities. *(Sustainability)*

- Increase participation in regional Homeland Security planning, training, and exercises to enhance response capabilities for firefighting, hazardous materials response, and urban search and rescue. *(Public Safety)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Fire Suppression and Emergency Response					
Total number of responses	105,920	112,370	107,076	108,000	110,160
Total number of fires extinguished	1,985	1,956	1,792	2,000	2,100
Number of hazardous material incidents mitigated	2,692	2,717	2,837	2,900	2,900

Performance Context

- In 2015, DFD in collaboration with Denver's 911 Communication Center enhanced the pre-screening process by 911 call takers which resulted in a seven percent decrease in the **number of responses**. This enhanced screening process increases service level efficiencies in the deployment of fire apparatus to fire and medical incidents, bomb threats,

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etc. In 2017, 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.

- Hazardous Materials Response Unit investigates and mitigates **hazardous materials releases** and includes response to chemical/fuel spills, natural gas leaks, and carbon monoxide incidents.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	101,952,762	101,772,574	105,955,180	4,182,606	4.1%
Services and Supplies	1,671,224	2,186,640	2,235,815	49,175	2.2%
Capital Equipment	91,550	626,633	394,200	(232,433)	(37.1%)
	103,715,536	**104,585,847**	**108,585,195**	**3,999,348**	**3.8%**
Expenditures by Activity					
Suppression	88,242,176	87,235,566	91,303,989	4,068,423	4.7%
Recruits	1,241,975	2,645,433	1,565,845	(1,079,588)	(40.8%)
Airport	14,231,385	14,704,848	15,715,361	1,010,513	6.9%
	103,715,536	**104,585,847**	**108,585,195**	**3,999,348**	**3.8%**
Other Program Funding Sources					
Public Safety SRF	2,586,239	1,830,663	2,669,734	839,071	45.8%
Total Program Expenditures	**106,301,775**	**106,416,510**	**111,254,929**	**4,838,419**	**4.5%**
Personnel Complement (Budgeted)					
Airport	108.00	116.00	119.00	3.00	2.6%
Recruits	0	15.00	0	(15.00)	(100.0%)
Suppression	720.00	734.00	753.00	19.00	2.6%
	828.00	**865.00**	**872.00**	**7.00**	**0.8%**
Other Program Funds FTE					
Public Safety SRF	1.00	1.00	2.00	1.00	100.0%
Total Personnel Complement	**829.00**	**866.00**	**874.00**	**8.00**	**0.9%**
Revenue					
Internal Service and Indirect Cost	14,708,752	14,704,847	15,728,574	1,023,727	7.0%
Miscellaneous Other	21,117	0	0	0	0.0%
	14,729,869	**14,704,847**	**15,728,574**	**1,023,727**	**7.0%**
Vacancy Savings			(11,659)		

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Agency wide		
• An increase in personnel services due to the transfer of a position from Administration to Operations.	1.00	113,000
• A net increase to services and supplies due an increase in professional services.	0.00	38,500
• An increase in capital equipment for one time purchase of a propane kit; extrication equipment; communication equipment; self-contained breathing apparatus; and hazmat equipment.	0.00	235,700
• A decrease in capital equipment due to the one-time payment for the Englewood fire engine in 2016.	0.00	(390,900)
• An increase in Public Safety SRF due to the addition of a wildland coordinator position to support the demand.	1.00	79,500
Airport		
• An increase in personnel services due to the addition of engineers for fire station 35 at the Denver International Airport. This increase will be offset by revenue from the airport.	3.00	381,700
• An increase to revenue due to an increase in billings for services due to the 2015 Collective Bargaining Agreement.	0.00	1,138,000
Suppression		
• An increase in personnel services due to the addition of assistant chief, shift commander, safety officer positions.	3.00	559,000
• An increase in personnel services due to the increase in overtime to provide a medical response unit.	0.00	158,500

Capital Equipment

Funding Source/Item	Quantity	New/Replacement
General Fund		
Propane Kit with Training	1	New
Extrication Equipment	10	Replacement
Dive Rescue Communication Equipment	2	Replacement
Self-Contained Breathing Apparatus	21	Replacement
Hazardous Materials Detection Equipment	1	Replacement

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Sheriff Department Budget Summary

	2015 Actuals	2016 Appropriated	2017 Recommended
Agencies			
Sheriff Administration	10,589,481	20,131,065	20,349,229
Sheriff Operations	108,030,014	112,182,368	118,456,191
Total	**118,619,495**	**132,313,432**	**138,805,420**
Expenditures			
Personnel Services	95,165,570	104,988,479	112,817,700
Services and Supplies	23,102,523	26,434,619	25,348,219
Capital Equipment	231,608	703,898	454,365
Internal Services and Misc.	119,794	186,436	185,136
Total General Fund	**118,619,495**	**132,313,432**	**138,805,420**
Special Revenue Funds			
Public Safety	5,891,954	4,658,169	4,701,662
Total Special Revenue Funds	**5,891,954**	**4,658,169**	**4,701,662**
Grants			
Grants	49,003	10,668	2,667
Total Grants	**49,003**	**10,668**	**2,667**
Personnel Complement			
General Fund			
General Fund Operations - Civilian	205.39	236.34	240.34
General Fund Operations - Uniform	741.59	783.29	827.84
Special Revenue Funds			
Public Safety - Civilian	23.00	6.80	6.80
Public Safety - Uniform	0.00	13.00	13.00
Total Personnel Complement	**969.98**	**1,039.43**	**1,087.98**

Executive Overview

The Denver Sheriff Department (DSD) manages two jails and one community corrections facility, processes court-ordered civil actions, and provides security for Denver's district and county court system. It is the largest Sheriff Department in the State of Colorado and is responsible for the care, custody, and transport of prisoners for the City and County of Denver. The Department is divided into two agencies: Sheriff Administration, which provides overall policy direction and management of the department; and Sheriff Operations, which operates and maintains the detention facilities, manages inmate programs and services, and operates the vehicle impound facility.

Services are provided through the following programs:

- Administration
- Sheriff Operations Support
- Care and Custody of Inmates (Security)
- Care and Custody of Inmates (Medical)
- Community Service Programs
- Court Services
- Vehicle Impound Operations

Vision

The Denver Sheriff Department is committed to being a model law enforcement agency through dedication to our employees, open and honest communication, quality leadership, and training. We will earn the respect and confidence of our diverse communities and demonstrate a commitment to best practices.

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.

Strategies

- Provide staff with the resources, tools, and support needed to be top performers. *(Public Safety)*
- Ensure best practices in inmate management, care and rehabilitation providing safety and security for those placed in our care. *(Public Safety)*
- Engage the community to promote understanding and collaboration around solving problems. *(Public Safety)*
- Reduce inmate population and recidivism by increasing inmate education/training programs in life skills, coping and job skills, and by providing resources that help inmates transition back to the community. *(Public Safety)*
- Continue to meet American Correctional Association (ACA) training standards by ensuring 100 percent of staff complete 40 hours of in-service training each year. *Public Safety)*
- Increase services to inmates who would otherwise be homeless upon release by providing resources to ensure their successful reentry into the community and to reduce recidivism. *(Safety Net)*

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- Reduce the number of days to close an Internal Affairs cases by streamlining the discipline and investigative process to achieve the goal of having at least 85 percent of open cases sent to the Conduct Review Office within five months of opening. *(Public Safety)*

- Improve the discipline process with the goal that at least 50 percent of the cases sent to Conduct Review be reviewed with recommendations within 30 days. *(Public Safety)*

Mission-Level Metrics

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Average daily inmate population	2,276	2,055	2,016	2,150	2,131
Annual recidivism percentage	39.7%	40.5%	40.3%	40.6%	40.7%
Percentage of conduct review cases reviewed with recommendations within 30 days	N/A	30.8%	24%	35%	50%
Sick time hours	45,148	46,966	43,278	48,856	31,500
Accreditations Received					
County Jail	ACA, NCCHC & CALEA	ACA, NCCHC & CALEA	ACA, NCCHC CALEA & PREA	ACA, NCCHC, CALEA & PREA	ACA, NCCHC CALEA & PREA
Downtown Detention Center	ACA & NCCHC	ACA, NCCHC & CALEA	ACA, NCCH & CALEA	ACA, NCCH CALEA & PREA	ACA, NCCHC CALEA & PREA

Performance Context

- The **average daily inmate population** includes both the Denver County Jail and the Downtown Detention Center (DDC). The population has steadily increase due to a variety of factors including an increase in bookings, an increase in felony arrests, an increase in special management and female populations, and an increase in the average length of stay of inmates. Many of these factors can be partially attributed to the overall rise in Denver's population.

- An offender is considered a recidivist if he or she returns to DSD custody for any reason within one year of release. The **annual recidivism percentage** calculation takes the number of recidivists in DSD custody for a given period of time divided by the total number of offenders in DSD custody within the same period. The figures presented above assume a margin of error between two and five percentage points.

- **Annual sick time hours** measures leave taken by staff due to illness. The department has established a goal to reduce sick time leave to 31,500 hours.

- National correctional and law enforcement **accreditations** ensure compliance with leading industry, health, safety, and security standards. The DSD has earned or is seeking to earn accreditations with the American Correctional Association (ACA), the National Commission on Correctional Health Care (NCCHC), the Commission for Accreditation for Law Enforcement Agencies (CALEA), and the Prison Rape Elimination Act (PREA).

Please see the division sections for detail about key resource changes impacting these strategies and metrics

Overview

The Sheriff Administration Division provides executive management for the Denver Sheriff Department (DSD) and manages the administrative functions for the Sheriff. The Administration contributes to an efficient criminal justice system by providing overall management of the DSD, including Denver's correctional facilities.

The Administration program includes key activities such as policy development and direction; establishment of agency goals and objectives; marketing and communication; and financial management. In addition, the Sheriff Administration collects inmate processing fees, manages grants, provides technology support, and oversees the contract for inmate medical services with the Denver Health Medical Center.

The Sheriff Operations Support program goal is to provide resources unique to operating and maintaining a correctional facility. The Training division develops, implements and manages training programs for DSD employees. The Resource Development division performs background checks on all deputy sheriff applicants, maintains National Crime Information Center (NCIC) data, performs internal and civil liabilities investigations, and manages the internal affairs unit and jail management system (JMS) as well as the department's timekeeping and scheduling system.

Strategies

- Analyze and where appropriate and feasible, implement recommendations from recent internal and external reviews on departmental reform. *(Public Safety)*
- Provide opportunities and initiatives that foster staff success including training and quality communication from management. (*Public Safety)*
- Improve community relations by actively engaging the public, including participating in community activities and events. *(Customer Experience)*
- Equip staff with the skills necessary to de-escalate potentially violent scenarios through crisis intervention training. *(Public Safety)*

Performance Measures	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Administration					
Percent of mandatory ACA standards met-DDC & County Jail	100%	100%	100%	100%	100%
Number of Community Relations Events	52	74	75	100	100
Sheriff Operations Support					
Percent of staff completing in-service training	100%	100%	100%	100%	100%
Number of officers completing crisis intervention training	24	36	105	247	190
Recruit graduation rate	93%	85%	85%	90%	90%

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Performance Context

- The **American Correctional Association (ACA) Accreditation** is a nationally recognized accreditation intended to improve facility operations through adherence to clear standards relevant to all areas/operations of the facility, including safety, security, order, inmate care, programs, justice, and administration through the meeting of best practice standards.

- Sheriff Deputies attend **community relations events** to foster open and effective communication within the community and to seek new recruits in a way that promotes diversity, leadership, and best practices through collaboration, partnerships and staff participation. DSD participation in community events is also a way to educate the community regarding the role, function and services of the Sheriff Department within the City and County of Denver.

- Detention based **crisis intervention training** is designed to give staff the necessary skills to identify and de-escalate those situations where verbal de-escalation skills are a better alternative to physical force. The Sheriff Department seeks to train all of its non-recruit uniformed staff in this training by the end of 2016.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	9,148,083	17,682,613	18,611,577	928,964	5.3%
Services and Supplies	1,249,054	2,365,414	1,635,287	(730,127)	(30.9%)
Capital Equipment	181,573	82,138	102,365	20,227	24.6%
Internal Services and Misc.	10,770	900	0	(900)	(100.0%)
	10,589,481	**20,131,065**	**20,349,229**	**218,164**	**1.1%**
Expenditures by Activity					
DSD Administration	3,059,807	6,516,270	5,200,842	(1,315,428)	(20.2%)
Training	4,916,284	10,312,170	9,435,133	(877,037)	(8.5%)
Resource Development	2,613,390	3,302,625	4,178,650	876,025	26.5%
DSD Analytics	0	0	1,534,604	1,534,604	0.0%
	10,589,481	**20,131,065**	**20,349,229**	**218,164**	**1.1%**
Other Program Funding Sources					
Grants	49,003	10,668	2,667	(8,001)	(75.0%)
Public Safety SRF	452,021	457,771	629,047	171,276	37.4%
	501,024	**468,439**	**631,714**	**163,275**	**34.9%**
Total Program Expenditures	**11,090,505**	**20,599,504**	**20,980,943**	**381,439**	**1.9%**
Personnel Complement (Budgeted)					
DSD Administration	21.00	63.20	43.20	(20.00)	(31.6%)
DSD Analytics	0	0	14.50	14.50	0.0%
Resource Development	19.00	29.00	36.00	7.00	24.1%
Training	16.00	19.00	33.00	14.00	73.7%
	56.00	**111.20**	**126.70**	**15.50**	**13.9%**
Other Program Funds FTE					
Public Safety SRF	1.00	0	0	0	0.0%
Total Personnel Complement	**57.00**	**111.20**	**126.70**	**15.50**	**13.9%**

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Revenue					
Use Charges	336	0	0	0	0.0%
Miscellaneous Other	6,963	0	0	0	0.0%
	7,299	**0**	**0**	**0**	**0.0%**
Vacancy Savings			(160,948)		

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Administration		
• An increase in personnel services to fund staffing costs related to the implementation of a new Jail Management System. The funding covers one limited sergeant position through the end of 2017 as well as overtime backfill funding for a team of deputies who will work on the project for six months.	1.00	449,000
• An increase in personnel services due to the creation of a new chief operating officer position. The increase is offset by a decrease of a position in Parks and Recreation.	1.00	158,300
• An increase in personnel services due to the addition of a captain to manage the records and release units within the Downtown Detention Center.	1.00	130,500
• An increase in personnel services for a Deputy Sheriff responsible for coordinating wellness activities within the department. Although this position was first approved in 2016, the funding for it begins in 2017. The addition of this position if offset by the abolishment of a Sr. Human Resources Professional position in Safety Administration.	1.00	76,000
• An increase in capital equipment for fifteen body cameras. These cameras will be used by members of the warrant and civil units, both of which have extensive contact with members of the community as a function of their daily responsibilities.	0.00	45,000
• A decrease in services and supplies due to a decreased need for several third-party contracts. In 2016, the department received funding to pursue contracts with third-party consultants who aided and assisted departmental reform efforts. In 2017, the total budgetary need for these contracts is less, hence the reduction.	0.00	(76,900)
• A decrease in capital equipment due to the amount of capital equipment funded in 2017.	0.00	(24,800)
Sheriff Operations Support		
• An increase in personnel services for the creation of an assessments and inspections team. These individuals will be responsible for measuring compliance with the department's policies, procedures and best practices. Five of these positions will be budgeted beginning July 1.	3.50	425,591
• An increase in personnel services due to the transfer of six security specialists positions from Sheriff Operations.	6.00	345,600
• An increase for critical incident training staffing. This budget total includes an increase of $182,500 in personnel services for one captain position and overtime funding to backfill instruction by deputies. It also includes an increase in the services of supplies of $112,400 for third-party vendors to provide scenario based training for participants.	1.00	294,900

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Impact Description	FTEs	Dollars
• An increase in personnel services due to the transfer of a management analyst position from safety administration. The position is assigned to the Conduct Review Office.	1.00	92,500
• An increase in services and supplies for radios required for uniform staff positions added in 2016.	0.00	30,000
• A decrease reflecting smaller resource needs for recruitment. The department will aim to hire 120 candidates, a decrease of 80 from 2016. The total budgeted amount for recruitment is $4,066,280, which includes salaries for recruit candidates, overtime pay for instructors and equipment needed for the academies. The budget total reflects a decrease of $1,377,600 in personnel services and $801,100 in services and supplies.	0.00	(2,178,700)

Capital Equipment

Funding Source/Item	Quantity	New/Replacement
General Fund		
Body Cameras	15	New
Academy Exercise Equipment	Miscellaneous	Replacement
Tablets	10	Replacement
Urban Rifles	10	Replacement

Overview

The Sheriff Operations Division operates and maintains the County Jail, the Downtown Detention Center (DDC), Court Services, and the Vehicle Impound Facility. The Sheriff Department also operates a Work Release Program for sentenced misdemeanants and a Juvenile Offender Work Program.

The Care and Custody of Inmates (Security) program goal is to provide a safe and secure environment for inmates and staff. The program reduces jail violence and suicide attempts by ensuring that inmates are protected and/or separated from other detainees based on need or behavior. Primary activities include overseeing the populations at the Denver County Jail and the DDC.

- The **Denver County Jail** 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.

- The **DDC** is the intake 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.

- **Inmate Programs** strives to reduce recidivism by providing services to inmates that address issues in their lives that result in incarceration, including psychological services, life skills training programs, and the reentry project that assists with successful transition back into the community.

The Care and Custody of Inmates (Medical) program goal is to efficiently provide quality health care services to detainees being held at the County Jail, the DDC, and the Correctional Care Medical Facility (CCMF). These services are provided by a contract with the Denver Health Medical Center.

The Court Services program goal is to provide a safe and secure environment within courtroom settings for the public, inmates, and court and jail staff. This program transports incarcerated defendants between trial and detention facilities, transports prisoners to and from institutions designated by the courts, and extradites offenders from other jurisdictions.

The Community Services program goal is to provide services that benefit both the offender and the community as well as reduce the City's cost of housing inmates due to decreased sentence time. Key activities include operating Adult and Juvenile Work Offender Programs and the Victim Information and Notification Everyday Program.

The Vehicle Impound Facility program goal is to ensure 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.

Strategies

- Analyze and where appropriate and feasible, implement recommendations from recent internal and external reviews on departmental reform. *(Public Safety)*

- Reduce recidivism by increasing participation and successes in inmate education/training programs that teach life and job skills and increase post-release employability and assist inmates in their readiness to reenter the community by providing resources prior to release. *(Public Safety)*

- Enhance mental health services through psychological and medical programs for special inmate populations including moderate to severe mental health inmates. *(Public Safety)*

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- Expand Recovery in a Secure Environment (RISE) treatment and housing units that address co-occurring addictions and repeat DUI offenders to reduce recidivism. (*Public Safety)*

- Reduce the average daily inmate population by expanding the Sheriff Home Detention Program and by continuing inmate programs such as the Inmate Life Skills Training, re-entry initiatives, and the Serve-Safe program—an educational food service/preparation for inmates. *(Public Safety)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Care and Custody of Inmates (Security)					
Average length of stay/days	18.7	28.2	24.0	23.0	23.0
Inmate Programs					
Percent of enrolled inmates graduating from GED	7.3%	0.0%	0.3%	5.8%	5.8%
Number of participants in GED classes	522	366	336	600	600
Number of inmates involved in Job Readiness Program	257	403	461	475	475
Percent of enrolled inmates graduating from RISE program	64%	52%	68%	69%	69%
Total Participation in Sheriff Home Detention Program	305	232	292	250	275
Court/Civil Services					
Civil unit percent of non-services	34.0%	28.5%	31.0%	40.0%	40.0%
Vehicle Impound Operations					
Number of vehicles impounded	11,860	12,783	12,773	14,196	14,905
Percent of vehicles released to owners	100%	75.3%	73.88%	78.07%	81.97%

Performance Context

- The **percent capacity** is projected to increase in 2016 due to a variety of factors including an increase in bookings, an increase in felony arrests, an increase in special management and female populations, and an increase in the average length of stay of inmates. Many of these factors can be partially attributed to the overall rise in Denver's population. The department strives to remain below an overall capacity of 92 percent; in 2017, the department projects a reduced figure of 86.4 percent.

- The **average length of stay (ALOS)** is a combined number from both facilities with a weighted average based on inmate counts in each facility. The ALOS is increasing due to an increase in the number of inmates booked with felonies and multiple charges, which leads to longer court and sentence times.

- The number of inmates involved in the **job readiness program** includes inmates that are released from the County Jail that have contacted and taken classes at one of two local job placement vendors. The program includes resume classes and job readiness skills and provides access to computers and felon friendly employers.

- **The Recovery in a Secure Environment (RISE) program** is an effective alcohol and addictions housing unit offering counseling and classes to program participants.

- Total participants in the **Sheriff Home Detention** reflects the total participants enrolled in the program. Sheriff Home Detention is a collaborative effort aimed at safely and efficiently managing jail bed resources. To increase the participation in the program, the Sheriff Department assigned staff to this program in 2013.

- **The percent of vehicles released to owners** has been impacted by the repeal of Initiative 100 and the improvements made in the economy. After the repeal of Initiative 100, vehicle owners no longer had to purchase an I-100 bond to retrieve their vehicle. In addition, with an improved economy, vehicle owners retrieve their vehicles quicker and more frequently because the value of cars tends to increase with the economy

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	86,017,486	87,305,867	94,206,125	6,900,258	7.9%
Services and Supplies	21,853,469	24,069,205	23,712,932	(356,273)	(1.5%)
Capital Equipment	50,035	621,760	352,000	(269,760)	(43.4%)
Internal Services and Misc.	109,024	185,536	185,136	(400)	(0.2%)
	108,030,014	**112,182,368**	**118,456,193**	**6,273,825**	**5.6%**
Expenditures by Activity					
County Jail	30,498,335	32,508,227	36,297,420	3,789,193	11.7%
Court Services	10,270,604	10,035,217	9,700,003	(335,214)	(3.3%)
Medical Services	14,464,079	15,996,164	15,808,307	(187,857)	(1.2%)
Downtown Detention Center	49,935,972	50,709,938	53,246,449	2,536,511	5.0%
Vehicle Impoundment	2,381,733	2,676,293	2,846,460	170,167	6.4%
Community Services	274,376	234,470	250,534	16,064	6.9%
Inmate Programs	204,916	22,058	307,020	284,962	1,291.9%
	108,030,014	**112,182,368**	**118,456,193**	**6,273,825**	**5.6%**
Other Program Funding Sources					
Public Safety SRF	5,439,933	4,200,398	4,072,615	(127,783)	(3.0%)
Total Program Expenditures	**113,469,947**	**116,382,765**	**122,528,808**	**6,146,043**	**5.3%**
Personnel Complement (Budgeted)					
Community Services	2.00	2.00	2.00	0	0.0%
County Jail	258.25	271.65	304.10	32.45	11.9%
Court Services	80.00	90.50	85.00	(5.50)	(6.1%)
Downtown Detention Center	507.73	508.28	511.63	3.35	0.7%
Inmate Programs	4.00	0	3.75	3.75	0.0%
Vehicle Impoundment	39.00	36.00	35.00	(1.00)	(2.8%)
	890.98	**908.43**	**941.48**	**33.05**	**3.6%**
Other Program Funds FTE					
Public Safety SRF	22.00	19.80	19.80	0	0.0%
Total Personnel Complement	**912.98**	**928.23**	**961.28**	**33.05**	**3.6%**

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Revenue					
Fines and Forfeits	1,800	0	0	0	0.0%
Fees	499,336	450,000	450,000	0	0.0%
Charges for Services	2,839,904	2,803,000	2,875,700	72,700	2.6%
Use Charges	55,864	57,000	57,000	0	0.0%
Miscellaneous Other	86,679	0	0	0	0.0%
	3,483,583	**3,310,000**	**3,382,700**	**72,700**	**2.2%**
Vacancy Savings			(322,245)		

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Care and Custody of Inmates (Medical)		
• An increase in personnel services for one new classification and special management sergeant post. This post will provide for enhanced supervisory presence within the medical and classification units at the Downtown Detention Center.	3.00	325,400
• An increase in services and supplies for funds to explore potential options for a new electronic medical records system to replace the current paper-based system.	0.00	100,000
• An increase in services and supplies for two-year staffing resources to assist with maintaining medical records in the jail facilities.	0.00	90,000
Care and Custody of Inmates (Security)		
• An increase in personnel services to fund the full-year costs of staffing two deputies in special management and 8x8 pods. The 2016 budget reflected partial funding of these positions given their anticipated start date of October 2016.	24.00	1,825,000
• An increase in personnel services for the addition of deputy sheriff positions within the classification unit. An analysis of DSD's budgeted FTE and operational staffing roster (or "post matrix") revealed a discrepancy of seven FTE. This budget request will bring the two into alignment, thereby ensuring that sufficient budgetary capacity is provided for these critical resources.	7.00	560,000
• An increase in personnel services for the expansion of a deputy post on the first floor corridor at the Downtown Detention Center. With this funding, the post will be staffed for sixteen hours each day of the week.	2.20	176,000
• An increase in personnel services for a new captain position responsible for security within the facilities. Although this position was first approved in 2016, the funding for it will begin in 2017.	1.00	130,500
• An increase in personnel services for an inmate program manager. This position will be responsible for coordinating all programmatic offerings for the entire department.	1.00	101,200
• An increase in personnel services to fund the full-year costs of staffing a deputy post for emergency response at Building 24. The 2016 budget reflected partial funding of this position given its start date of June 2016.	0.85	64,600

Impact Description	FTEs	Dollars
• A decrease in personnel services due to the transfer of six security specialists positions to Sheriff Administration.	(6.00)	(345,600)
• A decrease in personnel services due to a transfer in funding for three deputy sheriff positions. These positions will be budgeted in the Crime Prevention and Control Commission and an increase in FTE will be reflected there.	(3.00)	(272,000)
• A decrease in personnel services due to the civilianization of fleet management duties, per a recommendation issued after a third-party review of departmental reform efforts. The addition of one civilian fleet technician is offset by the abolishment of one deputy sheriff position.	0.00	(13,600)
• A decrease in services and supplies due to a one-time adjustment made in 2016 to pay for clothing and uniform costs from sheriff operations. The budget for these items had originally been placed in Sheriff Administration; a transfer made in 2016 shifted the budget allocation to Operations.	0.00	(273,500)
• A decrease in services and supplies due to reduced budgetary requirements for the maintenance of motor vehicles and maintenance of machinery.	0.00	(26,000)
• A decrease in capital equipment due to one-time capital purchases funded in 2016.	0.00	(269,800)
Court Services		
• An increase for three new K-9 dogs, their deputy handlers and associated supplies including kennels and veterinary care. These dogs will be tasked with stopping contraband from entering the jail facilities. Although these positions were first approved in 2016, the funding will begin in 2017. The total budget amount is composed of an increase of $240,000 in personnel services and $88,300 in services and supplies.	3.00	328,300
• A decrease in services and supplies due to the completion of a one-time purchase for video recording equipment in department vehicles.	0.00	(317,300)
Vehicle Impoundment		
• An increase in revenue to account for anticipated increases in storage and towing fees due to an increase in impounded vehicles.	0.00	65,700

Capital Equipment

Funding Source/Item	Quantity	New/Replacement
General Fund		
Dishwasher	1	Replacement
Dryer	2	Replacement
Gym Equipment	Miscellaneous	Replacement
Housing Pod Shower Lights	Miscellaneous	Replacement
Mobile Enclosed Cabinets	14	Replacement
Receiving Unit Furniture	Miscellaneous	Replacement
Underground Pipe Camera	1	Replacement

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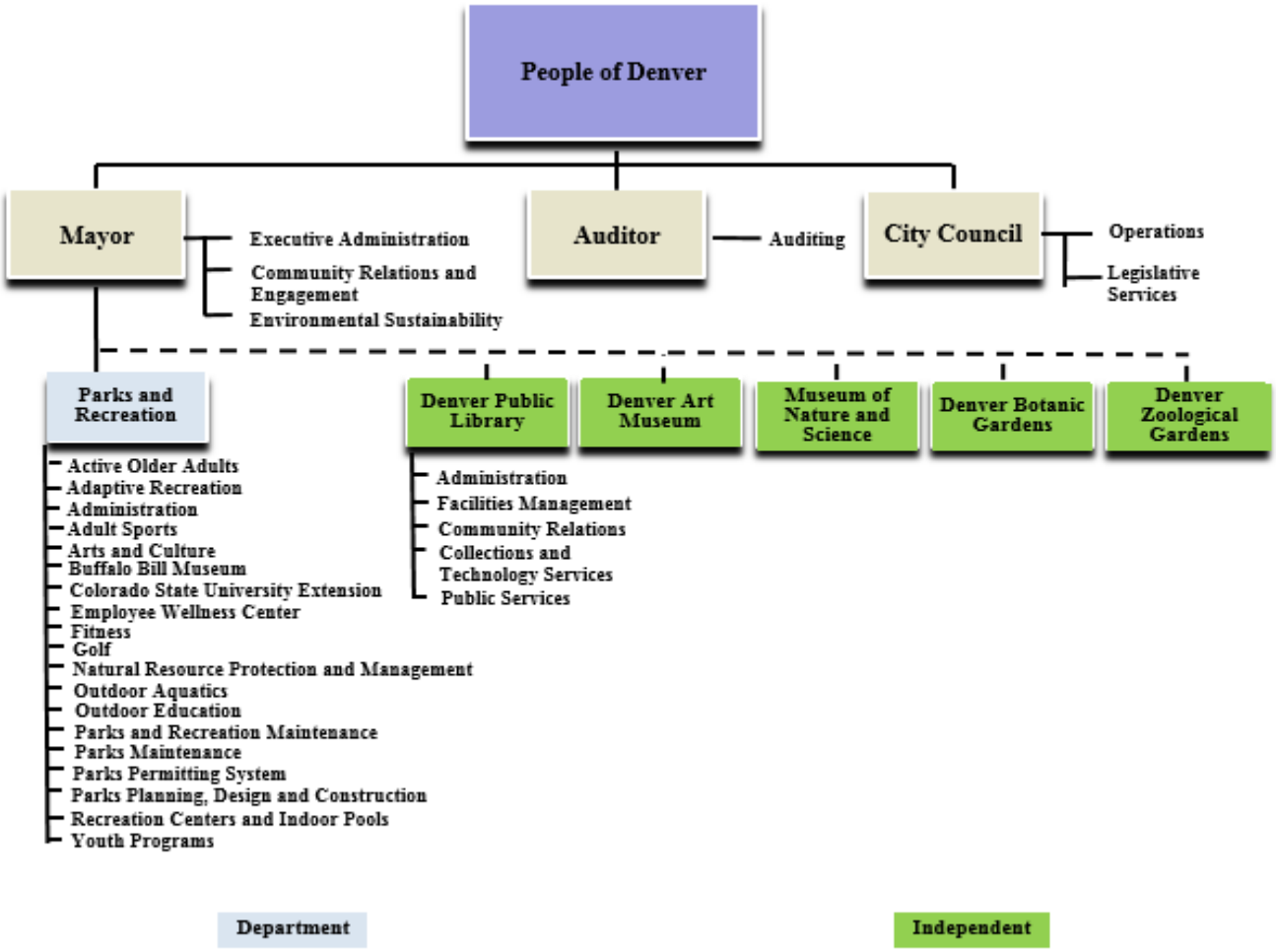
Parks, Recreation & Cultural Facilities

Parks and Recreation and Cultural Facilities Organizational Chart



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Parks and Recreation and Cultural Facilities

Parks and Recreation and Cultural Facilities Budget Summary

	2015 Actuals	2016 Appropriated	2017 Recommended
Agencies			
Denver Public Library	41,304,767	43,323,887	46,548,926
Parks and Recreation Administration	3,111,959	3,848,645	4,028,407
Parks and Planning	30,609,292	37,427,533	39,415,295
Mountain Parks	929,396	1,185,446	1,074,613
CSU Cooperative Extension	155,938	159,400	159,400
Buffalo Bill Museum	333,110	365,283	378,384
Recreation Division	19,258,053	21,033,598	23,939,562
Total	**95,702,515**	**107,343,793**	**115,544,587**
Expenditures			
Personnel Services	74,757,154	79,565,261	86,883,726
Services and Supplies	19,793,767	25,763,458	26,988,542
Capital Equipment	910,478	1,689,111	1,394,110
Internal Services and Misc.	241,115	325,963	278,209
Total	**95,702,515**	**107,343,793**	**115,544,587**
Total General Fund	**95,702,515**	**107,343,793**	**115,544,587**
Enterprise Funds			
Golf	9,038,552	11,122,844	11,436,409
Total	**9,038,552**	**11,122,844**	**11,436,409**
Expenditures			
Personnel Services	5,354,362	5,580,608	5,931,098
Services and Supplies	2,749,264	3,908,750	3,922,804
Capital Equipment	199,205	258,000	222,000
Internal Services and Misc.	735,721	1,375,486	1,360,507
Total Enterprise Funds	**9,038,552**	**11,122,844**	**11,436,409**
Special Revenue Funds			
Culture And Recreation	10,632,491	11,126,107	11,310,445
Total Special Revenue Funds	**10,632,491**	**11,126,107**	**11,310,445**
Grants			
Grants	640,401	293,343	134,400
Capital Grants	5,049,213	5,406,700	1,677,073
Total Grants	**5,689,614**	**5,700,043**	**1,811,473**

Parks and Recreation and Cultural Facilities Budget Summary

	2015 Actuals	2016 Appropriated	2017 Recommended
Personnel Complement			
General Fund			
General Fund Operations - Civilian	1,297.04	1,389.91	1,464.82
Special Revenue Funds			
Culture And Recreation - Civilian	58.75	54.16	48.41
Enterprise Funds			
Golf - Civilian	208.12	100.72	104.88
Total Personnel Complement	**1,563.91**	**1,544.78**	**1,618.11**
Capital Improvements			
Winter Park and Recreation Funds		2,035,000	2,174,600
Capital Improvements		2,395,000	3,751,160
State Conservation Trust Funds (Lottery)		5,876,000	6,377,240
Bond Project Funds		3,561,146	806,522
Grant/Other Capital Funds		210,430	78,777
Entertainment And Cultural Capital Funds		300,000	0
Golf		850,000	500,000
Total		**15,227,576**	**13,688,299**

*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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Parks and Recreation Summary

	2015 Actuals	2016 Appropriated	2017 Recommended
Agencies			
Parks and Recreation Administration	3,111,959	3,848,645	4,028,407
Parks and Planning	30,609,292	37,427,533	39,415,295
Mountain Parks	929,396	1,185,446	1,074,613
CSU Cooperative Extension	155,938	159,400	159,400
Buffalo Bill Museum	333,110	365,283	378,384
Recreation Division	19,258,053	21,033,598	23,939,562
Total	**54,397,748**	**64,019,905**	**68,995,661**
Expenditures			
Personnel Services	42,286,967	45,394,835	50,451,096
Services and Supplies	11,140,271	16,926,079	17,173,856
Capital Equipment	729,405	1,463,364	1,092,500
Internal Services and Misc.	241,104	235,627	278,209
Total General Fund	**54,397,748**	**64,019,905**	**68,995,661**
Special Revenue Funds			
Culture And Recreation	3,000,578	3,482,928	3,602,977
Total Special Revenue Funds	**3,000,578**	**3,482,928**	**3,602,977**
Grants			
Grants	512,162	240,091	134,400
Capital Grants	5,049,213	5,406,700	1,677,073
Total Grants	**5,561,375**	**5,646,791**	**1,811,473**
Personnel Complement			
General Fund			
General Fund Operations - Civilian	746.54	826.16	891.07
Special Revenue Funds			
Culture And Recreation - Civilian	15.50	15.91	15.91
Total Personnel Complement	**762.04**	**842.07**	**906.98**
Capital Improvements			
Winter Park and Recreation Funds		2,035,000	2,174,600
Capital Improvements		1,795,000	3,151,160
State Conservation Trust Funds (Lottery)		5,876,000	6,377,240
Bond Project Funds		3,561,146	806,522
Grant/Other Capital Funds		210,430	78,777
Entertainment And Cultural Capital Funds		300,000	0
Total		**13,777,576**	**12,588,299**

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

Executive Overview

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 nearly 6,000 acres. The department also boasts more than 14,000 acres of pristine mountain parks, eight golf courses, 24 lakes, 73,888 trees, more than 80 miles of trails, nine off-leash dog parks and over 300 athletic fields. The recreation system includes 27 recreation centers, 16 outdoor pools and 13 indoor pools serving over one 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 working in conjunction with Denver Public Schools. DPR is comprised of four divisions: Administration, Recreation, Parks and Planning, and the Golf Enterprise Fund.

Services are provided through the following programs:

- Active Older Adults
- Adaptive Recreation
- Administration
- Adult Sports
- Arts and Culture
- Buffalo Bill Museum
- Colorado State University Extension
- Employee Wellness Center
- Fitness
- Golf
- Natural Resource Protection and Management (Natural Areas, Forestry, Mtn. Parks)
- Aquatics
- Outdoor Recreation
- Parks and Recreation Maintenance (Buildings/ Amenities/Trails)
- Parks Maintenance (Urban Parks, Water Conservation)
- Parks Permitting System
- Parks Planning, Design and Construction
- Recreation Centers
- Youth Programs

The department has established guiding principles that will influence the priorities of the department:

Equity: Ensure equity in the distribution of resources and access to services based on community needs.

Quality & Safety: Provide the highest quality parks, facilities, programs and services based on national standards and customer feedback**.**

Community: Be leaders and participants in our communities by being transparent, responsive and providing services and amenities that reflect our community.

Sustainability: Conserve and enhance DPRs facilities, natural and financial resources through best practices and strategic investments.

Health & Wellbeing: Provide programs and places that support and encourage healthy lifestyles.

Employees: Be the employer of choice by investing in a high performing, diverse, and engaged workforce.

Youth: Engage and inspire youth through recreational programming and outdoor activities to be healthy, safe and successful.

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Parks and Recreation Department Summary

Vision

To be a nationally recognized leader in providing model programs and dynamic public spaces.

Mission

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

Strategies

- Evolve and adapt recreation center and youth programming to support the increase in youth usage due to the MY Denver card. *(Children and Youth)*
- Expand the capacity of the Outdoor Recreation program to introduce low-income youth to outdoor, nature oriented recreation. *(Children and Youth)*
- Strengthen partnerships with nonprofit agencies to fill service gaps in neighborhoods, and serve those who cannot easily access community-based recreation centers. *(Sustainability)*
- Establish department wide data collection and reporting system that supports quality and informed business decisions. *(Sustainability)*
- Continue to implement the central control masterplan to effectively and efficiently manage limited water resources. *(Sustainability)*
- Continue the recycling program to decrease the amount of solid waste. *(Sustainability)*
- Preserve, sustain and enhance the legacy of Denver's urban forest. *(Sustainability)*
- Use updated work order INFOR Enterprise Asset Management to meet expected customer work order request deadlines. *(Customer Experience)*
- Proactively manage the emerald ash borer (EAB) infestation. *(Sustainability)*
- Merge asset and task tracking data to assist with prioritization of replacement assets to address equity issues within our Parks System and gain efficiencies in Park operations. *(Sustainability)*
- Continue to examine and grow outside funding sources and partnerships to leverage current funding. *(Sustainability)*
- Continue to grow the golf loyalty program to reward repeat customers. *(Customer Experience)*
- Reach 7,000 Children served annually by First Tee of Denver to be good stewards of our community by assisting the youth of Denver to reach their full potential. *(Children and Youth)*
- Continue implementing Capital Improvements and Repairs to mechanical systems suggested by the energy audits of each golf facility in an effort to make facilities more energy efficient, cost effective and environmentally friendly. *(Sustainability)*

Mission-Level Metrics	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Recreation Center Usage					
Annual Total Usage	N/A	N/A	1,347,421	1,414,792	1,485,532
Percentage of Denver Youth with a MY Denver card	N/A	N/A	57%	68%	72%
Annual MY Denver usage	N/A	N/A	293,359	322,694	388,830
Secret shopper phone and visit surveys	83.6%	85%	85%	88%	90%
Rounds of golf	336,277	344,144	353,813	359,500	366,180
Number of First Tee participants	2,892	3,197	3,844	4,700	6,000
Planning projects completed	5	6	9	11	12
Trees planted citywide	1,094	1,359	1,180	5,000	5,000
EAB park trees treated	0	0	0	1,903	1,500
EAB right of way trees treated	0	0	0	5,300	5,300
Percentage of park assets upgraded From poor to excellent	0%	8%	10%	10.5%	11%

Performance Context

- The Recreation Division projects an increase in **youth memberships** due to the promotion and expansion of the MY Denver program. In spring 2013, DPR launched free recreation access for all Denver youth. DPR expects to see a five percent growth in memberships in 2017 as patrons will now have more payment options, including the month-to-month membership and the ability to purchase memberships online. Membership sales have increased with a tiered membership structure, expanded hours and fitness class offerings, which are included in the membership.

- Recreation will establish a system that consistently **collects and reports reliable data** on center usage, program participation and trends to support informed decisions. ActiveNet is now operational at all sites, including outdoor pools, allowing the department to analyze available data in an effort to evolve business practices.

- **City-wide planning projects** highlights for 2017 will include the 20 year update of the DPR Game Plan, major drainage and park amenity plans on the South Platte River, Weir and Harvard Gulches, Picnic Area Master Plan, Trail Signage Study, Asset Condition Assessment Update and Park Designations. Park Master Plans are anticipated at Mestizo Curtis, Westwood, Green Valley Ranch, First Creek, Stapleton North Section 10, and Harvard Gulch/Rosedale.

- Forestry staff will continue to **plant trees** in an effort to maintain Denver's Urban Forest. Forestry staff aim to plant 5,000 trees per year citywide in parks and the public right of way. This number has increased in 2016 and 2017 due to an increase in funding to mitigate the effects of Emerald Ash Borer. The number of trees planted may fluctuate given the availability of CIP resources and seasonal circumstances like weather.

- **Emerald Ash Borer** is an invasive pest that threatens an estimated 15 percent of the urban forest. We will be treating and estimated 6,800 Ash trees to protect them from this evasive non-native pest.

- The **percentage of Denver youth** with a MY Denver card is the percent of all Denver youth ages 5 -18 who have registered for a MY Denver card. There are over 100,000 youth in Denver between the ages of 5 – 18.

- The **secret shopper survey** program is a customer service program that is designed to ensure excellent customer service. The percentages represent the positive responses from the survey.

Please see the division sections for detail about key resource changes impacting these strategies and metrics.

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Overview

Parks and Recreation Administration provides overall strategic leadership for the department, with a vision of sustainability, equity and strong economics. Additionally, this division manages the department's permitting office, which issues permits to individuals and organizations.

Administration includes key activities such as policy development; establishment of agency goals, objectives and guidance; purchasing services to field staff; contract management; public engagement and media relations; strategic marketing; as well as financial management, including budgeting and accounting. The following is a list of additional activities associated with the program:

- The Manager's Office provides leadership and direction on overall departmental goals and objectives, especially those that cross divisional lines.
- Marketing and Communications works to increase awareness of the department's programs and projects. The team provides special event support and works collaboratively with department staff to engage community in the work of the department. Staff coordinates the department's fundraising efforts and works directly with city council.

The Parks Permitting program's goal is to issue permits to individuals and organizations for picnic sites, athletic fields, tennis courts, assemblies, special events, special occasions, film, admission-based events and performance stage use, as well as revocable food and beverage vending permits. Parks Permitting provides reservations for event facilities (Chief Hosa Lodge, City Park Pavilion, Central Park Pavilion, Fleming Mansion, Montclair Civic Building and Washington Park Boathouse).

Strategies

- Continue to examine and grow outside funding sources and partnerships. *(Sustainability)*
- Implement new Public Event Rules and Regulations. *(Customer Experience)*
- Develop policies, rules and regulations for athletic fields and tennis court use. *(Customer Experience)*
- Conduct fee analysis to maintain balance between public use and market position. *(Customer Experience)*

Performance Measure	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Administration					
P+R Admin. expenses as % of overall expenses	5.1%	5.1%	5.9%	5.9%	5.5%
Collection rate for tree preservation	79%	79%	80%	80%	80%
Parks Permitting					
Picnics	1,900	2,000	2,009	2,050	2,100
Festivals/Events/Special Occasions	900	1,000	542	560	565
Athletic Fields/Tennis Courts hours used By internal and external youth and adult Groups	N/A	N/A	251,899	254,000	257,000

Performance Context

- **The collection rate for tree preservation** tracks implementation of the City's tree preservation regulations and laws. This includes billing appropriate homeowners for tree preservation activities including citations and enforcement.

- The number of **festivals, events and special occasions** decreased in 2015 due to a change in methodology, as multi-day, series and multi-park events were only counted once. The decrease was also reflects increased rest periods of fields.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	2,782,264	2,924,173	3,151,577	227,404	7.8%
Services and Supplies	297,867	759,966	873,104	113,138	14.9%
Capital Equipment	29,451	162,028	0	(162,028)	(100.0%)
Internal Services and Misc.	2,376	2,478	3,726	1,248	50.4%
	3,111,959	**3,848,645**	**4,028,407**	**179,762**	**4.7%**
Expenditures by Activity					
Accounting/Finance	1,572,318	2,109,404	2,109,075	(329)	0.0%
P & R - Manager	623,789	671,837	620,406	(51,431)	(7.7%)
Safety	0	0	212,353	212,353	0.0%
Marketing & Communications	489,343	632,483	627,535	(4,948)	(0.8%)
Permitting	426,509	434,921	459,038	24,117	5.5%
	3,111,959	**3,848,645**	**4,028,407**	**179,762**	**4.7%**
Other Program Funding Sources					
Grants	512,162	240,091	134,400	(105,691)	(44.0%)
Capital Grants	5,049,213	5,406,700	1,677,073	(3,729,627)	(69.0%)
Culture And Recreation SRF	2,493,404	2,951,328	3,002,165	50,837	1.7%
Capital Projects Funds		13,777,576	12,588,299	(1,189,277)	(8.6%)
	8,054,779	**22,375,695**	**17,401,937**	**(4,973,758)**	**(22.2%)**
Total Program Expenditures	**11,166,738**	**26,224,340**	**21,430,344**	**(4,793,996)**	**(18.3%)**
Personnel Complement (Budgeted)					
Accounting/Finance	17.50	17.51	17.51	0	0.0%
Managers Office	5.00	0	0	0	0.0%
Marketing & Communications	0	5.00	5.00	0	0.0%
Marketing and Communications	4.00	0	0	0	0.0%
P & R - Manager	0	4.00	3.00	(1.00)	(25.0%)
Permitting	6.00	6.04	6.04	0	0.0%
Safety	0	0	2.00	2.00	0.0%
	32.50	**32.55**	**33.55**	**1.00**	**3.1%**

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Other Program Funds FTE					
Culture And Recreation SRF	12.50	11.70	11.20	(0.50)	(4.3%)
Total Personnel Complement	**45.00**	**44.25**	**44.75**	**0.50**	**1.1%**
Revenue					
Licenses and Permits	256,861	250,000	250,000	0	0.0%
Fees	1	0	0	0	0.0%
Charges for Services	2,691	0	0	0	0.0%
Use Charges	1,070,226	1,090,700	1,090,700	0	0.0%
Miscellaneous Other	14,113	800	800	0	0.0%
	1,343,892	**1,341,500**	**1,341,500**	**0**	**0.0%**
Vacancy Savings			(95,398)		

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Administration		
• An increase in personnel services due to the transfer of two safety positions from the Department of Human Resources to the Department of Parks and Recreation.	2.00	212,400
• A decrease in personnel services due to the transfer out of a program coordinator position to Sheriff Administration.	(1.00)	(70,900)
• A decrease in personnel services due to the transfer of a position from the private donations fund to the Mountain Parks SRF	(0.50)	(43,700)
• A net increase in services and supplies due to the increase in employment background checks, professional services, and athletic supplies.	0.00	113,000
• A net decrease in capital equipment due to one-time equipment purchases made in 2016.	0.00	(162,000)

Capital Equipment

None.

Overview

The Recreation Division staffs and operates 27 recreation centers, 29 swimming pools (16 outdoor and 13 indoor) and offers programming in 10 areas ranging from Youth Sports to Aquatics.

Thanks to voter approval of Measure 2A in 2012, the MY Denver membership—for Denver youth ages 5- 18—provides free year-round access to Denver recreation centers, outdoor swimming pools, as well as cultural partners in the City. Within Denver recreation centers, youth can access structured drop-in activities in the areas of Community Engagement, Sports and Wellness, Social Recreation, Science, Technology and Education, and Urban Arts and Culture. Youth also receive a free snack or meal at more than 70% of recreation centers throughout the year, made possible through the USDA meals program.

Youth Sports connects youth with year-round team sport opportunities. Youth sports teach youth the basic understanding of the rules, sportsmanship and teamwork. Key activities include basketball, soccer, flag football, volleyball, baseball/softball and soccer. Over 915 teams and nearly 9,000 youth register annually for Youth Sports programming.

Active Older Adults provides quality programs designed to engage and encourage active older adults in wellness, exercise and leisure activities in an effort to promote and support healthy aging. Our programming focuses on aquatics, fitness, outdoor day trips, lunch trips, drop-in activities and clubs, special events and luncheons, arts and crafts programs, dance lessons and partnership programs including SilverSneakers.

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. Another facet of the program is the TRAC program (Transition to Recreation Activities in the Community), which offers residents the ability for one-on-one sessions with certified Recreation Therapists. Lastly, social enrichment and community excursions offer a wide variety of community outings and work in partnership with several organizations in the community such as the National Sports Center for the Disabled and Yama Tora to enhance programs offered to people with disabilities.

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, educational program partners, 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 13 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, markets, coordinates and implements outdoor activities for youth, adults and seniors who may not otherwise have the resources to experience the recreational and environmental opportunities of Colorado. At the Genesee Experiential Outdoor Center, programs include the Genesee challenge course, educational hikes, camping and rock climbing. Program objectives focus on teambuilding, leadership development, and environmental education by utilizing Colorado's natural resources.

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 programs are dedicated to providing affordable, high quality, creative programs for the diverse community of Denver. Programs afford opportunities for human expression and creative imagination through visual and performing arts, crafts, literature and music.

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Fitness coordinates and offers many different types of fitness classes throughout the recreation centers. In 2016, fitness increased programming at recreation centers and offered additional summer boot camp sessions, partnerships, floor trainer programs within regional centers, personal training sessions, youth Speed & Agility camps and special events.

The **Denver Employee Fitness Center** features a full complement of exercise classes, fitness equipment, and services for all employees for a monetary fee. The center is open for early morning workouts as well as after work hours and on Saturday. Members of the Denver Employee Fitness Center have full access to all Denver Recreation centers.

Adult Sports offers adult team sports opportunities throughout the city and throughout the year. Currently, eight different sports are offered including basketball, kickball, football and tennis.

Strategies

- Strengthen partnerships with nonprofit agencies to fill service gaps in neighborhoods, and serve those who cannot easily access community-based recreation centers. *(Sustainability)*
- Increase student participation in recreation through the expansion of MY Denver to 72 percent. *(Children and Youth)*
- Establish department wide data collection and reporting system that supports quality and informed business decisions. *(Sustainability)*
- Continue to advance standard work practices to improve recreation center and program operations and management. *(Customer Experience)*
- Expand Arts & Culture opportunities to more communities, particularly low income neighborhoods. Customize programming to meet the individualized needs and interests of each community. *(Customer Experience)*
- Evolve and adapt center and youth programming to support the increase in youth usage due to the MY Denver card. *(Children and Youth)*
- Expand the capacity of the Outdoor Recreation program to introduce low-income youth to outdoor, nature oriented recreation. *(Children and Youth)*
- Expand Active Older Adult programming to meet the ever growing population of older adults. *(Customer Experience)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Recreation Center Usage					
Adult memberships	10,250	10,500	11,500	12,000	13,000
Annual senior and persons with disabilities memberships	3,800	3,900	2,250	2,275	2,350
Annual Total Usage	N/A	N/A	1,347,421	1,414,792	1,485,532
Program Usage					
Total Program Registrations	N/A	N/A	45,016	47,267	49,630
Citywide Sports Teams	N/A	N/A	1,602	1,620	1,638
Fitness Classes Offered	N/A	N/A	NA	10,000	10,500
Active Older Adult Program Usage	N/A	N/A	NA	10,788	11,808

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Youth Programs					
Percent of Denver youth with access to the MY Denver card	N/A	N/A	57%	68%	72%
Annual MY Denver Usage	N/A	N/A	293,359	322,694	388,830
Youth Sports Participants	N/A	N/A	8,810	9,251	9,713
Outdoor Recreation Youth Participants	N/A	N/A	9,946	9,390	9,500
Centers Offering Arts/Culture programming	N/A	N/A	72%	72%	72%
Customer Satisfaction					
Overall Secret Shopper Rating	83.6%	85%	85%	88%	90%

Performance Context

- Establishing a system that consistently collects and reports **reliable data** on center usage, program participation and trends is critical to support informed decisions. ActiveNet is now operational at all sites, including outdoor pools, so we continue to work with centers and programs to analyze available data in an effort to evolve our business practices. Recreation's performance measure categories have been modified to reflect the changes which have occurred due to our increased data management capabilities. Data for 2013 and 2014 is not available as the ActiveNet system was not in place during these time periods.

- The Recreation Division projects an increase in youth memberships due to the promotion and expansion of the **MY Denver** program. In spring 2013, DPR launched free recreation access for all Denver youth. DPR expects to see a five percent growth in memberships in 2017, as patrons will now have more payment options, including the month-to-month membership and the ability to purchase memberships online. Membership sales have increased with tiered membership structure, expanded hours and fitness class offerings included in the membership.

- **Fitness class utilization** has increased since most classes became free with a membership. Recreation continues to work with ActiveNet and other software to accurately report utilization.

- **Customer satisfaction** is crucial. Recreation contracts for secret shopper services, which has been helpful in understanding what areas of customer satisfaction we perform well and what areas require improvement. In an effort to more comprehensively understand customer satisfaction, Recreation plans to survey actual customers.

- **Outdoor recreation** provides outdoor activities to youth, adults and seniors through the Genesee Experiential Outdoor Center. Program objectives focus on hiking, camping, and rock climbing as well as teambuilding and leadership development. Outdoor recreation will play a pivotal role in the Inspire Initiative, which is a five year strategy that focuses on connecting young people and families to the outdoors in the Cole and Westwood neighborhoods.

- The Recreation Division offers **arts and culture programming** at various recreation centers. The programs offered throughout the recreation centers in Denver include: pottery, painting, drawing, ceramics, jewelry, needle arts, dancing, creative writing, preschool art and movement classes, music, yearly arts and craft shows, youth art camps and at some locations, MY Denver programs for youth.

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Recreation Division 7030000

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	16,226,136	17,348,058	19,674,353	2,326,295	13.4%
Services and Supplies	2,907,462	3,509,080	3,932,453	423,373	12.1%
Capital Equipment	95,464	150,000	305,000	155,000	103.3%
Internal Services and Misc.	28,991	26,460	27,756	1,296	4.9%
	19,258,053	**21,033,598**	**23,939,562**	**2,905,964**	**13.8%**
Expenditures by Activity					
Administration	1,134,353	2,422,608	3,490,572	1,067,964	44.1%
Recreation Centers	8,747,445	9,166,824	10,017,884	851,060	9.3%
Youth Programs	4,099,596	4,343,835	4,395,657	51,822	1.2%
Adaptive Recreation	471,627	507,755	567,554	59,799	11.8%
Aquatics	2,699,116	2,578,095	3,411,892	833,797	32.3%
Arts and Culture	286,422	311,000	273,567	(37,433)	(12.0%)
Outdoor Education	322,895	249,780	263,749	13,969	5.6%
Fitness	724,243	897,124	1,016,613	119,489	13.3%
City Wide Sports	772,356	556,579	502,074	(54,505)	(9.8%)
Total Program Expenditures	**19,258,053**	**21,033,598**	**23,939,562**	**2,905,964**	**13.8%**
Personnel Complement (Budgeted)					
Adaptive Recreation	7.42	6.87	7.87	1.00	14.6%
Administration	16.20	11.13	14.13	3.00	26.9%
Aquatics	33.17	84.98	110.00	25.03	29.4%
Arts and Culture	2.00	4.81	4.81	0	0.0%
City Wide Sports	3.00	8.73	9.02	0.29	3.3%
Fitness	4.00	14.51	16.76	2.25	15.5%
Outdoor Education	7.32	4.40	4.40	0	0.0%
Recreation Centers	205.39	157.46	169.34	11.88	7.5%
Youth Programs	57.75	92.66	91.66	(1.00)	(1.1%)
Total Personnel Complement	**336.25**	**385.55**	**427.99**	**42.44**	**11.0%**
Revenue					
Use Charges	5,781,605	4,994,080	6,081,080	1,087,000	21.8%
Miscellaneous Other	(222,008)	435,000	215,000	(220,000)	(50.6%)
	5,559,597	**5,429,080**	**6,296,080**	**867,000**	**16.0%**
Vacancy Savings			(334,687)		

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Administration		
• An increase in personnel services to provide a scheduled pay raise to eligible on-call employees.	0.00	76,100
• An increase in personnel services due to increased support for MY Denver youth programming and after school snacks and meals programs.	0.00	161,200
• An increase in services and supplies due to an increase in cost for subscription television services at recreation centers.	0.00	10,000
• An increase in services and supplies due to the purchase of replacement equipment for recreation centers.	0.00	260,000
• A net increase in capital equipment primarily due to the purchase of recreation fitness equipment and replacement of other various equipment in recreation centers.	0.00	155,000
Recreation Centers & Indoor Pools		
• An increase in personnel services for the new Carla Madison Recreation Center for recreation center staffing to conduct daily operations and programming.	35.13	1,012,100
• An increase in personnel services to provide funding to hire extra lifeguards in pools.	10.02	211,000
• An increase in personnel services to provide a pay raise to lifeguards in order to bring wages to market rate.	0.00	174,700
• An increase in personnel services due to the extension of outdoor pool hours through Labor Day. Costs includes $15,000 in additional pool chemicals and maintenance.	0.00	81,200
• An increase in personnel services due to the creation of a pool technician position.	1.00	63,900
• An increase in personnel services due to the creation of on-call recreation instructor positions for active older adult programming.	1.29	55,700
• An increase in personnel services due to the creation of an adaptive recreation specialist in order to meet customer needs.	1.00	51,400
• A decrease in personnel services due to an abolishment of vacant custodian positions.	(6.00)	(266,700)
• An increase in services and supplies due to a cost increase in janitorial services, which includes an increase in contracted janitorial services.	0.00	142,800
• An increase in services and supplies due to the purchase of eight automated external defibrillators.	0.00	15,000
• An increase in revenue due to an expected increase in membership fees and programming at recreation centers and programming.	0.00	1,087,000
• A decrease in transfers due to a decrease in 2017 transfers from facility rental and citywide sports.	0.00	(220,000)

Capital Equipment

Funding Source/Item	Quantity	New/Replacement
General Fund		
Assorted Rubber Weights 4000lbs	1	Replacement
Cable Crossover Machine Model No: KL611	1	Replacement
Dumbbells 55-100lbs set	1	Replacement
Dumbbells with Rack	1	Replacement
Elliptical	16	Replacement
Hammer Select Abdominal Crunch	1	Replacement
Hammer Select Assist Dip/Chin	2	Replacement
Hammer Select Biceps Curl	1	Replacement
Hammer Select Chest Press	2	Replacement

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Funding Source/Item	Quantity	New/Replacement
Hammer Select Hip Abduction	2	Replacement
Hammer Select Hip and Glute	1	Replacement
Hammer Select Lat Pulldown	2	Replacement
Hammer Select Leg Extension	1	Replacement
Hammer Select Pectoral Fly/Rear Deltoid	1	Replacement
Hammer Select Row	1	Replacement
Hammer Select Shoulder Press	1	Replacement
Hammer Select Triceps Extension	1	Replacement
Hammer Strength Seated Leg Curl	1	Replacement
Hammer Strength Seated Leg Extension	1	Replacement
Hammer Strength Smith Machine	1	Replacement
Incline Leg Press	1	Replacement
Integrity Series PowerMill	2	Replacement
Leg Extension / Seated Leg curl	1	Replacement
Life Fitness Treadmill	12	Replacement
Life Fitness Upright Lifecycle Bike CRC	2	Replacement
Linear Back Press	1	Replacement
Linear Leg Press	2	Replacement
Optima SeriesDual Leg Extension/Curl	1	Replacement
Power Mill	1	Replacement
Recumbent Bike	4	Replacement
Rowing Machine	1	Replacement
Seated Leg Curl with Plate Rack	1	Replacement
Seated Leg Extension	1	Replacement
Seated Leg Press	1	Replacement
Shoulder Press Machine	1	Replacement
Signature Series Cable Motion Dual Adjustable Pulley	1	Replacement
Signature Series Cable Motion Multi-jungle Adjustable Pulley	1	Replacement
Smith Machine	1	Replacement
Spin Bikes	12	Replacement
Stair Climber	2	Replacement
Standing Calf machine	1	Replacement
Stationary Bikes	3	Replacement
Step Machine	1	Replacement
Treadmill	10	Replacement
Upright Bike	5	Replacement
Upright Chest Machine	1	Replacement
Upright Stationary Bike	1	Replacement

Overview

Parks and Planning is responsible for the daily operation and management of the City's parks, park buildings and structures, parkways, trails, natural landscapes, urban forest, City greenhouse, and other land and water assets. The City's park system encompasses more than 250 urban parks, parkways and open spaces, totaling more than 6,000 acres. The Denver park system also includes 24 lakes, 75,000 park trees, 215,000 public Right of Way trees, more than 80 miles of trails, approximately 60 miles of designated parkways, nine off-leash dog parks and more than 300 athletic fields.

The **Parks and Planning Division** consist of Parks Administration; Parks Planning, Design and Construction; Park Maintenance and Management; Parks Water Conservation Program; and Natural Resource Protection and Management Program.

Parks Administration includes key activities such as policy development, establishment of agency goals and guiding principles, objectives and guidance, purchasing, contract management, public education, media relations and financial management related to the Parks and Planning Division.

The **Parks Planning, Design and Construction** program goal is to maintain, upgrade, and replace its park landscape and facility improvements for visitor use. At any given time, there are dozens of park design and construction projects in progress to maintain, improve, and expand the park system. The capital projects staff consists of skilled project managers that assemble design teams, prepare design and construction documents, competitively bid and oversee the site construction process.

The **Parks Maintenance, Management and Water Conservation** program goal is to manage and maintain parkland, including all DPR buildings and structures, athletic fields, courts, playgrounds, local and regional trails that are located within parks and along Denver waterways, and all other park assets citywide. General maintenance and construction tasks include greenhouse operations, horticultural care, irrigation management, trails, trash pick-up and removal, graffiti abatement, debris and snow removal, routine safety inspections, general park inspections and equipment maintenance. The Water Conservation program goal is to work closely with Denver Water to lead strategic planning on best management practices that promote low-use water strategies and plant-water-soil relationships. On-going tasks include staff training, irrigation design review and product specification, managing the citywide central control irrigation program, and median landscape renovations

The **Natural Resource Protection and Management** program goal is to manage Denver's parks, natural areas, urban forest, and wildlife through the following services: park ranger patrols and on-going education of the public on park rules and regulations; heavy equipment support for parks operations including snow/trash removal; tree inspections and education related to the urban forest; preservation, protection, and maintenance of park and parkway trees, enforcement of the City vegetation ordinance and vegetation management activities; and wildlife management and education.

Strategies

- Use performance standards, work order and task tracking data to identify, prioritize and measure task effectiveness related to program goals based on available resources, and enhance customer satisfaction. *(Customer Experience)*
- Use updated work order INFOR EAM to meet expected customer work order request deadlines. *(Customer Experience)*
- Use PRM to utilize INFOR EAM to meet established Preventative Maintenance Schedules. *(Sustainability)*
- Use data collected by the Parks asset study and the tree inventory that support the four tenants of the Parks and Recreation Game Plan: Sound Economics, Engagement, Equity and Sustainability. *(Customer Experience)*

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- Implement tasks within the Interagency Agreement with Denver Water which includes: moving Wellshire Golf course irrigation form the highline Canal to a potable water source; irrigation modifications to the Harvard Gulch Complex irrigation system; evaluating the possibility of implementing a pilot aquifer storage and recovery program; completing the conversion of Phase II of the Kenyon District Central Control system; updating the Parks Water Management Plan; and on-going re-use water coordination with Denver Water to further support low-use water practices. *(Sustainability)*

- Merge asset and task tracking data to assist with prioritization of replacement assets to address equity issues within our Parks System and gain efficiencies in Park operations. *(Sustainability)*

- Proactively manage the Emerald Ash Borer (EAB). *(Sustainability)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Administration					
Number of volunteer hours	35,257	49,537	50,000	51,000	52,000
Number of volunteered projects completed	254	322	350	370	380
Percentage of parks meeting <27'/acre/year of irrigation – potable water source	90%	90%	90%	90%	90%
Trees planted citywide	1,094	1,359	1,180	5,000	5,000
EAB park trees treated	0	0	0	1,903	1,500
EAB right of way trees treated	0	0	0	5,300	5,300
Visitors assisted through park ranger program	11,264	90,518	124,009	129,000	150,000
Acres of noxious weed treatments		20	30	30	1,000
% of work orders completed on time					
Emergency – Respond in 6 hrs resolve in 24 hrs	N/A	N/A	80%	85%	90%
Urgent – Respond in 24 hrs resolve in 48 hrs	N/A	N/A	70%	80%	85%
Routine – Respond in 14 days resolve in 30 days	N/A	N/A	60%	70%	75%
Preventative Maintenance schedules met		N/A	N/A	65%	80%
Planning projects completed	5	6	9	11	12
Percentage of park assets upgraded from poor to excellent	0%	8%	10%	10.5%	11

Performance Context

- Forestry staff will continue to **plant trees** in an effort to maintain Denver's Urban Forest. Forestry staff aim to plant 5,000 trees per year citywide in parks and the public right of way. This number may fluctuate given the availability of CIP resources and seasonal circumstances like weather.

- **Emerald Ash Borer** is an invasive pest that threatens an estimated 15 percent of the urban forest. We will be treating and estimated 6,800 Ash trees to protect them from this evasive non-native pest.

- Park and Planning receives **work orders** and began tracking responses to work orders in 2015. In 2015, the department completed more than $16.5 million in **capital projects**, while maintaining and average of over 85 percent on- time performance and schedule performance index (SPI) consistently exceeding 0.90.

- Acres of **noxious weed treatments** will increase significantly in 2017 due to an increase of on-call employees for noxious weed and wildlife management.

- City-wide **planning project** highlights for 2017 will include the 20 year update of the DPR Game Plan, major drainage and park amenity plans on the South Platte River, Weir and Harvard Gulches, Picnic Area Master Plan, Trail Signage Study, Asset Condition Assessment Update and Park Designations. Park Master Plans are anticipated at Mestizo Curtis, Westwood, Green Valley Ranch First Creek, Stapleton North Section 10, and Harvard Gulch/Rosedale

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	22,336,479	24,148,358	26,593,911	2,445,553	10.1%
Services and Supplies	7,562,638	12,270,601	11,928,407	(342,194)	(2.8%)
Capital Equipment	500,438	802,135	646,500	(155,635)	(19.4%)
Internal Services and Misc.	209,737	206,439	246,477	40,038	19.4%
	30,609,292	**37,427,533**	**39,415,295**	**1,987,762**	**5.3%**
Expenditures by Activity					
Administration	1,935,571	1,787,864	1,883,943	96,079	5.4%
District Operation	14,315,098	15,036,171	16,111,372	1,075,201	7.2%
Natural Resource Protection & Management	3,698,286	6,617,470	6,481,314	(136,156)	(2.1%)
Water Conservation	3,373,881	5,269,256	5,648,471	379,215	7.2%
Greenhouse	592,141	799,284	916,216	116,932	14.6%
Volunteer Programs	134,004	113,159	121,861	8,702	7.7%
Ranger Program	908,790	1,123,097	1,333,043	209,946	18.7%
Maintenance	3,485,567	4,091,679	4,085,693	(5,986)	(0.1%)
Planning, Design and Construction	2,165,955	2,589,552	2,833,382	243,830	9.4%
	30,609,292	**37,427,533**	**39,415,295**	**1,987,762**	**5.3%**
Other Program Funding Sources					
Culture And Recreation SRF	507,174	531,600	600,812	69,212	13.0%
Total Program Expenditures	**31,116,467**	**37,959,133**	**40,016,107**	**2,056,974**	**5.4%**
Personnel Complement (Budgeted)					
Administration	3.50	5.87	5.87	0	0.0%
District Operation	217.00	242.74	254.09	11.35	4.7%
Greenhouse	5.00	7.72	9.72	2.00	25.9%
Maintenance	45.02	47.57	47.57	0	0.0%
Natural Resource Protection & Management	61.31	49.40	50.17	0.77	1.6%
Planning, Design and Construction	19.00	20.75	21.75	1.00	4.8%
Ranger Program	10.96	15.02	18.37	3.35	22.3%
Volunteer Programs	1.00	1.60	1.60	0	0.0%
Water Conservation	1.00	2.00	5.00	3.00	150.0%
	363.79	**392.66**	**414.13**	**21.47**	**5.5%**

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Other Program Funds FTE					
Culture And Recreation SRF	3.00	4.21	4.71	0.50	11.9%
Total Personnel Complement	**366.79**	**396.87**	**418.84**	**21.97**	**5.5%**
Revenue					
Licenses and Permits	63,485	70,000	63,000	(7,000)	(10.0%)
Fees	91,750	40,000	40,000	0	0.0%
Charges for Services	318,530	415,000	513,000	98,000	23.6%
Internal Service and Indirect Cost	695,400	695,400	695,400	0	0.0%
Miscellaneous Other	60,214	34,000	48,000	14,000	41.2%
	1,229,378	**1,254,400**	**1,359,400**	**105,000**	**8.4%**
Vacancy Savings			(644,778)		

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Administration		
• An increase in personnel services to pay overtime costs for increased parks maintenance needs in all districts.	0.00	120,000
• An increase in services and supplies due to increased need in office supplies, janitorial services, and cellphone stipend costs.	0.00	28,700
District Operations		
• An increase in personnel services for the creation of maintenance technician positions for increased maintenance needs related to downtown parks.	3.00	197,900
• An increase in personnel services due to the creation of two senior utility worker and one park horticulturist positions for the 2A funded park maintenance program service expansion.	3.00	176,200
• An increase in personnel services for one maintenance technician, one equipment operator, and additional on-call positions due to increased maintenance needs of athletic fields.	3.85	160,500
• An increase in personnel services for the creation of three utility worker positions to assist in maintenance of downtown parks and restroom facilities.	3.00	152,600
• An increase in personnel services to provide a scheduled pay raise to eligible on-call employees.	0.00	45,900
• An increase in internal services primarily due to increased utility costs.	0.00	40,000
• An increase in capital equipment primarily due to the purchase of lawn mowers and other replacement maintenance equipment	0.00	113,100
Greenhouse		
• An increase in personnel services due to the creation of one park horticulturist position for the 2A funded park maintenance program service expansion.	1.00	56,900
Parks and Recreation Maintenance and Management		
• An increase in personnel services due to the creation of an additional HVAC technician to support maintenance needs in recreation centers.	1.00	71,200
• An increase in services and supplies due to cost for contractor fees for the clean-up of hazardous materials along rivers and trails in parks.	0.00	130,000

Impact Description	FTEs	Dollars
• An increase in services and supplies due to an increase in shop supplies for new maintenance positions.	0.00	20,000
• A decrease in services and supplies due to one-time expenses in 2016 for repair and maintenance of buildings.	0.00	(112,300)
• A decrease in services and supplies due to one-time expenses in 2016 for contracted services and tree trimming.	0.00	(386,400)
• A decrease in services and supplies due to a decrease in capital equipment leasing in 2017.	0.00	(30,000)
• A decrease in services and supplies due to one-time expenses in 2016 for contracted street light repair in parks.	0.00	(30,000)
• A net increase in revenue due to an expected increase of demolition and other various fees.	0.00	57,000
Natural Resource Protection and Management		
• An increase in personnel services due to an increase of on-call employees for noxious weed and wildlife management.	1.27	47,900
• An increase in personnel services due to the transfer of a position from the private donations fund to the Mountain Parks SRF.	0.50	43,700
• An increase in personnel services due to the conversion of two on-call park rangers to full-time unlimited positions. Both positions are allocated to the Red Rocks SRF.	0.00	30,300
• A decrease in services and supplies due to a one-time purchase of software in 2016.	0.00	(50,000)
• A decrease in capital equipment due to the one-time purchase of vehicles and communication equipment in 2016.	0.00	(346,300)
Parks, Planning, Design and Construction		
• An increase in personnel services due to reallocation of a staff parks landscape planner from the Golf enterprise fund to Parks and Planning.	1.00	117,800
• A decrease in personnel services due to reallocation of a senior landscape architect position from Parks and Planning to the Golf enterprise fund.	(1.00)	(128,900)
Ranger Program		
• An increase in personnel services to pay for additional rangers to increase patrol and enforcement of rules and regulations of trails and in the downtown core area.	3.35	191,200
• An increase in personnel services to pay overtime costs for uniformed police officers who monitor and maintain safety in Denver parks.	0.00	100,000
• An increase in capital equipment to install signage in parks and to purchase equipment for additional park rangers.	0.00	60,000
• An increase in capital equipment for the purchase of a gator for additional rangers to use in the downtown core area.	0.00	17,500
• An increase in revenue due to an expected increase in citations related to violations in parks.	0.00	48,000
Water Conservation		
• An increase in personnel services due to the creation of a limited project manager position.	1.00	100,500
• An increase in personnel services due to the creation of a maintenance technician position for the 2A funded park maintenance program service expansion.	1.00	56,900
• An increase in services and supplies due to sewage and storm water price increases.	0.00	55,000

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Capital Equipment

Funding Source/Item	Quantity	New/Replacement
General Fund		
Utility Cart Cushman	9	Replacement
Closed Cabin Mower	8	Replacement
Snow Plow	2	Replacement
Irrigation Controllers	2	Replacement
Boat & Trailer	1	Replacement
Mower w/ plow, broom, snow blower attachments	2	Replacement
Dingo	1	Replacement
Turf Sweeper	1	Replacement
Gator	1	New
Cameras for Trails	n/a	New

Overview

Colorado State University (CSU) Extension is the front door to the University for residents throughout the state of Colorado. The CSU Extension service provides local educational programming for Coloradans to enhance their quality of life. These programs are supported by federal, state, city/county local governments and private sources. There are 64 CSU Extension offices dispersed throughout Colorado. The CSU Denver Extension office is located in Denver Parks and Recreation's Harvard Gulch Park and is among the largest and most active.

The CSU Denver Extension provides programming that aligns with the goals and strategies of the City and the Department of Parks and Recreation; and that is responsive to local residents and industry needs. Programs conducted by CSU Extension staff compliment the Mayor's priority of Youth, and also strategically support the Parks and Recreation Department's priorities of sustainability, equity, engagement and sound economics. Programming is centered among the following subject areas: youth development, horticulture, urban agriculture, family leadership training, food safety, nutrition education and community development.

The City provides support to CSU Denver Extension in the form of direct financial support, the use of office space, utilities, and maintenance of technology and communications equipment. Additional peripheral support includes use of space within City recreation centers for programming and access to the Webb Building and other City/County government buildings for programming and work space.

Strategies

- Promote Youth Development out-of-school programming in Denver's Recreation Centers to increase life skills and improve overall opportunity for success through a STREAM-based curriculum (Science-Technology-Reading-Engineering-Arts-Math). Additional focus is placed on increasing youth fitness and activity levels, decreasing childhood obesity, and improving Colorado's overall health status. *(Children and Youth)*

- Promote opportunities for residents and commercial producers to produce and sell food through the Front Yard Farm Stand movement, Cottage Food Training, Food Safety, Spanish Micro Farmer training and launching New Farmers Business. Urban Agriculture/Local Food and community sustainability programming addresses resident and community demand for local food and food system impact and provides assistance with the coordination, measurement and advancement of the Mayor's 2020 Food Goal. *(Sustainability)*

- Conduct nutrition education programming to encourage healthy eating habits, constructive grocery shopping, fitness and enhanced lifestyle among Denver's lowest-income residents. These 8- week Nutrition classes include weekly cooking demonstrations. This program is provided primarily in Spanish and is consistent with curriculum designed for Expanded Food & Nutrition Education Program recipients (EFNEP). *(Safety Net)*

- Provide Civic Engagement and Leadership Training for both adults and youth using the Family Leadership Training Institute (FLTI), a national pilot program. Graduates of the three-month class present their final projects and are encouraged to launch their new idea or business concept. *(Safety Net)*

- Provide advanced facilitation and convene stakeholder conversations for Departments within the City and County of Denver and for community partners. These efforts create consensus-based discussion and engagement with the community. This activity strengthens the effectiveness and capacity of people and groups. These efforts have promoted community conversations pertaining to Forestry, Natural Resources, Special Events, Permitting, MY Denver, Emerald Ash Borer, as well as, the local food system, sustainability, urban agriculture, water, drought and community resiliency. *(Sustainability)*

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- Urban Agriculture programming involves adding new urban farmers to the Denver food system; providing direct and indirect education on local food, urban agriculture and sustainable food production; connecting Denver organizations and collaborative efforts to advance the Mayor's 20% Food Shift Goal; providing training and facilitation to food-related organizations; and serving as a source for trusted community education on local food production and residential or retail sales. *(Sustainability)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Colorado State University Extension					
Youth Development in Rec. Centers	18,730	18,000	21,000	21,000	21,000
Nutrition Education Participants	1,352	3,000	3,300	3,500	3,600
Nutrition Positive Behavior Change Target	76%	80%	80%	85%	85%
Yard and Garden questions and answers	4,845	4,498	5,000	5,500	5,600
Plant sample diagnoses	40	34	35	300	450
Free soil test analyses conducted	N/A	N/A	50	150	150
Urban Farmer new businesses launched	8	30	35	50	25
Cottage Food training graduates	N/A	30	84	120	30
MicroFarmer Food Business Graduates	N/A	N/A	24	40	20
Family Leadership adult graduates	N/A	N/A	12	20	20
Family Leadership youth graduates	N/A	N/A	16	24	12
Percentage of minorities in programming	76%	80%	84%	85%	85%
Volunteers added to programs	256	231	250	325	325
Volunteer hours	4,620	5,506	6,000	8,500	8,500
In-kind volunteer value	$103,950	$123,885	$135,000	$192,500	$192,500

Performance Context

CSU Extension will operate **afterschool youth programing** in 9 Recreation Centers and serve 21,000 Denver youth.

The **in-kind value of volunteer impact** is a measure that determines the financial value of volunteer time. The calculation is based on a Colorado average of $22.43 hour, as determined by Independent Sector, a leading non-profit dedicated to volunteerism.

The **Urban Farmer** program has seen a fluctuating number of participants due to changing interests and demands of the general public. The program numbers are expected to continue to fluctuate as demand for the program stabilizes.

The **Cottage Food** training class was initially offered to one class of students in 2014, with additional classes held in 2015 and 2016, which resulted in an increase in the number of students during these years. In 2017 it is anticipated that one class will be held, due to the limited availability of instructors.

The **Micro-Farmer Food Business** program has seen a fluctuating number of participants due to changing interests and demands of the public. The program numbers are expected to continue to fluctuate as demand for the program stabilizes.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Services and Supplies	155,938	159,400	159,400	0	0.0%
Expenditures by Activity					
Administration	155,938	159,400	159,400	0	0.0%

Significant Budget Changes By Program

There are no significant budget changes.

Capital Equipment

None.

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Overview

The Denver Mountain Parks system consists of 46 parks and conservation areas, totaling more than 14,000 acres in Jefferson, Douglas, Clear Creek and Grand counties. The agency oversees the operation of the Chief Hosa Campground and coordinates with other City agencies for the management of the Evergreen Golf Course, Chief Hosa Lodge and the Red Rocks Amphitheatre. The agency contracts the management of concession sites at Echo Lake Lodge and Pahaska Tepee at Buffalo Bill's Museum and Gravesite. As many as 400,000 Denver area residents and two million visitors from around the world visit the Mountain Parks system each year.

The Mountain Parks Natural Resource program goal is to manage the natural resources and recreational amenities located across the mountain parks system. Key activities include the maintenance of assets, such as picnic areas and permitted sites. In addition, Park Rangers perform a wide variety of duties, including visitor assistance and emergency response. The agency also manages more than 16 miles of hiking trails, 21 miles of paved roads and 15 miles of emergency access forest roads, provides food and care for 2 bison herds, oversees maintenance and repairs of more than 60 historic buildings and shelters, manages a forest health improvement program and provides emergency forest fire assistance for its 11,000 acres of forest.

Strategies

- Implement the Genesee Park Master Plan, which includes projects related to a bison overlook, educational signage, restrooms, new trail construction and improvements at the Genesee Challenge Course. *(Sustainability)*
- Enhance trails and amenities in the most highly visited Mountain Parks (Red Rocks, Lookout Mountain, O'Fallon Echo Lake and Genesee) by making cost-effective improvements, creating and formalizing trails at Genesee and restoring undesirable social trails to reduce damage. *(Sustainability)*.
- Restore, repair and protect deteriorating park facilities and underlying natural resources through use of grant dollars to improve forest conditions in O'Fallon and Genesee Parks and through improvements to Daniels Park per the Master Plan. *(Sustainability)*
- Develop programs and increase public awareness and utilization of the Mountain Parks. *(Customer Experience)*
- Implement public information, enforcement and educational contacts through the park ranger program. *(Sustainability)*
- Implement Natural Resource Management activities through the park ranger program: resource monitoring, weed control, trail maintenance, and stewardship projects. *(Sustainability)*
- Implement forestry and fuel reduction projects through partnerships and grant funding. *(Sustainability)*
- Manage and maintain park picnic areas, restrooms and trails to the high standard of cleanliness and function the public has come to expect and deserves from Denver Mountain Parks. *(Customer Experience)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Number of permits for park use (paid events)	119	82	169	200	200
Total park attendance at group permit events	8,370	8,600	10,500	13,000	13,000
Total fees generated by reservations	$20,300	$19,300	$29,100	$35,000	$35,000
Number of Campground permits	N/A	N/A	1,500	1,500	2,000
Total fees generated by reservations	$137,600.00	$157,800.00	$146,250.00	$105,000.00	$150,000.00

Performance Measures	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
DMP Ranger Contacts	N/A	3,971	4,144	5,000	5,000
Total Visitor contacts	20,688	28,396	32,000	32,000	32,500
Livestock sale receipts	$43,440	$26,050	$56,050	$48,300	$50,000
Website total visitors	34,600	54,750	72,217	72,500	72,500
Mountain Parks acreage treated to reduce the fire risk and increase forest health	300	500	200	200	200

Performance Context

- The **number of permits for park use** issued and groups hosted in the parks are an indirect measure of basic park services that include the preparation and opening of parks, follow-up maintenance and trash pickup. Additional picnic sites have been added to the reservation list due to increased demand for group event sites. Reservations are taken only in the summer months and do not reflect year-round use of the parks.

- **Livestock sales** were exceptionally high in 2015 due to a higher market rate for bison. In 2014, Mountain Parks produced a larger herd size due to improved drought conditions, which subsequently increased the number of calves for sale in 2015.

- **Website visitors and interpretive signage** address the strategy to boost awareness and utilization by increasing the amount of appropriate information available to the general public and to park visitors.

- **Acreage treated to reduce fire risk and increase forest health** involves fuels reduction, restoration of historic forest structure and composition, reduced risk of high-severity wildfires and improved forest resiliency post-fire. Many factors impact the total acreage treated, including grants applied for and received, personnel resources and weather patterns.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	624,454	625,883	670,791	44,908	7.2%
Services and Supplies	200,890	210,112	262,572	52,460	25.0%
Capital Equipment	104,052	349,201	141,000	(208,201)	(59.6%)
Internal Services and Misc.	0	250	250	0	0.0%
	929,396	**1,185,446**	**1,074,613**	**(110,833)**	**(9.3%)**
Expenditures by Activity					
Administration	929,396	1,185,446	1,074,613	(110,833)	(9.3%)
Total Program Expenditures	**929,396**	**1,185,446**	**1,074,613**	**(110,833)**	**(9.3%)**
Personnel Complement (Budgeted)					
Administration	10.00	10.40	10.40	0	0.0%
Total Personnel Complement	**10.00**	**10.40**	**10.40**	**0**	**0.0%**
Revenue					
Charges for Services	56,050	48,300	50,000	1,700	3.5%
Vacancy Savings			(18,195)		

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Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Administration		
• An increase in personnel services to provide a scheduled pay raise to eligible on-call employees.	0.00	1,400
Natural Resource Protection and Management		
• An increase in services and supplies due to a cost increase for large equipment leasing for maintenance of mountain parks.	0.00	30,000
• An increase in services and supplies due to a cost increase in wildfire agreements with the State of Colorado.	0.00	20,000
• An increase in capital equipment primarily due to the purchase of three trucks and other replacement maintenance equipment.	0.00	47,000
• A decrease in capital equipment due to the one-time purchase of a snow plow and other equipment in 2016.	0.00	(255,200)

Capital Equipment

Funding Source/Item	Quantity	New/Replacement
General Fund		
Ford F350 Truck with Plow	1	Replacement
Ford F150 Truck with Extras	2	Replacement
Pneumatic Air Compressor	1	Replacement

Overview

The Buffalo Bill Museum preserves and interprets the life and times of "Buffalo Bill" Cody for the benefit of all Denver residents and visitors. The Museum collects, preserves and displays priceless Western art and artifacts, historical documents and memorabilia relating to the life of Buffalo Bill. The Museum is located in Lookout Mountain Park and also maintains the Cody gravesite and related structures.

The Museum's program goal is to educate visitors and Denver residents about the life and history of "Buffalo Bill" Cody. Primary activities include acquiring artifacts, conducting museum operations and responding to information requests. Following are the descriptions of each activity:

- Artifact acquisition manages the solicitation and cataloging of artifacts that tell the story of Buffalo Bill's life and the presence of his grave on Lookout Mountain.

- Museum operations manages the creation and improvement of exhibits; promotes visiting the facilities; plans and executes educational programs and activities; interacts with the public; and cares for artifacts in the collection as well as the historic structures on the property.

- Staff also responds to information requests and work with researchers and the media to both publicize the museum as well as enhance its reputation as a source of scholarly information about Buffalo Bill's life and times.

Strategies

- Continue the Museum's long-range sustainability planning process, based on the feasibility study completed in 2012, with the creation and implementation of a plan based upon those studies and further community input. *(Sustainability)*

- Implement a series of visitor surveys to determine visitor demographics and needs and use car counters to determine site visitation and the factors driving that visitation. This will enable the Museum to determine new ways to better serve current visitor populations and attract new visitors to the site. (*Customer Experience)*

- Attract locals and visitors to repeat visitation to the Museum by continuing the annual practice of replacing or refreshing one permanent exhibit and creating one temporary exhibit. *(Customer Experience)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Buffalo Bill					
New collections acquired	102	58	90	100	100
Museum attendance	65,873	66,322	72,851	73,500	75,000
Museum admissions revenue	$237,385	$241,823	$266,628	$268,733	$273,733

Performance Context

- The Museum continues to aggressively pursue the acquisition of artifacts through purchase and donation. In 2015, approximately 90 artifacts were added to the collection, nearly meeting the annual goal of 100. This annual goal of 100 will remain for 2017.

- Visitation in 2015 increased over 2014. Thus far, attendance in 2016 is higher than that of 2015. We anticipate continued growth in both attendance and revenue.

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	317,635	348,363	360,464	12,101	3.5%
Services and Supplies	15,475	16,920	17,920	1,000	5.9%
	333,110	**365,283**	**378,384**	**13,101**	**3.6%**
Expenditures by Activity					
Administration	333,110	365,283	378,384	13,101	3.6%
Total Program Expenditures	**333,110**	**365,283**	**378,384**	**13,101**	**3.6%**
Personnel Complement (Budgeted)					
Administration	4.00	4.99	4.99	0	0.0%
Total Personnel Complement	**4.00**	**4.99**	**4.99**	**0**	**0.0%**
Revenue					
Use Charges	266,213	268,733	273,733	5,000	1.9%
Miscellaneous Other	191	0	0	0	0.0%
	266,404	**268,733**	**273,733**	**5,000**	**1.9%**
Vacancy Savings			(9,971)		

Significant Budget Changes By Program

There are no significant budget changes.

Capital Equipment

None.

Overview

The Golf Enterprise Fund operates and maintains the City's five 18-hole golf courses, one 27-hole golf complex and two 9-hole, par-3 courses; 54 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. Golf also negotiates and manages the associated concession contracts. Revenue from greens fees, golf lessons, concession fees, cart rental fees and pro shop fund the City's Golf Enterprise Fund.

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

The **Golf** program's goal is to perform grounds maintenance, nightly watering functions and provide starters and rangers for the golf courses. The following are descriptions of activities offered by the program:

- City Park, Evergreen, Harvard Gulch, J.F. Kennedy, Overland, Willis Case and Wellshire Golf Courses perform grounds maintenance and nightly watering functions along with providing starters and rangers for the golf courses. Additionally, the courses offer pull and motorized cart rentals and professional golf shop services. City Park, Kennedy, Overland and Wellshire golf courses also maintain driving ranges.

- Junior Golf provides fundamental golf skills development to approximately 3,100 inner-city youth, ages 5 to 17. It also works with 17 Denver Public Schools to assist students with life skills and academic improvement through golf. The First Tee of Denver is the 2nd largest First Tee Program in the United States.

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

Strategies

- Begin Dynamic Pricing to maximize tee sheet utilization, offer customers more options and generate revenue. *(Sustainability)*

- Continue improvement of the functionality of the Denver Golf website in conjunction with the new point of sale software to maximize customer service and revenue generation. *(Customer Experience)*

- Continue implementing Capital Improvements and Repairs to mechanical systems suggested by the energy audits of each golf facility in an effort to make facilities more energy efficient, cost effective and environmentally friendly. *(Sustainability)*

- Expand Honey Bee project which aligns with Denver Golf's Audubon Sanctuary certification program and supports sustainability and stewardship of the environment. *(Sustainability)*

- Upgrade outdated irrigation systems to become even more efficient. *(Sustainability)*

- Continue to grow the golf loyalty program to reward repeat customers. *(Customer Experience)*

- Reach 7,000 Children served annually by First Tee of Denver to be good stewards of our community by assisting the youth of Denver to reach their full potential. *(Children and Youth)*

- Continue to grow the online customer surveys to receive the most accurate guest feedback in a timely fashion. *(Customer Experience)*

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Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Golf					
Rounds of Golf	336,277	344,144	353,813	359,500	366,180
Pledged or Net Operating Income	$938,089	$1,536,147	$1,854,837	$1,860,500	$1,867,325
Number of First Tee Participants	2,892	3,197	3,844	4,700	6,000
Retention Rate for First Tee	44%	40%	36%	33%	31%
First Tee Reading Level Improvement	.63	.84	1.00	1.00	1.20

Performance Context

- The **Pledged or Net Operating Income** will show how well the Golf Division is performing financially from an operational stand point.
- The **First Tee** participation rate, retention rate and reading level rate will demonstrate how effective the program is at positively affecting the youth of Denver.
- **Retention rate** will decrease during peak expansion years, however, it should level off around 30% by 2020 which is the last year of Denver Golf's major drive to increase participation. Then it should slowly start to increase again up to 40%.
- **Reading level** is measured as a grade level as compared to children who are not in the Read and Swing Program. For instance, 0.5 indicates children in the program increased a half a grade level faster than children who are not in the program.

Debt Payments

Golf Bond Payment **(**79310-7029000)

Total Debt Payments: $684,862

Capital Improvements

Golf Capital Improvements (79400-7029102)

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

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	5,354,362	5,580,608	5,931,098	350,490	6.3%
Services and Supplies	2,749,264	3,908,750	3,922,804	14,054	0.4%
Capital Equipment	199,205	258,000	222,000	(36,000)	(14.0%)
Internal Services and Misc.	735,721	1,375,486	1,360,507	(14,979)	(1.1%)
	9,038,552	**11,122,844**	**11,436,409**	**313,565**	**2.8%**

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Activity					
Golf Operation	1,447,201	2,737,874	2,772,845	34,971	1.3%
City Park	1,228,411	1,305,565	1,306,517	952	0.1%
Evergreen	672,260	867,836	907,670	39,834	4.6%
Harvard Gulch	234,269	225,518	275,851	50,333	22.3%
Kennedy	1,560,750	1,678,163	1,671,742	(6,421)	(0.4%)
Overland	1,103,384	1,270,681	1,316,340	45,659	3.6%
Wellshire	1,269,530	1,367,196	1,335,918	(31,278)	(2.3%)
Willis Case	1,070,891	1,215,714	1,338,256	122,542	10.1%
Junior Golf	219,295	260,343	270,496	10,153	3.9%
Aqua Golf	232,562	193,953	240,774	46,821	24.1%
	9,038,552	**11,122,844**	**11,436,409**	**313,565**	**2.8%**
Other Program Funding Sources					
Capital Projects Funds		850,000	500,000	(350,000)	(41.2%)
Total Program Expenditures	**9,038,552**	**11,972,844**	**11,936,409**	**(36,435)**	**(0.3%)**
Personnel Complement (Budgeted)					
Aqua Golf	5.10	4.47	4.47	0	0.0%
City Park	33.60	13.32	14.32	1.00	7.5%
Evergreen	10.65	8.63	8.80	0.17	1.9%
Golf Operation	8.21	7.00	8.00	1.00	14.3%
Harvard Gulch	6.79	4.47	5.47	1.00	22.4%
Junior Golf	2.00	5.44	5.44	0	0.0%
Kennedy	47.53	16.88	16.88	0	0.0%
Overland	30.16	12.98	12.98	0	0.0%
Wellshire	32.77	13.95	13.95	0	0.0%
Willis Case	31.31	13.56	14.56	1.00	7.4%
Total Personnel Complement	**208.12**	**100.72**	**104.88**	**4.17**	**4.1%**
Revenue					
Interest Income	56,488	33,900	45,000	11,100	32.7%
Fees	181	0	0	0	0.0%
Charges for Services	(4,371)	0	0	0	0.0%
Use Charges	10,542,890	11,004,778	11,060,500	55,722	0.5%
Investment Service	(14,129)	0	0	0	0.0%
Miscellaneous Other	(117,139)	66,822	0	(66,822)	(100.0%)
	10,463,920	**11,105,500**	**11,105,500**	**0**	**0.0%**

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Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Golf		
• An increase in personnel services due to reallocation of a senior landscape architect position from Parks and Planning to Golf.	1.00	128,900
• An increase in personnel services due to the reallocation of an arborist technician position from Aviation to Golf.	1.00	63,900
• An increase in personnel services due to the creation of an assistant superintendent position at the Harvard Gulch Golf Course.	1.00	61,800
• An increase in personnel services to fund a limited assistant golf professional position at the Overland Golf Course.	1.00	59,300
• An increase in personnel services to fund a limited position that was created in 2016 to assist in the management of the City Park Golf Course.	1.00	56,200
• An increase in personnel services due to the creation of an assistant superintendent position at the Evergreen Golf Course.	1.00	54,400
• An increase in personnel services for the creation of a limited, nine-month Assistant Golf Professional position at the Evergreen Golf Course.	0.75	43,500
• An increase in personnel services due to the conversion of a limited on-call position to a limited FTE for 2017.	1.00	32,800
• An increase in personnel services due to the conversion an unpaid internship to a paid internship position.	0.00	28,900
• A decrease in personnel services due to the reallocation of a staff parks landscape planner from Golf to Parks and Planning.	(1.00)	(117,800)
• A decrease in personnel services due to the expiration of a limited turf equipment mechanic position at the Evergreen Golf Course.	(0.83)	(56,800)
• A decrease in personnel services due to the expiration of a limited assistant golf professional position at the Overland Golf Course.	(1.00)	(51,000)
• A decrease in personnel services due to the expiration of a limited assistant golf professional position at the Evergreen Golf Course.	(0.75)	(48,100)
• A decrease in capital equipment primarily due to one-time purchases of lawn mowers and other replacement maintenance equipment in 2016.	0.00	(36,000)

Note: The Department of Finance has implemented a cap on the amount owed by Enterprise Funds to the General Fund for annual indirect costs incurred. The amount owed is not to exceed 5 percent of an Enterprise Fund's prior year actuals. This policy will result in a $852,318 reduction in the amount of indirect cost charges that the Golf Enterprise Fund owes to the General Fund in 2017.

Capital Equipment

Funding Source/Item	Quantity	New/Replacement
Golf Fund		
Bedknife Grinder	1	Replacement
Greens Mower	2	Replacement
Rough Mower	1	Replacement
Ranger Picker	1	Replacement
F350 Ford Truck	1	Replacement
300 Gallon Diesel Sprayer	2	Replacement
	1	Replacement

Overview

The Denver Public Library (DPL) provides information, education and cultural programs; manages a collection of over two million books, periodicals, government publications, and audiovisual materials; 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.

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

Administration includes key activities such as policy development and direction, establishment of agency goals and objectives, Lean process improvement, purchasing, contract management, human resources and financial management, including budgeting, accounting and planning. The City Librarian provides executive, administrative and strategic leadership.

Facilities Management provides security, safety, custodial and facilities maintenance services for the Central Library and 25 branches.

Community Relations 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 and community outreach. The department works in conjunction with the Denver Public Library Friends Foundation to develop the library's private fundraising efforts.

Central Collections, Technology and Strategy Services 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 network in each of the 26 locations, administers servers providing library applications, and provides public access to computers and wireless in all locations. It also provides assistance with technology and offers computer classes to the public.

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 Computer Technology Center and books and audio visual materials for check-out. Virtual reference service and a homework assistance program are available 24/7 through the Ask Us service on Denverlibrary.org.

The Library operates two bookmobiles providing weekly service to 31 Denver Public Schools and several senior centers.

Neighborhood Services manages the branch libraries, provides customer service, maintains the book and audiovisual collections and conducts and coordinates programs at branch libraries. DPL's 25 neighborhood branch libraries 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 Children's Library and Early Learning Department. Library staff and volunteers visit schools and early childhood education centers to promote reading through the Read Aloud and Summer Reading programs.

Vision

An inspired and engaged Denver.

Mission

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

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Strategies

Help children discover the joy of reading and learning by:

- Putting more books into the hands of children and providing Reading Rocket bookmobile services to elementary school students. *(Children and Youth)*

- Providing Read Aloud classes focusing on educationally at-risk, low-income children attending preschool and kindergarten, communicating the importance and value of early literacy through a multi-platform community-wide media campaign and through outreach to parents, caregivers and teachers. *(Children and Youth)*

- Promoting literacy and Out-of-School Learning opportunities for children and teens through programs such as ASK US online homework help for K-12 students, Summer of Reading, After School is Cool, Web Development Camps and ideaLABs for children and teens. *(Children and Youth)*

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

- Assisting individuals through technology access and training, digital content and media creation, resume writing, job searches and the Career Online High School program. *(Jobs)*

- Assisting new immigrants through formal English literacy, citizenship, computer and other life skills classes in tandem with children's programs and through Community Learning Plazas offering online resources and one-on-one staff help for job searching, learning a second language, test taking, homework help, computer skills, health issues and family literacy. *(Jobs)*

We build community through fun, inspiring and creative experiences:

- Improving the ways people connect with information, ideas and experiences through online access, collections, and cultural programs. *(Customer Experience)*

- Connecting people with their cultural heritage through collections and services of the Western History and Genealogy and Blair-Caldwell African American Research libraries as well as a rich and extensive website. *(Customer Experience)*

Mission-Level Metrics	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Children enjoy reading and learning and Flourish in school and life.					
Circulation of Children's Materials	2,420,802	2,222,148	2,119,986	2,000,000	2,000,000
Children's and Teen's Program Attendance	230,888	264,645	279,007	330,000	340,000
Summer of Reading Participants	41,263	42,792	44,114	45,000	46,000
People Connect to resources and acquire the skills they need to thrive.					
Community Learning Plaza and English Language Learning Attendance	13,850	21,822	32,927	30,000	30,300
Technology Class Attendance	7,913	9,597	12,805	12,000	13,500

Mission-Level Metrics	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
We build community through fun, inspiring and creative experiences.					
Total Program Attendance	349,300	407,707	419,793	440,000	460,000
Percentage of Satisfied Customers (survey)	97%	97%	93%	97%	97%
Percentage of Residents with Library Card	43%	49%	59%	60%	60%
Performance Measures					
Circulation	9,811,501	9,067,577	9,097,572	9,000,000	8,800,000
Visits – in-person	4,372,179	4,407,701	4,195,777	4,750,000	4,560,000
Visits – online	10,813,807	11,011,548	12,385,456	13,500,000	13,750,000
Number of Volunteer Hours	105,916	105,009	105,903	105,000	106,000

Performance Context

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

- This objective is measured by participation in programs and the number of children's materials checked out with the ultimate goal of improving kindergarten readiness, third grade reading scores and high school graduation rates. In addition to the mission-level metrics, the library tracks the metrics for the strategic initiatives related to this community impact. This includes measuring the number of parents, caregivers and teachers attending early literacy outreach sessions. Program attendance has been revised to include teen participation, in addition to children. Circulation is decreasing slightly as on-line visits and use of on-line services and materials increase.

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

- This objective is measured by participation in programs and periodic participant evaluation of individual programs.

- We build community through fun, inspiring and creative experiences.

- This objective is measured by visits to the library, circulation of library books, music and other materials, number of library cardholders and attendance at all adult programs and classes. Circulation is decreasing slightly as on-line visits and use of on-line services and materials increase.

Performance Measures

- The library conducts periodic **customer surveys** at all locations as well as on its web site. The metric measures the percentage of customers who responded with an overall rating of somewhat satisfied and very satisfied. The first 2013 survey was distributed during the week of January 7, 2013 through January 13, 2013. The results showed that 82.8 percent of the customers were very satisfied and 14.4 percent were somewhat satisfied with the Library for a total satisfaction rate of 97.2 percent.

- The DPL uses library industry performance indicators such as **visits** per capita, **computer use** per capita, **program attendance** per capita, and **circulation** per capita to compare performance with other public libraries in the U.S.

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	32,470,187	34,170,425	36,432,630	2,262,205	6.6%
Services and Supplies	8,653,496	8,837,379	9,814,686	977,307	11.1%
Capital Equipment	181,073	225,747	301,610	75,863	33.6%
Internal Services and Misc.	12	90,336	0	(90,336)	(100.0%)
	41,304,767	**43,323,887**	**46,548,926**	**3,225,039**	**7.4%**
Expenditures by Activity					
Administration and Support	2,963,517	3,193,471	3,336,386	142,915	4.5%
Public Services	21,312,303	22,572,365	23,613,259	1,040,894	4.6%
Collection and Technology Services	10,934,894	11,046,113	12,706,305	1,660,192	15.0%
Community Relations	746,747	940,856	1,192,407	251,551	26.7%
Facilities Management	5,347,306	5,571,082	5,700,569	129,487	2.3%
	41,304,767	**43,323,887**	**46,548,926**	**3,225,039**	**7.4%**
Other Program Funding Sources					
Grants	128,239	53,252	0	(53,252)	(100.0%)
Culture And Recreation SRF	2,165,362	2,015,526	1,993,023	(22,503)	(1.1%)
	2,293,601	**2,068,778**	**1,993,023**	**(75,755)**	**(3.7%)**
Total Program Expenditures	**43,598,369**	**45,392,665**	**48,541,949**	**3,149,284**	**6.9%**
Personnel Complement (Budgeted)					
Administration and Support	28.25	27.50	27.50	0	0.0%
Collection and Technology Services	57.50	58.50	64.75	6.25	10.7%
Community Relations	7.50	7.50	7.50	0	0.0%
Facilities Management	82.75	91.00	92.25	1.25	1.4%
Public Services	374.50	379.25	381.75	2.50	0.7%
	550.50	**563.75**	**573.75**	**10.00**	**1.8%**
Other Program Funds FTE					
Culture And Recreation SRF	8.25	8.25	7.50	(0.75)	(9.1%)
	8.25	**8.25**	**7.50**	**(0.75)**	**(9.1%)**
Total Personnel Complement	**558.75**	**572.00**	**581.25**	**9.25**	**1.6%**
Revenue					
Fines and Forfeits	202,288	200,000	200,000	0	0.0%
Miscellaneous Other	980	0	0	0	0.0%
	203,268	**200,000**	**200,000**	**0**	**0.0%**
Vacancy Savings			(1,066,130)		

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Administration		
• An increase in personnel services due to pay adjustments needed to comply with the new federal FLSA Non-Exempt threshold regulations.	0.00	162,600
• An increase in services and supplies due to a capital lease payment for a new e-rate internet and telephony system that went live in 2016.	0.00	25,200
Public Services		
• A net increase in services and supplies for computers, computer maintenance agreements, and other technology costs previously provided by Technology Services, as well as freight, copy equipment rental, office and library supplies, and book purchases.	0.00	342,300
• An increase in personnel services to expand the hours of service at the University Hills Branch Library to 52 hours per week. This includes 2.5 FTEs and $6,950 in services and supplies for furniture, office supplies and computer equipment.	2.50	151,900
• An increase in personnel services to expand the hours of service at the Montbello Branch Library to 52 hours per week. This includes 2.25 FTEs and $6,950 in services and supplies for furniture, office supplies and computer equipment.	2.25	138,500
• An increase in personnel services for a coordinator to oversee the "Summer of Reading" program which has outgrown its current program support and continues to grow.	1.00	105,700
• An increase in services and supplies due to an increase in the annual furniture replacement program to replace worn out furniture in the libraries.	0.00	35,000
• An increase in services and supplies due to a common area maintenance fee for the Gonzales Branch Library.	0.00	18,900
Collections and Technology Services		
• An increase in services and supplies due to the expansion of the WiFi capacity for the Denver Public Library system.	0.00	240,000
• An increase in personnel services to expand the Science, Technology, Engineering and Math (STEM) program at Central and Hampden Branch Library locations.	3.50	209,200
• An increase in services and supplies to expand the Science, Technology, Engineering and Math (STEM) program at Central and Hampden Branch Library locations. This includes purchasing computers, peripherals, software, licenses, office furniture and supplies.	0.00	140,800
• A net increase in capital equipment due to the replacement of worn and obsolete equipment.	0.00	78,500
• An increase in personnel services for a limited part-time position to provide archival services to the Blair-Caldwell African American Research Library.	0.75	51,200
• A decrease in internal service charges due to payment for computer services directly from services and supplies in 2017. An offsetting increase is in services and supplies.	0.00	(90,300)
Community Relations		
• An increase in services and supplies due to the implementation of the Central Wayfinding system at the Central Library which offers "smart" digital signage to library customers and is ADA compliant.	0.00	175,100

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Capital Equipment

Funding Source/Item	Quantity	New/Replacement
General Fund		
Network Storage	1	Replacement
Network Routing Switches	11	Replacement
Network Data Distribution Switches	4	Replacement
Children's Literacy Computers	30	Replacement
Microfilm Scanner	4	Replacement
Yard Tractor	1	Replacement
Paper Cutter	1	Replacement
WiFi Equipment	1	New
Wayfinding System	1	New
Miscellaneous Minor Equipment	Various	New/Replacement

Art Museum
15802-1200000

	2015 Actual	2016 Estimated	2017 Estimated	$ Change	% Change
Expenditures					
Special Revenue Fund (Estimated)					
Art Museum Operations	$1,366,399	$1,378,208	$1,398,881	$20,673	1.5%
Personnel Complement					
Special Revenue Fund (Estimated)					
Art Museum Operations	3.00	3.00	0.00	(3.00)	(300)%

Program Description

The **Denver Art Museum** strives to enrich the lives of present and future generations through the acquisition, presentation and preservation of works of art, supported by exemplary scholarship and public programs related both to its permanent collections and to temporary exhibitions presented by the Museum. The 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 2017, the Art Museum will receive an increase in the General Fund transfer for $20,673. In 2016 the Art Museum eliminated three vacant positions, which will result in a decrease in full-time employees for 2017.

Botanic Gardens
15803-7027000

	2015 Actual	2016 Estimated	2017 Estimated	$ Change	% Change
Expenditures					
Special Revenue Fund (Estimated)					
Botanic Gardens Operations	$942,643	$1,042,545	$1,058,183	$15,638	1.5%

Program Description

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 64th 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 2017, the Botanic Gardens will receive an increase in the General Fund transfer for $15,638.

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Museum of Nature and Science

15804-1000000	2015 Actual	2016 Estimated	2017 Estimated	$ Change	% Change
Expenditures					
Special Revenue Fund (Estimated)	$1,048,583	$1,068,900	$1,084,934	$16,034	1.5%

Program Description

The **Denver Museum of Nature & 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 2017, the Museum of Nature and Science will receive an increase to the General Fund transfer for $16,034.

Denver Zoo

15806-7026000	2015 Actual	2016 Estimated	2017 Estimated	$ Change	% Change
Expenditures					
Special Revenue Fund (Estimated)					
Denver Zoo Operations	$2,108,926	$2,138,000	$2,173,120	$35,120	1.6%
Personnel Complement					
Special Revenue Fund (Estimated)					
Denver Zoo Operations	27.00	27.00	25.00	(2.00)	(7.4)%

Program Description

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 over 4,000 animals representing more than 600 species, the 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 2016 the Zoo eliminated two vacant positions, which will result in a decrease in full-time employees in 2017. In 2017, the Zoo will receive an increase in the General Fund transfer for $35,120.

Denver Municipal Band

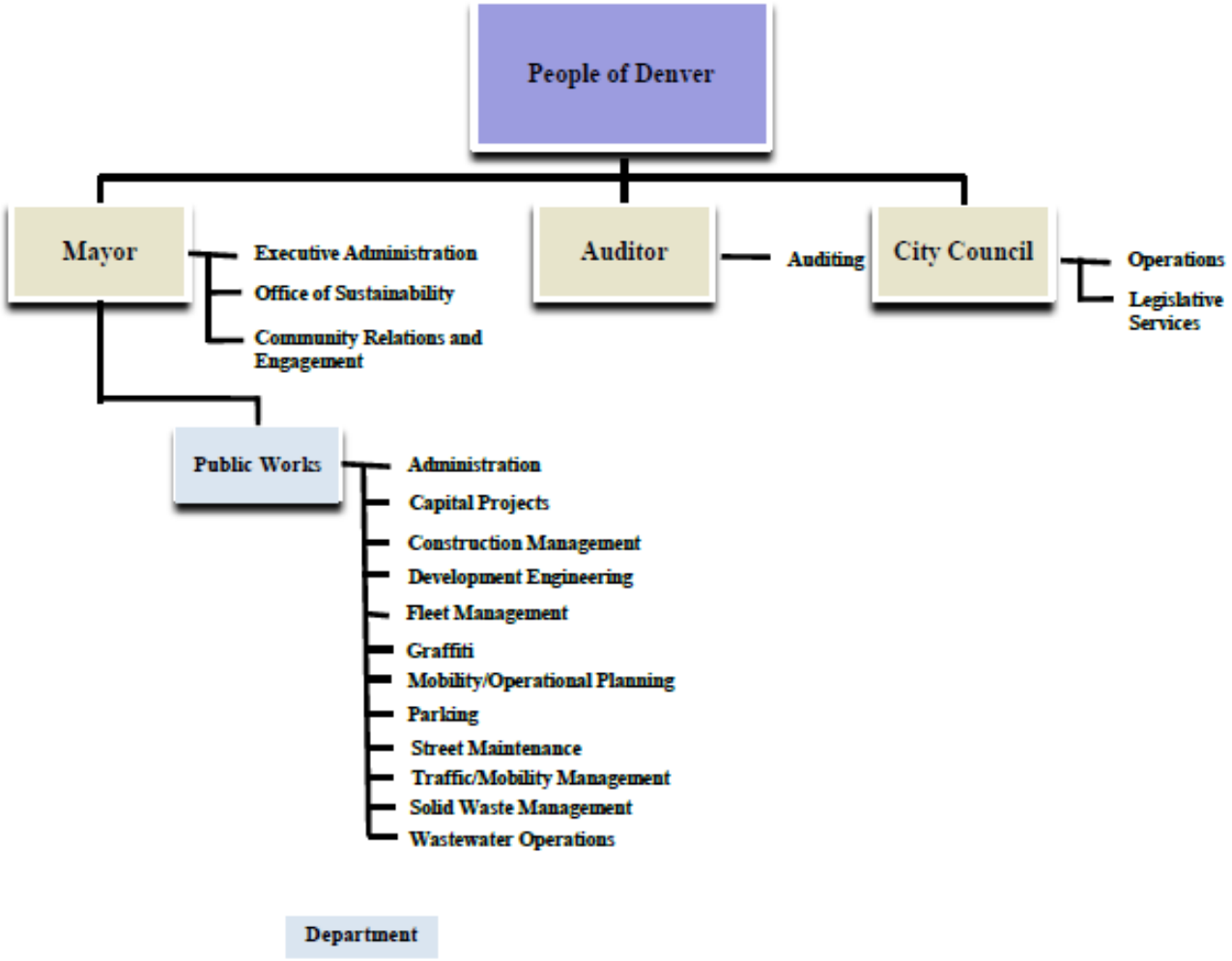
15813-7011000	2015 Actual	2016 Estimated	2017 Estimated	$ Change	% Change
Expenditures					
Special Revenue Fund (Estimated)					
Municipal Band Operations	$51,000	$51,000	$51,000	0	0%

Program Description

The **Municipal Band** performs 15 free musical concerts in Denver parks during the summer. Expenditures are for supplies, materials, repairs, utilities and security associated with the performances by the band.

Public Works

Public Works Organizational Chart



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Public Works Budget Summary

	2015 Actuals	2016 Appropriated	2017 Recommended
Agencies			
Office of the Executive Director	800,608	1,182,824	1,382,366
Finance and Administration	12,179,479	12,804,440	13,163,982
Policy, Planning and Sustainability	1,222,962	1,455,763	1,445,284
Right-of-Way Services	18,550,905	21,962,450	22,197,593
Capital Projects Management	5,722,302	6,882,284	7,260,032
Transportation and Mobility	12,286,649	15,018,575	16,092,338
Street Lighting	2,611,708	2,600,000	3,100,000
National Western Center Office	0	493,500	1,007,624
Street Maintenance	16,314,528	16,804,850	19,335,582
Solid Waste	20,649,309	21,445,312	24,260,490
Fleet Management	12,894,703	16,994,539	16,241,595
Total	**103,233,153**	**117,644,537**	**125,486,886**
Expenditures			
Personnel Services	64,171,178	71,501,702	77,197,707
Services and Supplies	38,053,624	45,441,682	47,998,176
Capital Equipment	817,449	296,735	126,000
Internal Services and Misc.	190,902	404,418	165,003
Total General Fund	**103,233,153**	**117,644,537**	**125,486,886**
Internal Service Funds			
Fleet Management	1,596,880	0	0
Asphalt Plant	8,624,763	9,161,126	9,186,267
Total	**10,221,643**	**9,161,126**	**9,186,267**
Expenditures			
Personnel Services	593,203	666,748	681,585
Services and Supplies	7,964,938	8,319,514	8,319,514
Internal Services and Misc.	1,663,502	174,864	185,168
Total Internal Service Funds	**10,221,643**	**9,161,126**	**9,186,267**
Enterprise Funds			
Wastewater Management	93,181,791	118,336,105	121,678,116
Total	**93,181,791**	**118,336,105**	**121,678,116**
Expenditures			
Personnel Services	22,532,732	27,386,875	28,340,440
Services and Supplies	55,197,248	67,308,642	66,398,548
Capital Equipment	4,213,804	4,510,101	207,500
Internal Services and Misc.	11,238,006	19,130,487	26,731,628
Total Enterprise Funds	**93,181,791**	**118,336,105**	**121,678,116**

*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".

	2015 Actuals	2016 Appropriated	2017 Recommended
Transfers			
Transfer to Alternative Transportation SRF 72100-9911400	25,000	29,500	29,500
Transfer to Wastewater Sanitary Capital Projects 72100-9724100	2,898,200	4,195,436	12,011,687
Transfer to Wastewater Sanitary Operations 72300-9721100	13,500,000	13,500,000	13,500,000
Transfer to Wastewater Storm Capital Projects 72300-9727100	7,581,565	42,231,720	31,680,479
Transfer to Water Quality Capital Projects 72300-9728100	0	0	3,000,000
Total Enterprise Funds Transfers	**24,004,765**	**59,956,656**	**60,221,666**
Special Revenue Funds			
General Government	21,025,803	24,324,938	29,077,347
Total Special Revenue Funds	**21,025,803**	**24,324,938**	**29,077,347**
Grants			
Grants	89,006	132,894	0
Capital Grants	11,958,140	34,231,791	68,922,863
Total Grants	**12,047,146**	**34,364,685**	**68,922,863**
Personnel Complement			
General Fund			
General Fund Operations - Civilian	836.42	912.63	972.15
Special Revenue Funds			
General Government - Civilian	4.00	5.00	11.00
Internal Service Funds			
Asphalt Plant - Civilian	8.00	8.00	8.00
Enterprise Funds			
Wastewater Management - Civilian	313.98	309.38	312.38
Total Personnel Complement	**1,162.40**	**1,235.01**	**1,303.53**
Capital Improvements			
Capital Improvements		90,097,420	103,427,437
Bond Project Funds		124,298,571	82,193,479
Grant/Other Capital Funds		3,443,000	23,521,800
Wastewater Management		27,350,000	38,450,000
Total		**245,188,991**	**247,592,716**

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Public Works Department Summary

Executive Overview

The Department of Public Works delivers services that help to define the quality of life in Denver. Comprised of ten divisions, the Department of Public Works' responsibilities include year-round road maintenance and repair; household trash, recycling and compost collection service; graffiti abatement; design and construction management of streets, bridges, public buildings, and storm and sanitary sewers; transportation and parking services; oversight and regulation of development and use of the public right- of-way; and implementation and oversight of the Public Works Environmental Management System (EMS).

Resources in Capital Projects Management and Right-of-Way Services are shared between the General Fund and the Wastewater Management Enterprise Fund, and their costs are allocated appropriately. In addition, seven Strategic Master Plans guide and inform the department's operations: the Strategic Transportation Plan, the Strategic Parking Plan, the Solid Waste Management Master Plan, the Storm Drainage Master Plan, the Sanitary Sewer Master Plan, Denver Moves, and the 6-Year Pavement Management Plan. Public Works also has a two-year 'Strategic Action Plan" that outlines the critical goals, objectives and actions to achieve Sustainable, Mobile, Attractive, Resilient, and Transparent (SMART) public infrastructure and facilities.

Services are provided through the following programs:

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

Vision

Public Works maintains, enhances, and improves the quality of life in Denver by building strong infrastructure and supporting healthy and sustainable development for all communities.

Mission

The Department of Public Works aims to deliver high quality, cost-effective, efficient, safe services involving public infrastructure to enhance the quality of life in Denver.

Strategies

- Sustainability: Public Works is committed to advancing a sustainable, cleaner, safer and healthier city by promoting sustainable approaches to Water Quality, Air Quality and Waste Management. *(Sustainability)*

- Mobility: Public Works aspires to provide a safe, efficient and reliable right-of-way infrastructure that supports sustainable, convenient and easy mobility options for pedestrians, bicyclists, transit riders, and freight and automobile drivers. *(Sustainability)*

*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".

- Attractiveness: Public Works furthers commitments to enhance the quality of life in Denver to retain, attract and support people, businesses, academics, arts and culture through the development of an attractive and reliable infrastructure. *(Customer Experience)*

- Resiliency: Public Works is committed to applying best practices to maintain and operate our existing infrastructure by using data-driven and well-informed decisions for managing city assets. *(Sustainability)*

- Transparency: Public Works strives to maintain transparency of its projects and services by maintaining and strengthening customer services and communication with external and internal stakeholders. *(Customer Experience)*

- Implement Public Works Master Plans, to develop efficient and sustainable programs, systems, and infrastructure. *(Sustainability)*

Mission-Level Metrics

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Operations Cost Per Capita	271.08	264.99	259.87	291.05	281.77
PW Employee Engagement Index	15.1	18.7	21.3	24.0	27.0
Facility Condition Index		3.4%	2.9%	2.1%	1.4%
Average Citywide Pavement Condition Index (PCI)	71.3	70.6	71	70.8	70.8
Percent of Solid Waste Diverted	14.3%	14.8%	17%	18%	19%

Performance Context

- **Operations Cost Per Capita** represents, in pre- recession 2008 adjusted dollars, the cost of Public Works' core services per person living in Denver. The 2008 baseline is $290.02. Decreases are due to the increase in population being greater than the increase to Public Works' 2008 adjusted operating budgets.

- **PW Employee Engagement Index** is a metric produced by the OHR Analytics group through the Employee Survey. Employee engagement measures employee involvement, enthusiasm, and satisfaction with his or her work. The OHR survey is conducted every other year - the 2014 metric was obtained through a Pulse Survey of only Public Works employees.

- **Facility Condition Index** is a gauge of overall facility conditions, a ratio of projected maintenance and repair costs of city facility assets to the current replacement value, which shows progress against the 2014 baseline. Condition ratings are as follows: 0-5% = Good, 6- 10% = Fair and 10%+ = Poor.

- **PCI Index** measures the pavement condition of our streets on a 0-100 scale. The Public Works target is a satisfactory rating of 75. The PCI for local streets has been increasing due an increased focus as a result of 2A funding, however the PCI for arterial and collector streets has decreased due to weather conditions and the focus on local streets, resulting in minimal changes to the average PCI. Please see the Street Maintenance Section for the PCI for local, arterial, and collector streets.

- **Percent of Solid Waste Diverted** shows the percentage of trash collected annually that is diverted from the landfill through recycling and composting programs.

***Please see the division sections for detail about key resource changes impacting these strategies and metrics**

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Overview

The Office of the Executive Director provides overall policy direction, management, and communications for the Public Works Department. The office oversees the engineering, operations, finance and administration, and policy, planning and sustainability areas of the department, and serves as the final authority for fiscal and personnel matters.

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

Administration includes key activities such as policy development and direction, establishment of agency goals and objectives, and management of all fiscal and personnel matters in the department.

Strategies

- Update and implement two year SMART Plan to identify and track progress toward goals. (*Customer Experience*)
- Provide training at all levels in the organization to improve employee engagement. (*Customer Experience*)
- Encourage innovation through Black/Green belt training and initiatives to improve customer service and employee productivity. (*Customer Experience)*
- Maintain and update Public Works master plans to guide development and maintenance of major infrastructure networks. (*Sustainability*)

Office of the Executive Director will leverage the Performance Management of all divisions within Public Works.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	503,797	769,625	857,167	87,542	11.4%
Services and Supplies	296,078	412,549	524,549	112,000	27.1%
Internal Services and Misc.	734	650	650	0	0.0%
	800,608	**1,182,824**	**1,382,366**	**199,542**	**16.9%**
Expenditures by Activity					
Administration	800,608	1,182,824	1,382,366	199,542	16.9%
Other Program Funding Sources					
Grants	34,540	26,900	0	(26,900)	(100.0%)
Capital Grants	11,958,140	34,231,791	68,922,863	34,691,072	101.3%
Capital Projects Funds		217,838,991	209,142,716	(8,696,275)	(4.0%)
	11,992,681	**252,097,682**	**278,065,579**	**25,967,897**	**10.3%**
Total Program Expenditures	**12,793,289**	**253,280,506**	**279,447,945**	**26,167,439**	**10.3%**
Personnel Complement (Budgeted)					
Administration	5.25	6.25	6.25	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".

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Revenue					
Highway Users	19,008,682	19,843,403	21,093,822	1,250,419	6.3%
Miscellaneous Other	1,310	0	0	0	0.0%
	19,009,992	**19,843,403**	**21,093,822**	**1,250,419**	**6.3%**
Vacancy Savings			(26,375)		

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Administration		
• An increase in services and supplies due to increases in existing maintenance costs related to the contract for the Downtown Denver Partnership Business Improvement District.	0.00	112,000

Capital Equipment

None.

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Overview

Finance and Administration supports the Department of Public Works by providing financial, budgeting, accounting, purchasing, safety, and information technology services. The division is responsible for managing the city's franchise agreement with Xcel Energy and provides construction contract management for the entire city. Additionally, Finance and Administration is responsible for purchasing, distribution, and inventory management of vehicle and equipment parts in support of city fleets.

Administration includes key activities such as policy development and direction, purchasing, human resource support, technology support, and financial management.

The **Construction Management** program goal is to manage the construction and remodeling of city buildings and related infrastructure, provide design engineering services, and manage contracted architect and engineering services. The primary activity is contract management.

The **Parking** program goal is to manage the city's on and off-street parking assets. The primary parking program activity within Finance and Administration is collections. In addition to collecting payments for fines and fees, the group also provides contract oversight, revenue reconciliation and write-off policies, and processes residential parking permit applications.

The **Fleet Logistics Office** (FLO) program goal is to procure, distribute, and manage repair and maintenance parts for the city's fleet of vehicles and equipment. By serving all three of the city's fleets (Public Works, Fire, and Police) FLO creates savings and service level improvements through inventory reductions, overhead cost reductions, and purchasing process improvements.

Strategies

- Promote a safety culture that will identify and manage risk through recognition, evaluation, and education of our employees. *(Sustainability)*
- Implement Standard Operating Procedures (SOPs) to provide vehicle parts consistent with industry standards. (*Sustainability*)

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Administration					
Training hours conducted	608	668	6,316	5,500	6,000
Number of lost time on-the-job injuries	5	5	8	8	5
Construction Management					
Number of contracts administered	436	470	456	550	550
Contracts awarded – dollar amount	$48,613,458	$87,616,505	$238,656,326	$75,000,000	$75,000,000
Payments processed in a timely manner	N/A	99%	99.52%	99%	99%
Time to process contracts (days)	107	99	80	80	80
Parking					
Parking permit processing time (minutes)	7	5.5	4.5	4.5	4.5
Number of residential parking permits Issued	27,414	27,451	22,358	26,000	28,500

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Fleet Logistics Office					
Inventory turnover rate	1.22	1.11	1.47	1.72	2.5

Performance Context

- To align with industry standards, Public Works began tracking **training** as a measure of **hours** instead of number of classes taught in 2015. Performance measures for 2013 through 2014 reflect total number of classes taught.
- **Contracts Awarded – dollar amount –** The 2015 total includes a large volume of awarded on-call procurements. This does not reflect the total amount expended in 2015, only the awarded amount. These on-call procurements only occur every 3-5 years, so the 2016 volume is substantially lower. The overall contract dollar value also includes any grant and revenue agreements.
- The **number of residential parking permits issued** includes new permits and renewals. The number of permits decreased in 2015 primarily due to the elimination of the hospital district resulting from the relocation of University Hospital.
- **Inventory turnover rate** compares the total value of fleet inventory issued in a year to the average inventory value. The optimal rate is 3.5, at which point the value of inventory issued is three and a half times the average inventory value. The current rate is less than optimal due to the aging fleet; parts for older vehicles are kept longer because they are less readily available elsewhere.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	3,731,969	4,257,940	4,495,662	237,722	5.6%
Services and Supplies	8,391,248	8,540,690	8,665,460	124,770	1.5%
Capital Equipment	50,322	0	0	0	0.0%
Internal Services and Misc.	5,939	5,810	2,860	(2,950)	(50.8%)
	12,179,479	**12,804,440**	**13,163,982**	**359,542**	**2.8%**
Expenditures by Activity					
Administration	534,794	558,536	557,148	(1,388)	(0.2%)
Accounting	278,663	510,878	600,516	89,638	17.5%
Research and Analysis	289,632	291,335	304,563	13,228	4.5%
Safety and Loss	320,121	333,727	372,879	39,152	11.7%
Information Services	2,266	0	0	0	0.0%
Contract Administration	690,841	685,160	755,616	70,456	10.3%
Collections	1,003,698	1,056,987	1,061,432	4,445	0.4%
Fleet Logistics Office	9,059,463	9,290,222	9,419,307	129,085	1.4%
FIN NDCC Support	0	77,594	92,521	14,927	19.2%
	12,179,479	**12,804,440**	**13,163,982**	**359,542**	**2.8%**

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Other Program Funding Sources					
General Government SRF	1,275	6,000	6,000	0	0.0%
Total Program Expenditures	**12,180,754**	**12,810,440**	**13,169,982**	**359,542**	**2.8%**
Personnel Complement (Budgeted)					
Accounting	5.00	7.00	7.00	0	0.0%
Administration	5.50	5.23	5.23	0	0.0%
Collections	9.00	10.11	10.11	0	0.0%
Contract Administration	8.00	8.00	9.00	1.00	12.5%
FIN NDCC Support	0	1.00	1.00	0	0.0%
Fleet Logistics Office	19.00	19.00	19.00	0	0.0%
Research and Analysis	4.00	3.00	3.00	0	0.0%
Safety and Loss	4.00	4.00	4.00	0	0.0%
Total Personnel Complement	**54.50**	**57.34**	**58.34**	**1.00**	**1.7%**
Revenue					
Fines and Forfeits	386,806	800,000	800,000	0	0.0%
Interest Income	1	0	0	0	0.0%
Miscellaneous Other	122	0	0	0	0.0%
	386,928	**800,000**	**800,000**	**0**	**0.0%**
Vacancy Savings			(132,900)		

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Contract Administration		
• An increase in personnel services due to the addition of a contract administrator.	1.00	79,460
• A decrease in internal services due to one-time expenses in 2016.	0.00	(2,950)
Fleet Logistics Office		
• An increase in services and supplies for parts for new vehicles added to the fleet in 2017 and equipment for new FTE added in 2017.	0.00	124,770

Capital Equipment

None.

Overview

Policy, Planning and Sustainability develops policy and provides guidance including Peak Performance initiatives; prepares and facilitates implementation of long-range and short-range multimodal transportation and infrastructure related plans; manages the city's special districts; spearheads development of the citywide water quality enhancement program, and coordinates and requests state and federal funding. Policy development and guidance includes the Ultra Urban Green Infrastructure Guidelines, the Denver Moves Transit Plan, and the North Denver Cornerstone Collaborative Master Mobility Plan, as well as the Employee Engagement Analysis and Recommendations. The agency also provides communication, marketing, and public relations services for the department.

The **Administration** program within Policy, Planning and Sustainability provides communications and outreach strategies and programs that bring Public Works initiatives and issues into the public arena in a thoughtful, understandable and relatable context. The program also fields media and public inquiries using critical processing and crisis management as needed. Event development, detailing, and staffing are included as part of the program. The program provides internal communications vehicles and messaging, as well as staff training and preparation. The program is responsible for Public Works legislative services and City Council/elected official outreach, intake and management.

The **Mobility/Operational Planning** program goal is to provide policy guidance; prepare long-range and short-range transportation and infrastructure related plans; facilitate implementation of multimodal capital projects and operational efficiencies for the department; coordinate and monitor planning and implementation activities with other city agencies and external stakeholders; and communicate on a variety of policy and project related issues with elected officials and the general public.

Strategies

- Ensure that city interests are coordinated with outside entities such as CDOT, RTD, DRCOG, Urban Drainage, through adherence to the state and federal laws and intergovernmental agreements. (*Sustainability*)
- Develop policy and best management guidelines and environmental compliance approvals (NEPA) for improving natural and built environments (mobility, air quality, water quality, and soil) for capital and operating programs. (*Sustainability*)
- Support department-wide innovation through training, facilitated workshops, and change management activities. (*Customer Experience*)
- Promote goodwill between Public Works and the department's internal and external stakeholders through multiple avenues of communication and marketing, including website redesign and increasing social media connections. (*Customer Experience*)

Performance Measures	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Administration					
Website sessions (# of visitors to site)	N/A	39,143	39,500	75,000	76,000
Website bounce rate	N/A	22.58%	22.58%	20.00%	20.00%
Facilitated events/training	15	30	17	20	24
Mobility/Operational Planning					
Special Districts managed	96	103	107	117	122
Facility Condition Assessments/year	12	320	50	50	50

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Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Water Quality Projects/year	0	0	0	1	5
Cumulative Acres Treated for Water Quality	N/A	N/A	12,459	12,575	12,940
Total grant funding by year of award	$25,600,000	$354,000	$37,500,000	$12,000,000	$15,000,000
Mobility projects supported/year	N/A	N/A	32	42	46
Mobility projects lead/year	N/A	N/A	30	38	35

Performance Context

- **Website Sessions** refers to the number of visitors to our website each year. The late 2015 website redesign consolidated pages for PPS, Capital Projects Management and Public Works Administration into a single Public Works website and traffic expectations increased accordingly.

- **Website Bounce Rate** denotes the percentage of visitors who view a Denvergov page and then leave without clicking through to another page. Higher rates can indicate that users did not find the information they were looking for on the page, or that they chose not to engage with additional content. Some types of transactional pages are expected to have higher bounces rates, which can drive up a site's average rate. Primary web portals, such as the DPW page measured here, should have low bounce rates and high engagement.

- **Facilitated Events/Training** includes all rapid improvement events, workshops, projects, value stream analyses, and trainings performed by staff. Events and trainings are attended by staff from various divisions within Public Works and other city agencies to support department-wide innovation.

- **Special districts** include metropolitan districts, business improvement districts, local maintenance districts, local improvement districts, and general improvement districts.

- The **Facility Condition Assessment Program** assesses city facilities on a three-year cycle to maintain a current inventory of capital maintenance needs. The current city facility inventory is approximately 350 facilities, which would require approximately 120 assessments per year to conduct a complete facility assessment every three years. In 2014, a holistic FCA was completed which assessed the condition of all city facilities.

- **Water Quality Projects** will support the recently approved Ultra Urban Green Infrastructure Guidelines that were identified in 2015 through a study of the six priority basins, or areas that do not meet the standard for the E. coli Total Maximum Daily Load (TMDL). TMDL is a calculation of the maximum amount of a pollutant that a waterbody can receive and still meet water quality standards. A six to twelve-year Water Quality Capital Improvement Program (WQ CIP) will be developed in 2016 based on the study of the six priority basins. Public Works will aim to construct two large-scale green infrastructure projects identified in the WQ CIP in 2017. Additionally, policy will be added in 2016 to formally implement the Ultra Urban Green Infrastructure Guidelines through private development and with other agencies including Parks and Wastewater.

- **Cumulative Acreage Treated for Water Quality** only reflects projects built with Regional Water Quality Implementation Fund. It does not include other city capital projects or private development. The cumulative acres treated is expected to increase significantly with the Platte to Park Hill and Brighton Boulevard Projects. There is no data available prior to 2015 because total area treated was first measured and available on a citywide basis starting in 2015.

- **Total grant funding by year of award** represents outside grant funding used to leverage local funding for planning, design, and construction projects. Some grant cycles are every two to four years, while others are one-time grant programs. In 2014 there was a reduction in grants awarded because it was an off-cycle year for grants.

- **Mobility Projects Lead/Supported** per year includes any plans, studies, and projects that PPS either leads or provides support on each year. Projects that PPS provides support on generally are external projects in which planners represent the Department and City's interests. Projects are typically multi-year efforts. This is a new performance measure, therefore data is not available for 2013 and 2014.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	1,100,496	1,249,040	1,308,561	59,521	4.8%
Services and Supplies	119,064	200,327	130,327	(70,000)	(34.9%)
Internal Services and Misc.	3,402	6,396	6,396	0	0.0%
	1,222,962	**1,455,763**	**1,445,284**	**(10,479)**	**(0.7%)**
Expenditures by Activity					
Administration	7,410	4,200	4,200	0	0.0%
Communication	280,472	379,852	393,376	13,524	3.6%
Policy and Planning	935,081	1,071,711	1,047,708	(24,003)	(2.2%)
Total Program Expenditures	**1,222,962**	**1,455,763**	**1,445,284**	**(10,479)**	**(0.7%)**
Personnel Complement (Budgeted)					
Communication	2.50	3.00	3.00	0	0.0%
Policy and Planning	8.00	9.00	9.00	0	0.0%
Total Personnel Complement	**10.50**	**12.00**	**12.00**	**0**	**0.0%**
Vacancy Savings			(40,160)		

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Policy and Planning		
• A decrease in services and supplies due to a reduction in professional membership dues. The budget for these membership dues was moved to Transportation and Mobility.	0.00	(70,000)

Capital Equipment

None.

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Overview

Right-of-Way Services (RWS) manages all activities associated with private development and use of the city's street rights-of-way, including the city's on-street parking assets. Right-of-way area is an area of land owned or controlled by the City for the purposes of constructing, operating, and maintaining public facilities such as streets, alleys, sidewalks, bike paths, utilities, and other public infrastructure.

The Development Services program goal is to determine developer required improvements and to review private development plans for regulatory compliance in the areas of transportation, survey, right- of-way management, and wastewater. Development Engineering also provides inspections and permits for construction of private development projects in conjunction with the private use of the City's rights-of-way. For projects on city-owned property, engineering review and regulation is provided by the Engineering, Regulatory and Analytics (ERA) team.

The Parking program goal is to manage the City's on and off-street parking assets. The primary Parking activity within Right-of-Way Services is right-of-way enforcement.

Strategies

- Utilize new data analysis methods to understand parking behaviors and calibrate time restrictions. (*Sustainability*)
- Consolidate multiple databases and programs into a central location to increase efficiency, accountability and reporting on large capital projects. (*Sustainability*)
- Continue to implement Accela to allow online access to real-time process information for contractors, and analytics for internal process improvement and performance measures. (*Customer Experience*)

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Development Engineering					
Revocable permits	745	146	271	300	300
Street cut permits	5,834	6,430	7,835	8,250	8,250
Street occupancy permits	11,462	11,248	14,831	16,700	16,700
Development Engineering-Wastewater					
Sewer Use and Drainage Permits (SUDP)	3,587	4,002	4,372	4,000	4,000
Parking					
Meter payments made by credit/debit card	49%	53%	60%	63%	66%
Number of meter violations cited	274,482	241,439	235,890	240,400	240,400
Total number of citations written per year	664,692	626,509	653,491	685,200	660,000
Average number of vehicles booted per day	13	12.5	11.3	11.7	11.5

Performance Context

- **Revocable permits** include utility reviews and major encumbrance/encroachment permits. Utility plan review requirements were changed in 2013 resulting in the reduction of annual permits.
- **Street cut permits** are representative of the workload impact development activity has on right-of-way.

- **Street occupancy permits** have increased as a result of the Better Denver Bond program, utility sector activity (i.e., Xcel Energy, Denver Water), FasTracks, Denver Union Station projects, and construction activity.

- **Sewer Use and Drainage Permits (SUDP)** are an essential component of site engineering review associated with private development. Permits require that proposed private development meets Public Works technical criteria for sewer use and drainage for all residential and commercial development projects.

- **Meter payments made by credit/debit card** has been increasing due to the increased implementation of smart meters that accept these types of payments.

- The **number of citations written annually for overdue meter violations** has held approximately steady as a result of technological improvements that allow better enforcement of time restrictions, and as additional meters have been added to the system.

- The **total number of citations written per year** has held approximately steady due to the implementation of parking enforcement efficiencies, including technology enhancements, reconfigured patrol routes, growth to the overall parking system, and adjustments to staffing. The long-term goal is to increase compliance and reduce the number of citations written.

- **The average number of vehicles booted per day** is expected to remain steady as the boot list (the number of vehicles eligible to be booted) has been consistent.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	11,991,924	13,593,232	14,147,424	554,192	4.1%
Services and Supplies	6,525,458	8,309,127	7,991,652	(317,475)	(3.8%)
Capital Equipment	9,382	0	0	0	0.0%
Internal Services and Misc.	24,141	60,091	58,517	(1,574)	(2.6%)
	18,550,905	**21,962,450**	**22,197,593**	**235,143**	**1.1%**
Expenditures by Activity					
Administration	730,677	606,504	657,470	50,966	8.4%
Survey	1,159,980	1,500,249	1,515,616	15,367	1.0%
Inspection	2,506,566	3,813,440	4,012,447	199,007	5.2%
Development Services	647,928	332,690	342,480	9,790	2.9%
Permitting and Enforcement	12,139,926	14,558,840	14,549,007	(9,833)	(0.1%)
Engineering Regulatory & Analytics	1,365,829	1,150,727	1,120,573	(30,154)	(2.6%)
Total Program Expenditures	**18,550,905**	**21,962,450**	**22,197,593**	**235,143**	**1.1%**
Personnel Complement (Budgeted)					
Administration	6.00	6.48	7.00	0.52	8.0%
Development Services	7.00	3.00	3.00	0	0.0%
Engineering Regulatory & Analytics	12.50	11.00	10.00	(1.00)	(9.1%)
Inspection	25.00	40.00	41.00	1.00	2.5%
Permitting and Enforcement	90.00	101.30	101.30	0	0.0%

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Survey	11.00	14.00	14.00	0	0.0%
Total Personnel Complement	**151.50**	**175.78**	**176.30**	**0.52**	**0.3%**
Revenue					
Licenses and Permits	17,099,057	16,001,667	16,001,667	0	0.0%
Fines and Forfeits	30,452,834	31,497,500	32,085,700	588,200	1.9%
Fees	1,894,611	1,215,878	1,115,878	(100,000)	(8.2%)
Charges for Services	940,428	795,655	795,655	0	0.0%
Use Charges	12,411,060	13,227,000	13,570,000	343,000	2.6%
Internal Service and Indirect Cost	2,500	0	0	0	0.0%
Miscellaneous Other	64,215	75,000	75,000	0	0.0%
	62,864,705	**62,812,700**	**63,643,900**	**831,200**	**1.3%**
Vacancy Savings			(415,045)		

Significant Budget Changes By Program – General Fund

Impact Description	FTEs	Dollars
Administration		
• An increase in personnel services due to the conversion of an Administrative Assistant from on-call to unlimited.	0.52	46,170
• A decrease in internal services due to one-time expenses in 2016.	0.00	(1,574)
Permitting and enforcement		
• An increase in personnel services due to the conversion of two Right-of-Way agents from on-call to unlimited. This is offset by a decrease in 2 on-call positions.	0.00	123,756
• A net decrease in services and supplies due to one-time costs in 2016 related to Area Management Plan implementation. This is partially offset by increases to the parking meter management contract of $230,000, increased costs for training of $24,550, and the restoration of $215,000 that was reallocated for a one-time transfer to Capital Projects Management in 2016.	0.00	(317,475)
• An increase in revenues from increased meter collections and parking fines. This is partially offset by a decrease in parking boot fee collections.	0.00	681,200
• An increase in revenue for Disability Program Enforcement Program-issued tickets as a result of the work of the three new full-time parking enforcement officers in Human Rights and Community Partnerships.	0.00	150,000

Capital Equipment – General Fund

None.

Budget Highlights – Wastewater Enterprise Fund	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	5,465,045	5,955,136	6,095,329	140,193	2.4%
Services and Supplies	205,972	313,983	327,199	13,216	4.2%
Capital Equipment	0	153,802	46,000	(107,802)	(70.1%)
Internal Services and Misc.	56,143	548,798	605,479	56,681	10.3%
	5,727,161	**6,971,719**	**7,074,007**	**102,288**	**1.5%**
Expenditures by Activity					
Administration	362,127	857,711	923,131	65,420	7.6%
Survey	1,107,603	1,281,920	1,200,991	(80,929)	(6.3%)
Inspection	1,948,241	2,313,011	2,330,600	17,589	0.8%
Development Services	1,464,493	1,953,257	2,070,604	117,347	6.0%
Permitting & Enforcement	150,857	20,395	20,395	0	0.0%
Engineering Regulatory & Analytics	693,841	545,424	528,286	(17,138)	(3.1%)
Total Program Expenditures	**5,727,161**	**6,971,719**	**7,074,007**	**102,288**	**1.5%**
Personnel Complement (Budgeted)					
Administration	1.00	1.00	1.00	0	0.0%
Development Services	13.25	17.25	17.25	0	0.0%
Engineering Regulatory & Analytics	7.00	5.00	5.00	0	0.0%
Inspection	17.00	20.00	21.00	1.00	5.0%
Permitting & Enforcement	1.00	0	0	0	0.0%
Survey	12.00	12.75	12.75	0	0.0%
Total Personnel Complement	**51.25**	**56.00**	**57.00**	**1.00**	**1.8%**
Revenue					
Fees	870,659	0	0	0	0.0%
Charges for Services	387,263	0	0	0	0.0%
	1,257,922	**0**	**0**	**0**	**0.0%**

Significant Budget Changes By Program – Wastewater Enterprise Fund

Impact Description	FTEs	Dollars
Inspections		
• An increase in personnel services for a mainline and plumbing inspector to address increases in workload.	1.00	77,816
• An increase in services and supplies for additional training and related travel expenses.	0.00	5,396
• An increase in services and supplies for equipment costs associated with new FTE.	0.00	8,570
• An increase in capital equipment for one truck for new inspector added in 2017 budget.	0.00	46,000
• A decrease in capital equipment due to one-time capital equipment purchases in 2016	0.00	(153,802)

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Impact Description	FTEs	Dollars
• An increase in internal services due to the transfer of dollars in 2016 for a capital equipment purchase. This is offset by a corresponding decrease in capital equipment.	0.00	55,901
• An increase in internal services due to costs associated with new inspector position.	0.00	780

Capital Equipment – Enterprise Fund

Funding Source/Item	Quantity	New/Replacement
Enterprise Fund		
Truck	1	New

Overview

The Capital Projects Management Division provides a variety of project management services for transportation, facilities, and wastewater infrastructure and delivers these services through the following teams:

- **The Transportation Capital Projects Management** team is responsible for planning, cost estimating, inspection, design, project management, and construction management for roadways, bridges, and parks projects. The team also provides maintenance services for existing bridges, culverts, and retaining walls in the city's inventory.

- The **Facilities Capital Projects Management** team is responsible for construction of new facilities and renovations and repairs of existing city facilities; the team also provides planning, design and construction management services to advance facilities projects for other city agencies.

- **The Wastewater Capital Projects Management** team is responsible for expansion, upgrades and replacement of the city's storm and sanitary sewer infrastructure and waterways throughout the city. Activities include planning and programming, design project management, construction management, inspection, and warranty management. This team also provides construction management services for the Citywide Concrete Programs to install and replace curbs, gutters, crosspans, and ADA ramps throughout the city.

- The **Program Resource Office** team provides meaningful support to the Capital Projects Management teams to enable collaborative decision-making, consistency in execution, and equitable accountability.

The Capital Projects program goal is to provide efficient, timely and cost effective capital project delivery while maintaining the highest level of service for the citizens of Denver. This includes annual capital projects, special one-time projects, and projects related to Bond initiatives.

Strategies

- Ensure the long-term maintenance of city infrastructure and improve the quality of life for Denver residents through the implementation of comprehensive Capital Improvement Programs and Bond Initiatives. *(Customer Experience)*

- Comply with Municipal Separate Storm Sewer Systems (MS4) permit requirements to improve neighborhood quality and cleanliness. *(Sustainability)*

- Maintain existing bridges, culverts, and retaining walls in the city's inventory. *(Sustainability)*

- Implement capital projects on time and on budget. *(Sustainability)*

Performance Measures	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Capital Projects					
Number of transportation projects completed	41	46	40	43	46
Percentage of transportation projects completed on time	93%	93%	93%	93%	96%
Percentage of transportation projects completed within budget	95%	95%	96%	96%	96%
Bridges rated fair or poor	N/A	N/A	51%	54%	52%
Number of facilities projects completed	135	124	125	155	185

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Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Percentage of facilities projects completed on time	93%	94%	95%	93%	94%
Percentage of facilities projects completed within budget	92%	93%	95%	93%	94%
Number of wastewater projects completed	22	17	32	30	28
Percentage of wastewater projects completed on time	88%	94%	96%	97%	97%
Percentage of wastewater projects completed within budget	92%	94%	96%	97%	97%
Number of new projects tracked by the Project Resource Office (PRO)	297	274	353	400	425

Performance Context

- The **number of transportation projects completed** is estimated to increase due to the North Denver Cornerstone Collaborative/River North projects.

- **Bridges Rated Fair or Poor** represents the percent of major bridges (vehicular bridges greater than 20') with a condition rating of 6 or less on a 9 point scale as defined by FHWA Inspection Coding Guidelines. The program goal is to reduce the number of bridges in these ratings categories.

- The **number of facilities projects completed** will increase between 2016 and 2017 due to the Better Denver Bond program Boettcher Concert Hall project funds redistribution to 18 new projects. In general the Facilities program varies with bond initiatives, other agencies funding or other outside funding sources.

- The **number of Wastewater projects** completed has increased due to project scheduling improvements and bidding around applicable construction windows. The number of projects completed on time and within budget has increased due to enhancements in program processes and the utilization and continual development of a project integration system.

- The **number of new projects tracked** by the Program Resource Office (PRO) has surpassed previous year's estimates due to increases in the workloads of supported portfolios and proactive efforts by the PRO team. Additional portfolios are being engaged to more completely add and track projects in a consistent manner. This trend is expected to continue for the next 1-3 years before leveling off.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	5,216,027	6,272,632	6,854,345	581,713	9.3%
Services and Supplies	418,395	544,641	383,892	(160,749)	(29.5%)
Capital Equipment	64,614	26,965	0	(26,965)	(100.0%)
Internal Services and Misc.	23,265	38,046	21,795	(16,251)	(42.7%)
	5,722,302	**6,882,284**	**7,260,032**	**377,748**	**5.5%**
Expenditures by Activity					
Administration	621,314	1,021,396	1,025,856	4,460	0.4%

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Program Resource Office	3,403,773	298,860	117,764	(181,096)	(60.6%)
Facilities	1,677,002	1,469,880	1,930,758	460,878	31.4%
Transportation	20,214	2,975,726	3,043,222	67,496	2.3%
Major Projects	0	589,818	614,256	24,438	4.1%
CPM NDCC Support	0	526,605	528,176	1,571	0.3%
Total Program Expenditures	**5,722,302**	**6,882,284**	**7,260,032**	**377,748**	**5.5%**
Personnel Complement (Budgeted)					
Administration	3.00	6.00	6.00	0	0.0%
CPM NDCC Support	0	5.00	5.00	0	0.0%
Facilities	9.50	12.00	17.00	5.00	41.7%
Major Projects	0	4.00	4.00	0	0.0%
Program Resource Office	27.50	1.00	1.00	0	0.0%
Transportation	0	23.00	23.00	0	0.0%
Total Personnel Complement	**40.00**	**51.00**	**56.00**	**5.00**	**9.8%**
Revenue					
Fees	51,340	55,000	55,000	0	0.0%
Miscellaneous Other	249,992	125,000	125,000	0	0.0%
	301,332	**180,000**	**180,000**	**0**	**0.0%**
Vacancy Savings			(203,489)		

Significant Budget Changes By Program – General Fund

Impact Description	FTEs	Dollars
Facilities		
• An increase in personnel services due to the addition of one director of project implementation, one project manager, one project inspector, and one staff assistant.	4.00	435,465
• A net increase in personnel services due to the addition of an engineer position to support Colorado Convention Center projects. A portion of this position will be paid for from alternative funding sources.	1.00	39,253
• An increase in services and supplies for costs associated with new FTE in 2017.	0.00	11,080
Transportation		
• An increase in services and supplies due to the restoration of dollars that were reallocated to purchase capital equipment in 2016. This is fully offset by a corresponding decrease in capital equipment.	0.00	26,965
• A decrease in capital equipment due to a one time capital equipment purchase in 2016.	0.00	(26,965)
Program Resource Office		
• An increase in services and supplies due to the restoration of dollars that were reallocated for internal billings in 2016. This is fully offset by a corresponding decrease in internal services.	0.00	16,251

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Impact Description	FTEs	Dollars
• A decrease in services and supplies due to the restoration of dollars to Right-of-Way Services as a result of a one-time transfer in 2016 for project needs.	0.00	(215,000)
• A decrease in internal services due to the restoration of dollars to services and supplies as a result of a one-time transfer in 2016.	0.00	(16,251)

Capital Equipment – General Fund

None.

Budget Highlights – Wastewater Enterprise Fund	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	4,580,298	5,871,738	6,251,932	380,194	6.5%
Services and Supplies	392,938	566,518	569,255	2,737	0.5%
Capital Equipment	32,666	136,820	84,000	(52,820)	(38.6%)
Internal Services and Misc.	56,685	64,859	66,399	1,540	2.4%
	5,062,587	**6,639,935**	**6,971,586**	**331,651**	**5.0%**
Expenditures by Activity					
Administration	990,523	1,352,287	1,475,280	122,993	9.1%
Planning and Design	2,270,625	2,337,306	2,431,881	94,575	4.0%
Construction	1,801,440	2,481,954	2,555,331	73,377	3.0%
WW NDCC Support	0	468,388	509,094	40,706	8.7%
Total Program Expenditures	**5,062,587**	**6,639,935**	**6,971,586**	**331,651**	**5.0%**
Personnel Complement (Budgeted)					
Administration	9.00	9.00	9.00	0	0.0%
Construction	14.00	22.00	22.00	0	0.0%
Planning and Design	18.00	17.00	18.00	1.00	5.9%
WW NDCC Support	0	4.00	4.00	0	0.0%
Total Personnel Complement	**41.00**	**52.00**	**53.00**	**1.00**	**1.9%**

Significant Budget Changes By Program – Wastewater Enterprise Fund

Impact Description	FTEs	Dollars
Administration		
• An increase in services and supplies due to the restoration of dollars from a one-time transfer in 2016 for capital equipment purchases. This is offset by a decrease in capital equipment.	0.00	68,410
• An increase in services and supplies for the purchase of replacement CAD computers.	0.00	21,000
• An increase in capital equipment for replacement office furniture.	0.00	50,000

Impact Description	FTEs	Dollars
Construction		
• A decrease in services and supplies due to one-time expenses in 2016 for computers and office furniture and renovations.	0.00	(72,543)
• An increase in capital equipment for an additional vehicle for project implementation staff.	0.00	34,000
• A decrease in capital equipment due to a one-time vehicle and equipment purchases in 2016.	0.00	(136,820)
• An increase in internal services due to vehicle maintenance costs for a new vehicle added in the 2017 budget.	0.00	1,500
Planning and Design		
• An increase in personnel services for an engineer to support water quality project implementation.	1.00	100,977
• An increase in services and supplies for equipment costs for new FTE.	0.00	2,770
• An increase in internal service costs for expenses associated with new FTE.	0.00	840

Capital Equipment – Wastewater Enterprise Fund

Funding Source/Item	Quantity	New/Replacement
Enterprise Fund		
Miscellaneous office furnishings		Replacement
Truck	1	New

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Overview

Public Works Transportation and Mobility (PWTM) is responsible for the planning, design, installation, and operation of the city's multimodal transportation systems and off-street parking assets. The Transportation and Mobility Director, in coordination with the City Traffic Engineer, provides policy and management support to the Department of Public Works and coordinates with other internal and external agencies. PWTM conducts this work in conjunction with other city/local, regional, and state entities.

The Transportation and Mobility Management program goal is to maintain, operate, and improve the City's multimodal transportation system. It supports the 2020 Sustainability Goals for Mobility, Air Quality and Climate, as well as those goals set in the Community Health Improvement Plan. It also advances the commitment to Vision Zero and PWTM's neighborhood approach. Primary activities include managing the traffic signal system, traffic signs, pavement markings, and the Transportation Management Center (TMC); planning, design, implementation, and maintenance of bicycle and pedestrian facilities; and funding the intergovernmental agreement with Denver Public Schools for the Crossing Guards program.

The Parking program goal is to manage the City's on and off-street multimodal parking assets. The primary Parking activity within Transportation and Mobility is to design and implement operational improvements to increase the effectiveness of Denver's parking system. This is accomplished through analysis of rates, utilization and supply; creation and implementation of parking area management plans; promotion of best management practices; establishment of parking restrictions/permits, and the placement of meters, pay stations, and loading zones. The parking program also handles permits for car share, valet parking and bicycle parking facilities.

Strategies

- Implement the Strategic Transportation Plan and other citywide plans to increase multimodal efficiency of the system and decrease reliance on single occupant vehicles by reducing single occupancy vehicle trips to 60% of commuter mode share by 2020. *(Sustainability)*

- Implement Denver Moves (Bicycles) by installing and maintaining protected bicycle lanes and shared lane markings, as well as initiating design and construction of neighborhood bikeways (formerly bicycle boulevards). *(Sustainability)*

- Implement the Strategic Parking Plan, including Parking Area Management Plans, and create focused solutions with Right-of-Way Enforcement and Policy, Planning and Sustainability groups. *(Sustainability)*

- Manage existing public rights-of-way to maximize safety and efficiencies for all modes of travel by utilizing system reports to identify key maintenance, operations and system performance measures and by installing and maintaining enhanced pavement marking technologies to facilitate all modes of travel. *(Sustainability)*

- Develop and implement a citywide action plan and educational campaign to raise awareness to achieve Vision Zero: zero traffic related deaths or serious injuries for all transportation user types and modes. *(Sustainability)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Safety					
Number of new or rebuilt traffic signalized intersections	52	31	30	30	40
Percent of traffic signals over 25 years old	43%	42%	41%	37%	32%
Emergency signal maintenance calls	1,849	1,840	2,100	2,000	2,000
Total number of crashes resulting in death	47	49	58	55	52
Total number of crashes resulting in serious bodily injury	229	274	380	361	343
Number of bike accidents	273	276	374	315	300
Number of pedestrian accidents	429	415	430	408	388
Bikes					
Total lane miles of Denver Moves Bikes implementation	141	161	181	196	211
Percent of households within a quarter mile of a high ease use facility	49%	50%	51%	55%	55%
Pedestrians					
Number of completed enhanced pedestrian crossings	0	0	5	8	8
Number of neighborhood approach traffic calming plans completed	0	0	0	2	2
Number of demonstration projects	0	0	0	2	2
Parking Operations					
Parking area management plans created	0	1	2	3	3
Parking area management plans implemented	0	1	2	3	3
Transportation/Mobility Management					
Number of event hours staffed by TMC	618	617	675	725	850
Total signs installed	22,540	29,028	25,000	25,000	25,000

Performance Context

- The industry standard for traffic signals is a 25 year effective service life. Existing resources provide for up to 40 **new or rebuilt traffic signals** per year. Public Works would need to rebuild 60 traffic signals each year to meet the industry standard of a 25 year effective service life. The current replacement rate results in a 43 year service life. An increased number of traffic signals over the effective service life results in an increased number of emergency signal maintenance calls.

- **Total number of crashes resulting in death/serious bodily injury** are a result of any accident type, including crashes between motorists. With the implementation of Vision Zero, the ultimate goal is to have zero transportation related deaths.

- **Number of bike accidents and number of pedestrian accidents** include all accidents involving cyclists or pedestrians, not only those resulting in death or serious bodily injury.

- **Denver Moves Bikes** was previously tracked by Policy, Planning and Sustainability division. With implementation of the Denver Moves plan underway and organizational changes, the performance measure is now under Public Works

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Transportation & Mobility. This action led to a review of the mileage inventory and adjustments to past actuals. This includes number of lane miles of bikeway markings.

- The Denver Moves network goal is to have all **households within a quarter mile of a high ease of use bike facility**. Ease of use is determined by level of user separation from traffic and perceived level of user comfort. High ease of use facilities include trails, protected bike lanes, cycle tracks, and bike boulevards.

- Public Works is piloting a specific type of **enhanced pedestrian crossings**. These new enhancements improve crosswalks to raise awareness for motorists of high pedestrian areas.

- Beginning in 2016, **neighborhood approach traffic calming** plans started being used to identify changes to neighborhoods which will address local transportation needs. Public Works selects specific neighborhoods and reviews existing conditions and infrastructure. It collaborates with neighborhood stakeholders to identify safety improvements for pedestrians and cyclists to improve mobility within the neighborhood.

- **Demonstration projects** temporarily install a new tool focused on improving safety and mobility to get feedback from the community regarding potential changes and improvements. This can include changes to intersections or spaces dedicated to pedestrians or cyclists.

- **Parking Area Management Plans** (AMPs) are recommended by the Strategic Parking Plan. AMPs are localized parking strategies developed with input from key community stakeholders.

- The **TMC staff** (Traffic Management Center) provides traffic monitoring seven days a week for quick response to changing traffic conditions. They support an average of 40 special events each year by implementing and maintaining message signs, highway advisory radios, and a blank out sign system.

- The goal is to stabilize the number of **total signs installed** as part of the sign replacement program. PWTM implemented a program in 2013 that includes a complete review of all signs in an area to build a sustainable, neighborhood-based maintenance program.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	9,668,712	11,555,780	12,405,180	849,400	7.4%
Services and Supplies	2,595,039	3,341,725	3,520,623	178,898	5.4%
Capital Equipment	13,400	82,935	126,000	43,065	51.9%
Internal Services and Misc.	9,498	38,135	40,535	2,400	6.3%
	12,286,649	**15,018,575**	**16,092,338**	**1,073,763**	**7.1%**
Expenditures by Activity					
Administration	1,319,586	2,550,324	2,567,384	17,060	0.7%
Traffic Signals/ITS	3,456,177	3,561,896	4,019,835	457,939	12.9%
Signs and Pavement Marking	4,446,292	5,037,379	5,141,789	104,410	2.1%
Safety/Neighborhood Traffic Management	334,127	415,834	723,284	307,450	73.9%
Parking Operations	1,987,708	2,409,090	2,436,796	27,706	1.2%
Transportation Management Center	646,732	740,193	874,460	134,267	18.1%
Transp NDCC Support	0	126,057	150,990	24,933	19.8%

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
School Crossing Guards	96,028	177,800	177,800	0	0.0%
Total Program Expenditures	**12,286,649**	**15,018,575**	**16,092,338**	**1,073,763**	**7.1%**
Personnel Complement (Budgeted)					
Administration	12.00	15.62	17.62	2.00	12.8%
Parking Operations	7.00	9.00	9.00	0	0.0%
Safety/Neighborhood Traffic Management	4.00	4.00	5.00	1.00	25.0%
Signs and Pavement Marking	55.00	62.46	61.46	(1.00)	(1.6%)
Traffic Signals/ITS	34.00	36.04	41.04	5.00	13.9%
Transp NDCC Support	0	1.00	1.00	0	0.0%
Transportation Management Center	7.00	7.00	8.00	1.00	14.3%
Total Personnel Complement	**119.00**	**135.12**	**143.12**	**8.00**	**5.9%**
Revenue					
Use Charges	6,764,096	7,200,000	7,365,000	165,000	2.3%
Miscellaneous Other	1,368,877	1,363,000	1,363,000	0	0.0%
	8,132,973	**8,563,000**	**8,728,000**	**165,000**	**1.9%**
Vacancy Savings			(350,350)		

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Administration		
• An increase in personnel services due to the addition of an administrator and stockroom supervisor for data management and asset inventory control.	2.00	159,918
• A continuation of one-time 2016 funding in professional services for a mobility needs assessment and bike share operational support.	0.00	250,000
• An increase in services and supplies for annual licensing fees associated with an asset inventory system.	0.00	158,368
• An increase in services and supplies for increases in professional membership dues and safety equipment. This increase is partially offset by a decrease in services and supplied in Policy Planning and Sustainability.	0.00	85,000
• An increase in services and supplies for equipment costs associated with new FTE.	0.00	29,630
• A decrease in services and supplies due to one-time professional services expenditures in 2016.	0.00	(577,455)
• An increase in Internal Services for cell phone charges associated with new FTE. This is partially offset by a reduction due to one-time internal service expenses in 2016.	0.00	2,400
Traffic Signals/ITS		
• An increase in personnel services for an additional signal construction crew consisting of two traffic signal technicians and two equipment operators.	4.00	251,865
• An increase in capital equipment for equipment associated with the new signal construction crew. The crew will also require vehicles that will be funded in the Planned Fleet Replacement special revenue fund.	0.00	10,000

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Impact Description	FTEs	Dollars
Safety/Neighborhood Traffic Management		
• An increase in personnel services due to the addition of one city planner position to support the Vision Zero program.	1.00	88,941
• An increase in services and supplies for professional services for a public awareness campaign related to Vision Zero efforts.	0.00	200,000
• An increase in services and supplies due the restoration of dollars that were reallocated to purchase capital equipment in 2016. This is fully offset by a corresponding decrease in capital equipment.	0.00	82,935
• An increase in capital equipment for the purchase of various replacement capital equipment including a roadway striping machine, a roadway retro meter, utility analysis machines, and vinyl cutters for sign installation.	0.00	116,000
• A decrease in capital equipment due to one-time capital equipment purchases in 2016.	0.00	(82,935)
Parking Management		
• An increase in services and supplies for increases in parking contracts.	0.00	14,200
Transportation Management Center		
• An increase in personnel services for a surveyor to support increase surveying needs on capital projects such as signal rebuilds, pedestrian improvements, and protected bike lanes.	1.00	95,020

Capital Equipment

Funding Source/Item	Quantity	New/Replacement
General Fund		
Ice Machine	1	Replacement
Roadway Marking Retrometer	1	Replacement
Roadway Striping Machine	1	Replacement
Sign Cutter/Plotter	2	Replacement
Utility Analysis and Recording Devices	2	Replacement

Overview

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

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Services and Supplies	2,611,708	2,600,000	3,100,000	500,000	19.2%
	2,611,708	**2,600,000**	**3,100,000**	**500,000**	**19.2%**
Expenditures by Activity					
Lighting Construction	41,549	250,000	250,000	0	0.0%
Lighting Repair and Maintenance	2,570,158	2,350,000	2,850,000	500,000	21.3%
Total Program Expenditures	**2,611,708**	**2,600,000**	**3,100,000**	**500,000**	**19.2%**

Significant Budget Changes

Impact Description	FTEs	Dollars
Lighting Repair and Maintenance		
• An increase in services and supplies due to increased costs related to the replacement of corroded street light poles.	0.00	500,000

Capital Equipment

None.

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Overview

The Office of the National Western Center (NWCO) will oversee the City's role in the visionary transformation of the historic National Western Complex site into a must-see destination and regional asset. The transformation 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 our partners including the Western Stock Show Association (WSSA), Colorado State University ("CSU"), the Denver Museum of Nature & Science, History Colorado and a Citizen's Advisory Committee made up of residents, business owners and other stakeholders from the surrounding Globeville, Elyria-Swansea (GES) and River North neighborhoods. The National Western Center (NWC) can become an international model for a synergistic educational, entertainment and R&D community.

Vision

Be the global destination for agricultural heritage and innovation.

Strategies

NWCO will support delivery of the $856 million National Western Center project approved by the voters in the 2015 2C ballot measure through the following strategies:

Denver Neighborhoods

- Connect GES to the City's network of streets with multi-modal improvements including two new east/west crossings of the site linking the GES neighborhoods to the river and new RTD rail station.
- Activate South Platte River access and a CSU/Denver Water led Water Resources Center.
- Provide new public street access along the east side of the South Platte River.
- Ensure access to educational opportunities for businesses, jobs, and local food development.
- Create significant new flexible outdoor multi-use public space to support recreational opportunities.

Region-wide

- Secure the National Western Stock Show for the next 100 years.
- Activate the National Western Center campus 365 days-a-year by providing a new destination for increased tourism and economic benefit including new multi-use entertainment, event and meeting venues.
- Provide opportunities for new partnerships centered on food, education, agriculture, economic development and entertainment.

Globally

- Set the stage for a campus focused on addressing how to feed 9 billion people by 2050.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	0	369,000	591,604	222,604	60.3%
Services and Supplies	0	122,500	411,020	288,520	235.5%
Internal Services and Misc.	0	2,000	5,000	3,000	150.0%
	0	**493,500**	**1,007,624**	**514,124**	**104.2%**
Expenditures by Activity					
NWCO Administration	0	493,500	1,007,624	514,124	104.2%
Total Program Expenditures	**0**	**493,500**	**1,007,624**	**514,124**	**104.2%**
Personnel Complement (Budgeted)					
NWCO Administration	0	0	5.00	5.00	0.0%
Total Personnel Complement	**0**	**0**	**5.00**	**5.00**	**0.0%**
Vacancy Savings			(14,296)		

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
NWCO Administration		
• An increase in personnel services for a limited program administrator and a limited executive assistant approved in a 2016 Supplemental Appropriation.	2.00	90,678
• An increase in personnel services for a limited director of strategic partnerships.	1.00	129,388
• An increase in personnel services for the transfer of two Mayoral appointee positions in 2016 from Community Planning and Development and the Office of Economic Development.	2.00	0.00
• An increase in services and supplies for professional services related to project implementation.	0.00	250,000
• An increase in services and supplies for software expenses related to Salesforce.	0.00	20,000
• An increase in services and supplies for rental equipment costs.	0.00	7,500
• An increase in internal services due to additional costs associated with new FTE.	0.00	3,000

Capital Equipment

None.

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Overview

Street Maintenance is responsible for maintenance, sweeping, and snow removal on public streets and alleys. Maintenance of the City's 2,150 centerline miles (6,150 lane miles) and 5,135 alleys is performed by either city staff or contractors to deliver budgeted levels of service for pavement maintenance.

The **Street Maintenance** program goal is to maintain public streets and alleys. Activities include sweeping, snow removal on public streets and alleys, pothole patching, and paving and grading unimproved streets and alleys. In addition, designated snow routes are cleared during snow events to maintain mobility and ensure safety. The program also manages the City's Asphalt Plant Internal Service Fund, which produces asphalt for resurfacing and maintaining the City's streets and alleys.

Strategies

- Manage de-icer application rates to minimize chloride introduction into the environment and particulate matter into the atmosphere. (*Sustainability)*
- Improve the snow deployment decision process by monitoring the weather forecast and looking at future forecasts using state of the art resources. *(Customer Experience)*
- Prioritize and schedule paving activities to improve the overall street network condition (PCI) using various pavement treatments. *(Customer Experience)*
- Repair potholes and seal pavement cracks via proactive methods and 311 requests to improve safety for multi-modal travelers and increase pavement life. *(Customer Experience)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Street Maintenance					
Percent of total potholes patched based on external requests	3.5%	3.5%	7.0%	8.0%	8.0%
Average pothole request response time (days)	1.0	1.5	2.5	2.0	1.5
Percent of streets in satisfactory or better condition	65.0%	62.0%	61.5%	61.0%	61.0%
Average citywide pavement condition index (PCI)	71.3	70.6	71.0	70.8	70.8
Local	72.2	73.3	74.1	74.9	74.9
Arterial/Collector	69.4	64.4	62.7	61.3	61.3

Performance Context

- **External requests** include 311 calls and other external requests from the Denver Police Department, City Council, the Mayor's Office, and others.
- The reported street **Pavement Condition Index (PCI)** is a measure of street condition on a 0-100 scale. A network value above 75 is good. The PCI for local streets has been increasing due to an increased focus as a result of 2A funding; however, the PCI for arterial and collector streets has decreased due to weather conditions and the continuous aging of arterials and collectors resulting in minimal changes to the average PCI.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	12,742,829	13,622,465	15,974,724	2,352,259	17.3%
Services and Supplies	3,133,120	3,067,655	3,349,660	282,005	9.2%
Capital Equipment	323,833	79,490	0	(79,490)	(100.0%)
Internal Services and Misc.	114,746	35,240	11,200	(24,040)	(68.2%)
	16,314,528	**16,804,850**	**19,335,584**	**2,530,734**	**15.1%**
Expenditures by Activity					
Administration	1,526,801	1,839,098	2,003,180	164,082	8.9%
Customer Service	277,302	285,864	245,195	(40,669)	(14.2%)
Street Resurfacing and Reconstruction	5,840,184	5,485,486	7,834,779	2,349,293	42.8%
Pothole Patching	1,717,944	1,728,969	1,735,036	6,067	0.4%
Alley Paving and Grading	37,842	29,370	29,370	0	0.0%
Street and Alley Sweeping	3,275,512	3,093,030	3,124,680	31,650	1.0%
Concrete Repair and Construction	814,609	1,223,271	1,184,918	(38,353)	(3.1%)
Snow Removal	2,824,334	3,119,762	3,178,426	58,664	1.9%
Total Program Expenditures	**16,314,528**	**16,804,850**	**19,335,584**	**2,530,734**	**15.1%**
Personnel Complement (Budgeted)					
Administration	12.50	11.34	11.34	0	0.0%
Alley Paving and Grading	8.96	0	0	0	0.0%
Concrete Repair and Construction	8.68	19.00	19.00	0	0.0%
Customer Service	5.00	5.00	4.00	(1.00)	(20.0%)
Pothole Patching	19.40	26.00	26.00	0	0.0%
Snow Removal	30.80	0	0	0	0.0%
Street and Alley Sweeping	40.60	45.00	45.00	0	0.0%
Street Resurfacing and Reconstruction	51.40	84.10	122.10	38.00	45.2%
Total Personnel Complement	**177.34**	**190.44**	**227.44**	**37.00**	**19.4%**
Revenue					
Internal Service and Indirect Cost	2,733,643	4,500,000	4,500,000	0	0.0%
Miscellaneous Other	279,683	274,600	274,600	0	0.0%
	3,013,326	**4,774,600**	**4,774,600**	**0**	**0.0%**
Vacancy Savings			(384,864)		

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Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Administration		
• An increase in services and supplies due to the restoration of dollars that were reallocated for one-time internal services expenses in 2016. This is offset by a decrease in internal services.	0.00	10,090
• A decrease in internal services due to one-time Wi-Fi related expenses in 2016. This is partially offset by an increase in internal services due to costs associated with new FTE.	0.00	(24,040)
Street Resurfacing and Reconstruction		
• An increase in personnel services due to the addition of a third paving crew to pave additional lane miles to address street network conditions. Additionally, an increase of $3.5 million is reflected in the Capital Improvement Program budget to fund paving materials.	37.00	2,307,657
• An increase in services and supplies for additional equipment related to the paving crew addition, including uniforms, boot vouchers, and radios.	0.00	127,500
• An increase in internal services due to data charges for additional FTE.	0.00	9,000
Snow Removal		
• An increase in services and supplies for cost increases related to tools, supplies, ice slicer, and magnesium chloride	0.00	64,925
• An increase in services and supplies due to the restoration of dollars that were reallocated to purchase capital equipment in 2016. This is fully offset by a corresponding decrease in capital equipment.	0.00	79,490
• A decrease in capital equipment of $79,490 due to a one-time capital equipment purchase in 2016.	0.00	(79,490)

Capital Equipment

None.

Overview

Solid Waste Management (SWM) provides weekly trash collection service; regularly scheduled extra trash collection (ETC); every-other-week recycling collection; a voluntary, fee-based composting program; and, graffiti removal from public right-of-ways and approved private and commercial property. SWM also works to develop special recycling services and education programs, and administers the Keep Denver Beautiful program.

The **Solid Waste Management** program goal is to manage and operate safe, cost-effective, and environmentally responsible solid waste services and programs for the benefit of Denver residents. The program provides services for single family Denver homes with seven or fewer units, municipal facilities, and Denver Public Schools. The Keep Denver Beautiful program provides support to neighborhood organizations in maintaining a clean and beautiful city.

The **Graffiti** program removes graffiti from private and commercial property, and the public right-of-way. Graffiti removal projects are organized through volunteer recruitment, a graffiti prevention education program, a paint bank for residents, and coordination of a series of special community-based projects and initiatives.

Strategies

- Implement the 'Master Plan for Managing Solid Waste in the Mile High City". This master plan provides the city with a vision and recommendations for Denver's future collection, transfer, and disposal of solid waste, recyclables, and organics. *(Sustainability)*
- Expand recycling and composting services for Denver residents to reduce waste disposed of in a landfill. *(Sustainability)*
- Further automate solid waste services to improve collection efficiencies. *(Sustainability)*

Performance Measures	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Solid Waste Management					
Number of households serviced	174,000	176,000	176,000	178,000	180,000
Tons of trash collected	206,000	208,222	207,132	216,000	216,000
Recycling tons collected	33,193	34,350	37,318	38,000	40,000
Recycling and composting as a percentage of waste stream	14.3%	14.8%	17%	18%	19%
Recycling subscription rate	69%	74%	77%	80%	81%
Compost tons collected	1,200	1,915	3,843	5,000	9,000
Number of homes converted to carts from dumpster/manual collection annually	0	21,949	24,000	35,000	40,000
Number of parks with recycling offered	0	2	11	11	11
Graffiti					
Square feet of graffiti removed (in millions)	4.0	2.1	1.6	2.1	2.1

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Performance Context

- The Solid Waste Management program services residential **households** with seven units or fewer.
- **Tons of trash collected** is expected to remain relatively constant at about 216,000 tons per year. Although the number of homes serviced continues to increase, the amount of waste generated per household has been declining, and amount recycled and composted has increased.
- **Recycling and composting as a percentage of waste stream** is calculated by dividing recycling and compost tons collected by total tons collected (trash plus recycling and composting).
- The **compost tons collected** will increase in 2017 due to the addition of two routes at the end of 2016 and four routes in 2017 allowing more homes to participate. Composting is a voluntary, fee-based program funded through the Composting Program Special Revenue Fund. Additional information can be found in the Special Revenue Fund section of the Budget Book.
- The **number of homes converted from dumpster/ manual collections to carts annually** will increase in 2017 to 40,000. This will almost complete citywide conversion to automated trash carts with only 2,000 – 3,000 homes left.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	12,510,791	12,688,536	13,192,534	503,998	4.0%
Services and Supplies	8,030,358	8,754,126	11,065,306	2,311,180	26.4%
Capital Equipment	107,512	0	0	0	0.0%
Internal Services and Misc.	648	2,650	2,650	0	0.0%
Expenditures by Type Total	**20,649,309**	**21,445,312**	**24,260,490**	**2,815,178**	**13.1%**
Expenditures by Activity					
Administration	1,143,247	1,087,163	1,574,149	486,986	44.8%
Trash Collection	15,241,034	15,198,361	17,189,678	1,991,317	13.1%
Large Item Pickup	870,629	1,108,981	1,066,761	(42,220)	(3.8%)
Recycling	2,179,848	2,718,976	3,067,142	348,166	12.8%
Graffiti Program	1,084,929	1,218,400	1,247,148	28,748	2.4%
Keep Denver Beautiful	129,623	113,431	115,612	2,181	1.9%
Expenditures by Activity Total	**20,649,309**	**21,445,312**	**24,260,490**	**2,815,178**	**13.1%**
Other Program Funding Sources					
General Government SRF					
Composting Fund	1,576,122	833,742	1,679,409	845,667	101.4%
Total Program Expenditures	**22,225,431**	**22,279,054**	**25,939,899**	**3,660,845**	**16.4%**
Personnel Complement (Budgeted)					
Administration	11.33	10.33	10.33	0.00	0.0%
Graffiti Program	18.00	16.00	16.00	0.00	0.0%
Keep Denver Beautiful	1.00	1.00	1.00	0.00	0.0%
Large Item Pickup	17.00	16.00	15.00	(1.00)	(6.3%)

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Recycling	24.00	26.50	30.50	4.00	15.1%
Trash Collection	118.00	126.87	125.87	(1.00)	(0.8%)
Personnel Complement (Budgeted) Total	**189.33**	**196.70**	**198.70**	**2.00**	**1.0%**
General Government SRF					
Composting Fund	4.00	5.00	11.00	6.00	120.0%
Total Personnel Complement	**193.33**	**201.70**	**209.70**	**8.00**	**4.0%**
Revenue					
Charges for Services	1,132,159	910,000	1,158,750	248,750	27.3%
Miscellaneous Other	24,548	0	0	0	0.0%
Revenue Total	**1,156,707**	**910,000**	**1,158,750**	**248,750**	**27.3%**
Vacancy Savings			(362,691)		

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Administration		
• An increase in services and supplies for composting carts and other needed supplies for new composting routes.	0.00	460,000
Large Item Pickup		
• A decrease in personnel services due to the transfer of a position to Fleet Management for increased maintenance on Solid Waste vehicles. This does not result in a change in Large Item Pickup services.	(1.00)	(54,813)
Trash Collection		
• An increase in services and supplies for trash carts and community outreach and education to complete the city-wide transition to cart-based trash service in 2017.	0.00	2,200,000
• An increase in services and supplies for disposal fees resulting from increased contract costs.	0.00	101,000
• A decrease in services and supplies due to one-time trash cart purchases in 2016.	0.00	(450,000)
Recycling		
• An increase in personnel services due to the addition of three equipment operators for additional recycling routes. The additional routes will require trucks that are funded in the Planned Fleet Replacement special revenue fund.	3.00	177,392
• An increase in revenue due to an increase in material sales from additional recycling routes.	0.00	248,750
Composting Special Revenue Fund		
• An increase in personnel services due to the addition of four equipment operators for four additional composting routes in 2017. This will result in a total of eleven composting routes. The additional routes will require trucks that will be purchased in 2016.	4.00	236,526
• An increase in personnel services due to the addition of two equipment operators. These positions will operate routes using trucks that were purchased in 2016.	2.00	118,263
• An increase in services and supplies for costs associated with new composting routes including disposal services and vehicle maintenance fees.	0.00	432,612

Capital Equipment

None.

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Overview

Fleet Management maintains over 2,100 vehicles and pieces of equipment for the City and County of Denver. The agency also reviews equipment usage, identifies vehicles eligible for replacement, and prepares specifications for the purchase of new equipment.

The **Fleet Management** program goal is to maintain the city's fleet through procurement of vehicles and equipment and the purchase of fuel. Fleet Management also includes strategic planning, staffing, billing, budgeting, computer operations, and managing the city's fueling system. Fleet Management's vision is to become the best municipal fleet management provider in the eye of its customers, legislative body and citizens, and its mission is to sustain equipment availability at 96% or better.

Strategies

- Increase equipment availability to 96% for the Fleet to maximize delivery of city services and efficiency of city operations. *(Sustainability)*
- Use the agency's 49 certified green belts and 9 certified black belts to continually improve the level of service provided to our customers without increasing cost. *(Sustainability)*
- Collaborate with the Fleet Advisory Committee to increase communication between Fleet Management and customers and increase trust, identify areas that need improvement and increase transparency. *(Customer Service)*
- Create a customer Fleet Management website to enable customers to schedule maintenance services online and view all history of maintenance performed on their vehicles. *(Customer Service)*
- Lock fuel prices at the most opportune time to minimize fuel expenditures. *(Sustainability)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2015 Estimated	2017 Objective
Fleet Management					
Equipment Availability (entire fleet)	91%	92%	95%	95%	96%
Street maintenance	89%	93%	94%	95%	95%
Solid waste	74%	75%	87%	91%	92%
Waste water	94%	95%	97%	97%	97%

Performance Context

- **Fleet Equipment availability** shows the percentage of time equipment was available to the users during a specified time period and grouping. A generally accepted industry benchmark is to have an availability rate of 95% or better across the entire fleet. Having a high availability rate ensures vehicles are available for city operations and delivery of city services. Equipment availability is expected to increase as older vehicles are replaced in the city fleet and process improvements are implemented.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	6,704,632	7,123,452	7,370,508	247,056	3.5%
Services and Supplies	5,933,482	9,548,342	8,855,687	(692,655)	(7.3%)
Capital Equipment	248,386	107,345	0	(107,345)	(100.0%)
Internal Services and Misc.	8,529	215,400	15,400	(200,000)	(92.9%)
	12,894,703	**16,994,539**	**16,241,595**	**(752,944)**	**(4.4%)**
Expenditures by Activity					
Administration	7,950,473	1,665,009	1,496,537	(168,472)	(10.1%)
Maintenance	6,085,261	6,298,210	6,528,004	229,794	3.6%
Materials Handling	417,370	9,031,320	8,217,054	(814,266)	(9.0%)
Replacement	38,480	0	0	0	0.0%
	14,491,584	**16,994,539**	**16,241,595**	**(752,944)**	**(4.4%)**
Other Program Funding Sources					
General Government SRF	19,448,406	23,485,196	27,391,938	3,906,742	16.6%
Internal Service Fund	1,596,555	0	0	0	0
	21,044,961	**23,485,196**	**27,891,938**	**4,406,742**	**16.6%**
Total Program Expenditures	**33,939,989**	**40,479,735**	**44,133,533**	**3,153,798**	**7.8%**
Personnel Complement (Budgeted)					
Administration	12.00	12.00	12.00	0	0.0%
Maintenance	76.00	76.00	77.00	1.00	1.3%
Replacement	1.00	0	0	0	0.0%
Total Personnel Complement	**89.00**	**88.00**	**89.00**	**1.00**	**1.1%**
Revenue					
Internal Service and Indirect Cost	2,626,410	2,071,700	2,071,700	0	0.0%
Miscellaneous Other	19,791,616	0	0	0	0.0%
	22,418,026	**2,071,700**	**2,071,700**	**0**	**0.0%**
Vacancy Savings			(208,025)		

Significant Budget Changes

Impact Description	FTEs	Dollars
Administration		
• A decrease in internal services due to the restoration of dollars to services and supplies as a result of a one-time transfer in 2016.	0.00	($200,000)
Materials and Handling		
• A decrease in services and supplies due to one-time reductions in gasoline and other fuels.	0.00	($1,000,000)

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Impact Description	FTEs	Dollars
• An increase in services and supplies due the restoration for dollars that were reallocated for internal billings and capital equipment purchases in 2016. This is fully offset by a corresponding decreases in capital equipment and internal services.	0.00	$307,345
Maintenance		
• An increase in personnel services due to the transfer of a position from Solid Waste Management to Fleet Management. This is offset by a corresponding decrease in Solid Waste Management.	1.00	$54,813
• A decrease in capital equipment due to a one time capital equipment purchase in 2016.	0.00	($107,345)

Planned Fleet Special Revenue Fund

The Planned Fleet Replacement Fund provides funding for fleet replacement on a periodic cycle. Revenues to this fund come from a General Fund transfer and interest income. The transfer for 2017 is $**27,371,938**, which includes $**6,028,238** for new/expansion vehicles, and $**3,911,200** for a capital lease payment. The remaining transfer amount includes funds to purchase replacement vehicles. Funds remaining at the end of 2016 may be used in 2017 to replace additional vehicles as approved by the Department of Finance and by ordinance (if applicable).

Department	Agency	Vehicle	Quantity	New/Replacement
Community Planning & Development				
	Development Services	Pickup Truck	5	Replacement
		SUV	2	Replacement
		Sedan	2	Replacement
Environmental Health				
	Animal Care and Control	Pickup Truck	5	Replacement
	Office of the Medical Examiner	SUV	1	Replacement
General Services				
	Facilities Management	Pickup Truck	1	Replacement
		Van	2	Replacement
Human Rights and Community Partnerships				
	Office of Disability Rights	Sedan	3	New
Parks & Recreation				
	Building and Structures	Van	3	Replacement
		Van	1	New
		Pickup Truck	1	Replacement
	Citywide	Pickup Truck	2	Replacement
		Truck	1	New
	Forestry	Pickup Truck	1	Replacement
		Trailer	1	Replacement
		Spreader	1	Replacement
	Parks Amenities	Dump Truck	1	Replacement
		Pickup Truck	1	Replacement
	Parks East	Dump Truck	1	Replacement
		Pickup Truck	5	Replacement

Department	Agency	Vehicle	Quantity	New/Replacement
	Parks East	Mower	2	Replacement
		Tractor	1	Replacement
	Parks Northeast	Pickup Truck	5	Replacement
	Parks Northwest	Tractor	3	Replacement
		Pickup Truck	1	Replacement
		Mower	1	Replacement
	Parks Southwest	Pickup Truck	2	Replacement
		Dump Truck	1	Replacement
		Tractor	2	Replacement
		Mower	1	Replacement
	Parks and Planning	Truck	7	New
		Pickup Truck	2	New
	Recreation	Van	1	New
Public Works				
	Finance and Administration	SUV	1	Replacement
		Van	1	Replacement
	Fleet Management	Sedan	3	Replacement
		Compressor	1	Replacement
		Pickup Truck	1	Replacement
	Right-of-Way Services	Van	2	Replacement
		SUV	1	Replacement
	Solid Waste	Pickup Truck	7	Replacement
		Van	1	Replacement
		Recycling Truck	3	New
		SUV	1	Replacement
		Trash Truck	13	Replacement
	Street Maintenance	Dump Truck	9	Replacement
		Paver	1	Replacement
		Asphalt Profiler	1	Replacement
		Sweeper	5	Replacement
		Pickup Truck	3	Replacement
		Trailer	1	Replacement
		Bobcat	1	Replacement
	Transportation and Mobility	Trailer	1	Replacement
		Trailer	1	New
		Utility Truck	2	Replacement
		Digger/Derrick Truck	1	New
		Ariel Lift Truck	1	New
		Dump Truck	1	New
		Skid Steer Loader	1	New
Safety				
	District Attorney	SUV	2	Replacement
		Sedan	3	Replacement
	Fire	Engine (Pumper)	3	Replacement
		Pickup Truck	1	Replacement

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Department	Agency	Vehicle	Quantity	New/Replacement
	Fire	Aerial Ladder	1	Replacement
		Sedan	1	Replacement
		Sedan	3	New
	Sheriff	SUV	7	Replacement
		Truck	1	Replacement
		Van	6	Replacement
	Police	SUV	21	Replacement
		SUV	33	New
		SUV	10	Reserve Replacement
		Van	2	Replacement
		Van	2	Reserve Replacement
		Sedan	18	Replacement
		Sedan	36	New
		Sedan	44	Reserve Replacement
		Motorcycle	16	Replacement
		Truck	5	Replacement

Overview

The **Asphalt Plant** supports the Street Maintenance program and is funded by an internal service fund. For more information on Street Maintenance Program overview, strategies, and performance measures, please see the Street Maintenance 5051000 section of this tab.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	593,203	666,748	681,585	14,837	2.2%
Services and Supplies	7,964,612	8,319,514	8,319,514	0	0.0%
Internal Services and Misc.	66,948	174,864	185,168	10,304	5.9%
	8,624,763	**9,161,126**	**9,186,267**	**25,141**	**0.3%**
Expenditures by Activity					
Administration	1,424,540	289,786	294,327	4,541	1.6%
Production	7,200,223	8,871,340	8,891,940	20,600	0.2%
Total Program Expenditures	**8,624,763**	**9,161,126**	**9,186,267**	**25,141**	**0.3%**
Personnel Complement (Budgeted)					
Administration	1.00	1.00	1.00	0	0.0%
Production	7.00	7.00	7.00	0	0.0%
Total Personnel Complement	**8.00**	**8.00**	**8.00**	**0**	**0.0%**
Revenue					
Internal Service and Indirect Cost	9,013,453	9,342,642	11,652,642	2,310,000	24.7%
Miscellaneous Other	28,784	0	0	0	0.0%
	9,042,237	**9,342,642**	**11,652,642**	**2,310,000**	**24.7%**

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Production		
• An increase in internal services for additional workers' compensation expenses.	0.00	10,304
• An increase in revenues due to an increase in citywide paving.	0.00	2,310,000

Capital Equipment

None.

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Overview

Wastewater Administration oversees all aspects of Wastewater functions and operations. It formulates and implements policies and maintains a revenue base sufficient to support operational requirements and capital improvement programs while emphasizing cost control. Customer Service reviews adjustments to billings and responds to customer inquiries for both sanitary sewer charges and storm drainage service charges; Support Services manages the Wastewater Management Division (WMD) headquarters, WMD motor pool, and Central Platte Campus; Finance provides accounting, financial reporting, and financial planning services.

Administration includes key activities such as policy development and direction, establishment of agency goals, purchasing, human resource support, financial management, and accounting services. Administration also determines storm drainage charges by measuring the impervious area on land parcels through aerial photography and field inspections.

Strategies

- Complete account reviews and work-ups in a timely manner to provide excellent customer service. *(Customer Experience)*
- Implement a new capital asset management system to enhance the tracking of capital and controlled assets. *(Sustainability)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Wastewater Administration					
Average number of days to complete sanitary sewer account reviews/work-ups	13.2	13.3	14	14	14
Average number of days to complete storm drainage reviews/work-ups	18.8	20.2	20.0	20.0	20.0
WMD building Facility Condition Index	N/A	14	14.24	14.24	5.04
Wastewater Bond Rating					
Fitch	AAA	AAA	AAA	AAA	AAA
Moody's	Aa2	Aa2	Aa2	Aa2	Aa2
Standard and Poor's	AAA	AAA	AAA	AAA	AAA

Performance Context

- The goal to complete **account reviews and work-ups** is 14 days.
- **Facility Condition Index** is a rating formula used to measure the condition of city buildings. It is calculated by comparing the cost of maintenance and repair deficiencies to the current replacement value of the Facility. A rating over 10% is considered poor. The replacement of elevators and the building automation system in 2016 will result in an improvement in the FCI in 2017.

- A **bond rating** is a grade given to bonds that indicates their credit quality. Private independent rating services such as Fitch, Moody's and Standard & Poor's provide these evaluations of a bond issuer's financial strength or its ability to pay a bond's principal and interest in a timely fashion. Bond ratings are expressed as letters ranging from 'AAA', which is the highest grade, to 'C' which is the lowest grade. Different rating services use the same letter grades, but use various combinations of upper-and lower-case letters to differentiate themselves. Public Works Wastwater has received the highest rating from all three rating agencies.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	3,634,889	5,152,961	5,253,572	100,611	2.0%
Services and Supplies	4,493,446	63,996,786	63,395,429	(601,357)	(0.9%)
Capital Equipment	133,287	200,000	0	(200,000)	(100.0%)
Internal Services and Misc.	10,453,973	17,011,754	24,550,074	7,538,320	44.3%
	18,715,595	**86,361,501**	**93,199,075**	**6,837,574**	**7.9%**
Expenditures by Activity					
Administrative Services	5,299,084	6,952,408	7,140,322	187,914	2.7%
Administration/HR	54,703	0	0	0	0.0%
Information Services	406,375	0	0	0	0.0%
Accounting Services	9,274,230	72,697,519	81,708,937	9,011,418	12.4%
Customer Services	1,572,771	2,172,691	1,779,282	(393,409)	(18.1%)
Support Services	1,439,596	3,944,456	1,960,927	(1,983,529)	(50.3%)
Safety	668,836	594,426	609,607	15,181	2.6%
	18,715,595	**86,361,501**	**93,199,075**	**6,837,574**	**7.9%**
Other Program Funding Sources					
Grants	54,466	105,994	0	(105,994)	(100.0%)
Capital Projects Funds		27,350,000	38,450,000	11,100,000	40.6%
	54,466	**27,455,994**	**38,450,000**	**10,994,006**	**40.0%**
Total Program Expenditures	**18,770,061**	**113,817,495**	**131,649,075**	**17,831,580**	**15.7%**
Personnel Complement (Budgeted)					
Accounting Services	22.25	19.09	19.09	0	0.0%
Administrative Services	9.75	10.75	10.75	0	0.0%
Customer Services	19.00	18.00	18.00	0	0.0%
Finance	4.00	0	0	0	0.0%
Information Services	8.00	0	0	0	0.0%
Safety	6.00	6.00	6.00	0	0.0%
Support Services	8.00	10.00	10.00	0	0.0%
Total Personnel Complement	**77.00**	**63.84**	**63.84**	**0**	**0.0%**

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Revenue					
Property	115,672	160,000	160,000	0	0.0%
Interest Income	1,018,038	649,947	1,096,300	446,353	68.7%
Fees	423,604	364,000	364,000	0	0.0%
Charges for Services	122,349,722	130,833,464	140,050,015	9,216,551	7.0%
Use Charges	7,449	0	0	0	0.0%
Internal Service and Indirect Cost	2,127,663	964,101	964,102	1	0.0%
Investment Service	(254,424)	0	0	0	0.0%
Miscellaneous Other	23,985,196	16,000	16,000	0	0.0%
	149,772,919	**132,987,512**	**142,650,417**	**9,662,905**	**7.3%**

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Administrative Services		
• An increase in services and supplies for replacement computers, monitors, and tablets.	0.00	97,000
• A decrease in services and supplies for one-time expenses in 2016 related to replacement computer equipment and the restoration of dollars to internal services.	0.00	(285,157)
• An increase in internal services for additional workers' compensation reimbursements.	0.00	135,820
• An increase in internal services due to the restoration of dollars from to a one-time transfer in 2016 for increases in internal billings and payments. This is offset by a corresponding decrease in services and supplies.	0.00	202,500
• An increase in internal services due to a transfer for debt service.	0.00	7,200,000
Accounting Services		
• An increase in services and supplies for increases in Metro service charges.	0.00	1,186,800
• An increase in services and supplies due to the restoration of dollars from to a one-time transfer in 2016 to Wastewater Operations. This is offset by a corresponding decrease in Wastewater Operations	0.00	400,000
• An increase in revenue resulting from increases to annual storm and sanitary sewer rates.	0.00	9,216,551
• An increase in revenue resulting from increases in investment earnings.	0.00	446,353
Customer Services		
• A decrease in capital equipment due to one-time purchases in 2016 for portable restrooms.	0.00	(200,000)
Support Services		
• A decrease in services and supplies due to one-time expenses in 2016 for building upgrades and repairs.	0.00	(2,000,000)

Capital Equipment

None.

Related Transfers	2015 Actuals	2016 Appropriated	2017 Recommended
Transfer to Alternative Transp SRF 72100-9911400	25,000	29,500	29,500
Transfer to Wastewater Sanitary Capital Projects 72100-9724100	2,898,200	4,195,436	12,011,687
Transfer to Wastewater Sanitary Operations 72300-9721100	13,500,000	13,500,000	13,500,000
Transfer to Wastewater Storm Capital Projects 72300-9727100	7,581,565	42,231,720	31,680,479
Transfer to Water Quality Capital Projects 72300-9728100	0	0	3,000,000

Wastewater Administration makes transfers to a number of other funds, primarily to other related funds within the Wastewater Enterprise Fund. A description of these transfers is below, please see the Proprietary Funds section of the Budget Book for more information.

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

- The **Transfer to Sanitary Capital Projects Fund** provides for the capital improvement program for the Wastewater Sanitary program. Prior to 2015, this transfer was budgeted within Storm Operations. This number increased in 2017 to $12,011,687 due to capital projects and cash flow schedules. Sanitary capital project details can be found in the Enterprise Fund section of the budget book.

- The **Transfer to Sanitary Operations** provides reimbursements for costs of labor and materials expended for storm operations. Prior to 2015, this transfer was budgeted within Storm Operations.

- The **Transfer to Storm Capital Fund** provides for the capital improvement program for the Wastewater Storm program. Prior to 2015, this transfer was budgeted within Storm Operations. This number decreased to $31,380,479 in 2017 primarily due to the 33rd street outfall project appropriations in 2016. Storm capital project details can be found in the Enterprise Fund section of the budget book.

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Overview

Wastewater Operations is responsible for the maintenance and operation of the city's sanitary and storm systems. The agency includes System Maintenance, Television Crews, Quality Control, Water Quality, Construction Operations, and the National Pollutant Discharge Elimination System (NPDES) permit program.

The Wastewater Operations program goal is to maintain sanitary and storm systems by monitoring, cleaning, repairing, and rehabilitating/reconstructing system components.

Strategies

- Implement superior preventative maintenance and inspection practices to provide high quality sanitary and storm sewer service. *(Customer Experience)*
- Define and carry out excellent water quality practices as put forth by various water quality initiatives and best management practices to provide a safe living environment. *(Customer Experience)*
- Optimize the performance of the sanitary and storm sewer collection systems by constructing new sanitary and storm sewers when needed to meet the City's growing sewer needs. *(Sustainability)*

Performance Measures	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Wastewater Operations					
Average response time to repair plugged main:					
Weekday (in minutes)	20	20	20	20	20
Weekend (in minutes)	60	60	60	60	60
Linear feet of sanitary and storm sewer pipe inspected	2,282,124	2,163,831	2,300,000	2,400,000	2,400,000
Linear feet of sanitary and storm sewer pipe installed	2,500	2,500	2,500	2,500	2,500

Performance Context

- While the **average response time** remains steady, individual response times may vary due to the location of the repair and call volume.
- The objective for **sanitary and storm sewer line inspected** is 2,400,000 linear feet per year, approximately 19% of the total system. This process is done through the use of closed-circuit television cameras. At this rate of inspections, the whole system is inspected every eight to ten years, which includes both new and existing sewer lines.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	8,852,500	10,407,040	10,739,606	332,566	3.2%
Services and Supplies	50,104,891	2,431,355	2,106,665	(324,690)	(13.4%)
Capital Equipment	4,047,851	4,019,479	77,500	(3,941,979)	(98.1%)

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Internal Services and Misc.	671,205	1,505,076	1,509,676	4,600	0.3%
	63,676,447	**18,362,950**	**14,433,447**	**(3,929,503)**	**(21.4%)**
Expenditures by Activity					
Director of Operations	51,239,834	492,485	509,095	16,610	3.4%
Systems Maintenance	6,115,123	7,321,279	5,628,487	(1,692,792)	(23.1%)
Television Crews	1,316,855	1,620,646	1,507,563	(113,083)	(7.0%)
Quality Control	957,271	759,969	761,205	1,236	0.2%
Laboratory	546,942	871,930	924,963	53,033	6.1%
Construction Operations	2,455,531	5,661,077	3,368,527	(2,292,550)	(40.5%)
Water Quality	1,044,891	1,635,563	1,733,607	98,044	6.0%
Total Program Expenditures	**63,676,447**	**18,362,950**	**14,433,447**	**(3,929,503)**	**(21.4%)**
Personnel Complement (Budgeted)					
Construction Operations	24.00	27.00	27.00	0	0.0%
Director of Operations	7.73	2.33	2.33	0	0.0%
Laboratory	6.00	5.00	9.00	4.00	80.0%
Quality Control	14.00	12.00	8.00	(4.00)	(33.3%)
Systems Maintenance	67.00	63.00	63.00	0	0.0%
Television Crews	18.00	19.28	19.28	0	0.0%
Water Quality	8.00	8.93	9.93	1.00	11.2%
Total Personnel Complement	**144.73**	**137.54**	**138.54**	**1.00**	**0.7%**
Revenue					
Miscellaneous Other	61,690	0	0	0	0.0%

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Administration		
• A decrease in services and supplies due to one-time computer purchases in 2016 for new FTE.	0.00	(1,700)
• A decrease in services and supplies due to the one-time transfer of funds from Wastewater Administration in 2016.	0.00	(400,000)
Construction		
• An increase in services and supplies due to material increases and equipment maintenance costs.	0.00	71,590
• A decrease in capital equipment due to the one-time purchase of capital equipment in 2016.	0.00	(4,019,479)
Laboratory		
• An increase in services and supplies for water quality testing equipment.	0.00	5,500
• An increase in capital equipment for the purchase of replacement vehicles and water quality testing equipment.	0.00	77,500

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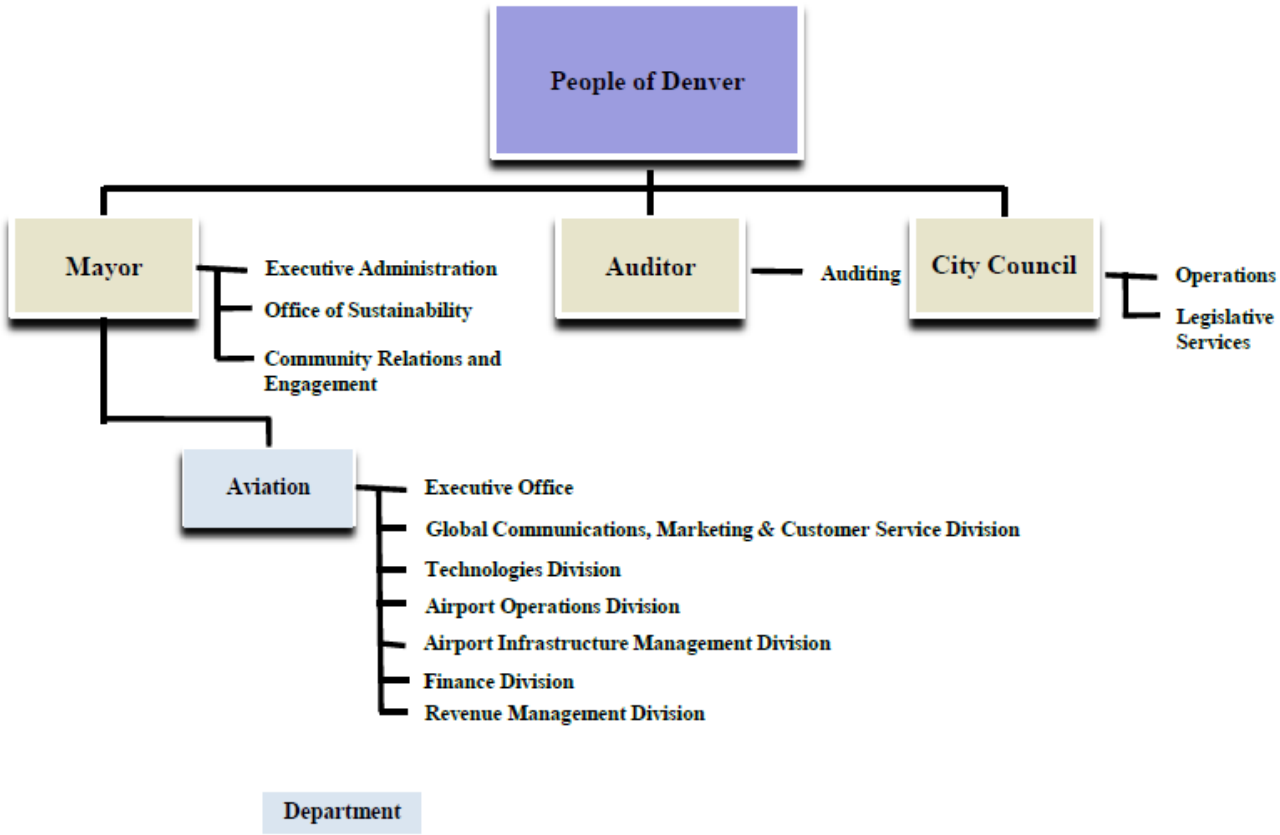
Impact Description	FTEs	Dollars
Water Quality		
• An increase in personnel services for a project manager to support water quality project implementation.	1.00	77,500

Capital Equipment

Funding Source/Item	Quantity	New/Replacement
Enterprise Fund		
Flow Injection Analyzer	1	Replacement
Truck	1	Replacement

Aviation

Aviation Organizational Chart



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Aviation Summary

Denver International Airport 6000000

	2015 Actual	2016 Appropriated	2017 Recommended
Revenue			
Facility Rentals	$194,004,325	$190,100,000	$204,700,000
Concession Revenues	59,676,864	61,534,939	63,898,000
Parking Revenues	178,478,347	177,576,822	190,352,450
Car Rentals	65,308,527	66,855,988	68,940,000
Landing Fees	147,378,640	140,300,000	158,500,000
Aviation Fuel Tax	19,457,756	24,200,000	19,500,000
Hotel	3,205,350	37,470,000	43,612,413
Other Revenues	20,025,946	19,916,691	20,726,796
Passenger Facility Charges	106,006,728	107,400,000	116,048,800
Customer Facility Charges	18,597,856	35,000,000	20,000,000
Interest	40,648,169	23,069,000	26,031,409
Other Nonoperating Revenues	21,562,765	3,740,000	6,165,000
Total Aviation Revenues	$874,351,273	$887,163,440	$938,474,868
Operating Expenditures			
Aviation Department Summary	$375,119,156	$411,456,700	$429,972,252
Total	$375,119,156	$411,456,700	$429,972,252
Expenditures			
Personnel Services	109,824,665	$116,360,934	123,467,946
Services and Supplies	214,876,103	$239,310,404	248,280,500
Internal Services & Misc.	50,418,388	$55,785,362	58,223,806
Total Operating Expenditures	$375,119,156	$411,456,700	$429,972,252
Capital Equipment and Improvements			
Capital Equipment	$6,215,693	$7,191,700	$8,072,707
Capital Improvements	40,045,264	40,125,000	40,125,000
Total Capital Equipment and Improvements	$46,260,957	$47,316,700	$48,197,707
Debt Service Funds			
Airport Interest and Replacement	$368,455,113	$369,231,915	$364,400,000
Total Debt Service Funds	$368,455,113	$369,231,915	$364,400,000
Customer Facility Charge			
Capital Improvements	$0	$35,000,000	$20,000,000
Total Customer Facility Charge	$0	$35,000,000	$20,000,000
Hotel			
Operating Expenditures	$2,762,024	$36,720,600	$33,544,619
Total Hotel	$2,762,024	$36,720,600	$33,544,619

Worldport			
Operating Expenditures	$115,002	$1,000,000	$1,000,000
Total Worldport Fund	$115,002	$1,000,000	$1,000,000
Concessions Joint Marketing Funds			
Operating Expenditures	$2,160,263	$2,000,000	$3,000,000
Total Joint Concessions and Marketing Funds	$2,160,263	$2,000,000	$3,000,000
Total Aviation Expenditures	$794,872,515	$902,725,915	$900,114,578
Personnel Complement			
Aviation Department Summary	1,275.25	1,275.25	1,275.25
Total Personnel Complement	1,275.25	1,275.25	1,275.25

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Overview

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 approximately 54.0 million passengers traveling through in 2015. DEN serves over 170 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 in economic impact for the State each year.

DEN has an established reputation for excellence. In 2016, DEN earned the distinction of being ranked No. 1 on the Skytrax list of the "World's Best Regional Airports" for North America and was also the top American airport on the "World's Top 100 Airports" ratings (moving up five spots from the 2015 rankings). This prestigious designation was recognized by passengers, who highlighted the airport's world-class staff, amenities and air services. Additionally, in USA Today's 10 Best Readers' Choice 2016 travel awards, DEN was voted by readers as the No. 2 overall "Best Airport for Dining" with Elway's Steakhouse being named the No. 1 restaurant for "Best Airport Local/Regional Dining." DEN was recognized by Airport Revenue News as having the "Airport with the Best Customer Service" among all large airports at the 2016 ARN Revenue Conference and Exhibition. Our concessions partner, Root Down, was also named the "Best Chef-Driven, Local or Regional Restaurant" during the awards ceremony. In April 2016, DEN was awarded the Balchen/Post award for excellence in snow and ice removal and maintaining operations in the large commercial airports category. In 2015, DEN was recognized by the Skifties Social Media Awards for Travel Brands as having the "Most Effective Brand on Social Media" for airports. DEN's goal is to be known as America's favorite connecting hub and the airport is well-positioned to address the challenge.

DEN's strategic plan has ambitious goals interlinked with strategic objectives and performance measures to adapt to changes in the industry and to track and measure its success. Since DEN opened 21 years ago, air transport has evolved and airports are now competing for air service and business. This new strategic plan has positioned DEN to continue to excel and compete in this dynamic global industry.

DEN's international nonstop destinations total 20 destinations in 8 countries, including the addition of Munich and Montreal in 2016. Operated by Lufthansa, the Munich flight is expected to have an economic impact of $80 million annually and could bring as many as 700 new jobs to the state. On the domestic front, Virgin America began operations at DEN in March 2016 to operate three daily, roundtrip flights from San Francisco to service the Denver area, dubbed "Silicon Mountain" because of its booming innovation economy.

In late November 2015, the new 519-room Westin hotel and conference center opened at the airport. The construction project of the hotel and transit center has employed more than 4,000 people and brings new economic opportunities for the airport and downtown Denver, especially as new commuter rail service began to connect downtown Denver's Union Station and DEN in April 2016. The Hotel and Transit Center Project Team was awarded the Public Achievement Award to recognize their work with Minority and Women Owned Business Enterprises.

The Aviation program is delivered through the following key divisions:

The **Executive Office** is comprised of the Aviation Chief Executive Officer and five Executive Vice Presidents for External Affairs, Revenue Management, 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, and the Division of Workforce Development and Employee Services.

The **External Affairs Division** includes the Communications and Customer Service Department that is responsible for the airport's strategic communications programs to reach and engage with the public, customers and employees. The Department is also responsible for art, marketing, promotions, special events and for the overall management of DEN's website, www.flydenver.com. In addition, the Department houses the airport's call center, staffing of information booths, VIP services and customer relationship management. The Division also includes the Global Affairs Department that is responsible for outreach functions in government affairs and air service development.

The **Revenue Management Division** optimizes existing airport businesses and identifies and develops new business opportunities to support the airport's strategic objectives. The Division's portfolio includes airport businesses such as airline leases, rental cars, and parking, as well as commercial real estate development and production of natural resources. Revenue Management 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 Accounting, Financial Planning and Analysis, Fiscal Policy, Internal Audit, Financial Risk and Analysis, and Business Management Services. Key responsibilities include financial analysis, capital planning and funding, rates and charges, budget planning and management, financial reporting, procurement and contracts, financial statement preparation, audits on key risk areas, debt issuance, risk management, safety, and investor relations. DEN's PEAK Performance process improvement professionals are also housed within the Finance division.

The **Operations Division** includes several departments such as Technologies, Airport Infrastructure Management, Airport Operations, and Special Projects. The Administration Department, housing Human Resources and Employee Engagement and Diversity, is also in the Division.

The **Technologies Department** provides data center, infrastructure, applications development, integration, maintenance, voice and data networks, radio, wireless, help desk support, passenger systems, information assurance, and project management services. These services are designed to ensure cost-effective operation and maintenance of the technology systems and infrastructure required to support DEN. The goal is also to provide an exceptional passenger experience for the traveling public in response to rising expectations for self-service and other technology-oriented options throughout the passenger experience.

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. This is accomplished through leading the repair and maintenance of airport facilities, airfield maintenance (including snow removal), electrical and technical maintenance, and fleet maintenance. The 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 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 Contracts Services Section manages the Automated Guideway Transit System (AGTS) and baggage handling system.

The **DEN Real Estate Division** provides a road map for smart, sustainable, long-term, 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 a year, 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.

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Vision

America's favorite connecting hub, where the Rocky Mountains meet the world.
It is a platform upon which we can grow our passenger base, strengthen and sustain our economic impact, and establish an improved place in the global market. DEN is a well-loved hometown airport, but we are expanding upon that popularity to become the preferred hub for connecting passengers. DEN travelers will feel more empowered to make the most of their time and to keep their lives moving during their travel journey by offering options that balance work and play and a unique experience that embraces both global sophistication and the spirit of the modern West.

Mission

DEN's mission is to operate at the highest standards of safety and security. This mission occurs 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.

Strategies

DEN implemented a five year 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 five-year goals. The objectives and the related goals are summarized below.

- *Winning the Hearts of our Customers:* DEN will reach a summit of efficiency and service to become a preferred hub for connecting passengers. DEN will remain a terrific hometown airport for local travelers, but our plan has DEN expanding upon that popularity to become the preferred hub for connecting passengers. DEN connecting passengers will effortlessly change planes and savor our airport environment, where they will be surprised and delighted by shopping and dining choices. This will be obtained through valuing the customer experience and constantly improving customer satisfaction scores. *(Customer Experience)*

- *Partnering for Operational Excellence:* Operational excellence requires a finely tuned facility, providing a well-choreographed and seamless journey for airlines and passengers, whose needs are anticipated each step along the way. To achieve this level of excellence, DEN must partner with all businesses that impact airport performance and the passenger experience—airlines, concessionaires, rental car companies, and others—to collaboratively provide a seamless and consistent customer experience. *(Customer Experience)*

- *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. *(Sustainability)*

- *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 five-year plan, DEN plans to increase international passengers by 40 percent and secure service to over 200 destinations worldwide. *(Jobs)*

- *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. The overall vision for this development is called Airport City, and DEN's foray into large-scale commercial growth has already begun with a new on-airport hotel and open-air plaza, and a commuter rail station, with planning for urban development at new 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 Airport City. *(Sustainability)*

- *Investing for Sustainability:* DEN must optimize the potential of its tremendous asset to ensure not only short-term success but also long-term viability. 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. Three restaurants on Concourse C are now compositing with an estimate 50% decrease in solid waste and the airport has also added 10 water bottle filling stations. *(Sustainability)*

- *Inspiring Our Employees:* DEN needs the power of 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. *(Sustainability)*

Mission Level Metrics

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Total Number of Passengers	52,556,359	53,472,514	54,014,502	57,998,644	59,158,616
Total Number of Enplaned Passengers	26,285,307	26,736,684	27,018,929	28,999,322	29,579,308
Bond Ratings	A+/A1	A+/A1	A+/A1	A+/A1	A+/A1
Gross Concession Revenue per Enplaned Passenger	$11.22	$12.28	$12.43	$12.43	$12.55
Cost per Enplaned Passenger	$11.95	$12.24	$11.68	$11.05	$11.32

Mission-Level 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.

- **Bond ratings** are important to borrowing and interest rates. DEN received A+/A1 ratings from Standard and Poor's, Fitch and Moody's.

- **Gross Concession Revenue per Enplaned Passenger** is the per passenger amount spent while at DEN on concessions.

- **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.

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Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Debt Service Coverage – All Bonds (DSC)	183%	187%	184%	165%	165%
Cost Per Enplaned Passenger (CPE)	$11.95	$12.24	$11.68	$11.05	$11.32
Airside On-Time Performance	75%	76%	80%	81%	82%
Total Solid Waste (in Tons)	11.8	12.2	12.1	11.7	11.5
Total Destinations	187	191	181	178	180

Performance Context

Key Performance Indicators (KPIs)

- **Debt Service Coverage (DSC)** is the ratio of net revenues plus other available funds available for servicing senior and subordinate bond debt as defined in the Airport general bond ordinance.
- **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.
- **Airside On-Time Performance** is the monthly average on-time performance of both departures and arrivals.
- **Total Solid Waste** is the total tons of solid waste that is sent to the Denver landfill.
- **Total Destinations** is the number of destinations served by DEN with regularly scheduled service at some point during the year.

Revenues

	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Operating Revenues					
Facility Rentals	194,004,325	190,100,000	204,700,000	14,600,000	7.7%
Concessions Revenues	59,676,864	61,534,939	63,898,000	2,363,061	3.8%
Parking Revenues	178,478,347	177,576,822	190,352,450	12,775,628	7.2%
Car Rental Revenues	65,308,527	66,855,988	68,940,000	2,084,012	3.1%
Landing Fees	147,378,640	140,300,000	158,500,000	18,200,000	13.0%
Aviation Fuel Tax	19,457,756	24,200,000	19,500,000	(4,700,000)	(19.4%)
Hotel	3,205,350	37,470,000	43,612,413	6,142,413	16.4%
Other Sales and Charges	20,025,946	19,916,691	20,726,796	810,105	4.1%
	687,535,755	**717,954,440**	**770,229,659**	**52,275,219**	**7.3%**
Non-Operating					
Passenger Facility Charges	106,006,728	107,400,000	116,048,800	8,648,800	8.1%
Customer Facility Charges	18,597,856	35,000,000	20,000,000	(15,000,000)	(42.9%)
Interest	40,648,169	23,069,000	26,031,409	2,962,409	12.8%
Other	21,562,765	3,740,000	6,165,000	2,425,000	64.8%
	186,815,518	**169,209,000**	**168,245,209**	**(963,791)**	**(0.6%)**
Total	**874,351,273**	**887,163,440**	**938,474,868**	**51,311,428**	**5.8%**

Revenues

Facility Rentals include revenue from the terminal, hangars, ramps, and other buildings. Rates are based on cost recovery of land, construction and associated indirect costs.

Concessions include revenues from food and beverages, retail and service concessions.

Parking includes public and employee parking revenues.

Car Rental revenue includes car rental concession fees and facility, space and land rentals.

Landing Fees are charged per 1,000-pound unit of aircraft landed weight and are calculated to cover airfield operating expenses net of nonairline airfield revenue. Fees are adjusted annually based on a cost recovery approach.

Aviation Fuel Tax includes State and City fuel tax. The City aviation fuel tax is two cents per gallon of fuel sold at DEN. The City's General Fund also collects two cents per gallon. The State aviation fuel tax is based on a calculation using gallons sold and the cost per gallon. DEN receives 65 percent of the State aviation fuel taxes paid to the State of Colorado. Revenue has been decreasing due to decreases in oil prices.

Hotel includes revenue from rooms, food and beverages, rentals and other miscellaneous income.

Other operating revenues include oil and gas, ground transportation fees and other miscellaneous operating revenues.

Passenger Facility Charges are revenues derived from a $4.50 per enplaned passenger fee. The revenues are used for debt service and capital projects that must be in accordance with FAA guidelines.

Customer Facility Charges are daily fees charged on rental car contracts used for capital and major maintenance projects at the Car Rental Facilities.

Interest revenues are generated by the cash balances in the various funds of the airport. The cash balances are invested by the City's Department of Finance. Interest revenue is decreasing as the airport spends down proceeds from its most recent bond issuance.

Other non-operating revenues include land sales, insurance recovery, TSA grant income and other miscellaneous non-operating revenues.

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Budget Highlights

Expenditures	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expense Category					
Personnel Services	144,894,118	155,601,296	165,146,752	9,545,456	6.1%
Contractual Services	197,567,296	226,462,228	233,474,805	7,012,577	3.1%
Maintenance, Supplies & Materials	32,657,742	29,393,176	31,350,695	1,957,519	6.7%
Capital Equipment	6,215,693	7,191,700	8,072,707	881,007	12.3%
	381,334,849	**418,648,400**	**438,044,959**	**19,396,559**	**4.6%**
Division					
Executive Office	8,126,469	9,331,234	10,731,619	1,400,385	15.0%
External Affairs	9,755,903	12,607,486	14,072,616	1,465,130	11.6%
Revenue Management	50,489,739	55,713,159	61,305,567	5,592,408	10.0%
Finance	30,659,645	37,820,078	36,390,013	(1,430,065)	(3.8%)
Operations	275,043,119	292,405,272	304,288,687	11,883,415	4.1%
DEN Real Estate	1,044,281	3,579,471	3,183,750	(395,721)	(11.1%)
	375,119,156	**411,456,700**	**429,972,252**	**18,515,552**	**4.5%**
Capital Equipment	6,215,693	7,191,700	8,072,707	881,007	12.3%
	381,334,849	**418,648,400**	**438,044,959**	**19,396,559**	**4.6%**

Personnel Complement (FTEs)	2015 Actuals	2016 Appropriated	2017 Recommended	FTE Change	% Change
Executive Office	31	31	31	-	0.0%
External Affairs	65	65	65	-	0.0%
Revenue Management	110	110	110	-	0.0%
Finance	117	117	117	-	0.0%
Operations	949	949	949	-	0.0%
DEN Real Estate	4	4	4	-	0.0%
	1,275	**1,275**	**1,275**	-	**0.0%**

Additional Budget Highlights

Hotel	2015 Actual	2016 Appropriated	2017 Recommended	$ Change	% Change
73130-6000000	$ 2,762,024	$ 36,720,600	$ 33,544,619	$ (3,175,981)	(8.6%)

The Hotel Fund is for the operation and maintenance of the Westin Hotel that opened on November 19, 2015. Revenue and expenses for 2017 are based on estimates provided by hotel management. Operating revenues are estimated at $43,612,413 for a net operating and capital reserve income of $10,067,794.

Customer Facility Charge	2015 Actual	2016 Appropriated	2017 Recommended	$ Change	% Change
73790-6000000	$ 0.00	$ 35,000,000	$ 20,000,000	$(15,000,000)	(42.9%)

The Customer Facility Charge Fund is for capital and major maintenance projects at the Car Rental Facilities.

Debt Service	2015 Actual	2016 Appropriated	2017 Recommended	$ Change	% Change
73820-6000000	$ 368,455,113	$ 369,231,915	$ 364,400,000	$ (4,831,915)	(1.3%)

The Debt Service Fund is for the payment of principal and interest on the airport's outstanding debt.

Worldport	2015 Actual	2016 Appropriated	2017 Recommended	$ Change	% Change
73910-6000000	$ 115,002	$ 1,000,000	$ 1,000,000	$ 0.00	0.0%

The Worldport Fund is for the operation and maintenance of the Worldport investment property purchased by the Airport in 2008.

Concessions Joint Marketing Fund	2015 Actual	2016 Appropriated	2017 Recommended	$ Change	% Change
73880-6000000	$ 2,160,263	$ 2,000,000	$ 3,000,000	$1,000,000	50.0%

The Concession Joint Marketing Fund has been established for DEN's Concessions Program and is funded by capturing one percent of concession gross revenues. Uses of this fund inlcude marketing, training, customer service programs and the Premium Value Concessions Program for all DEN concessionaires.

Capital Equipment and Improvements Fund 73850-6000000	2015 Actual	2016 Appropriated	2017 Recommended	$ Change	% Change
Capital Equipment	$6,215,693	$ 7,191,700	$ 8,072,707	$ 881,007	12.3%
Net Revenue Deposit for Capital Improvements	40,000,000	40,000,000	40,000,000	0.00	0.0%
Stapleton Operations Costs	45,264	125,000	125,000	0.00	0.0%
	$46,260,957	**$47,316,700**	**$48,197,707**	**$ 881,007**	**1.9%**

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Significant Budget Changes by Program

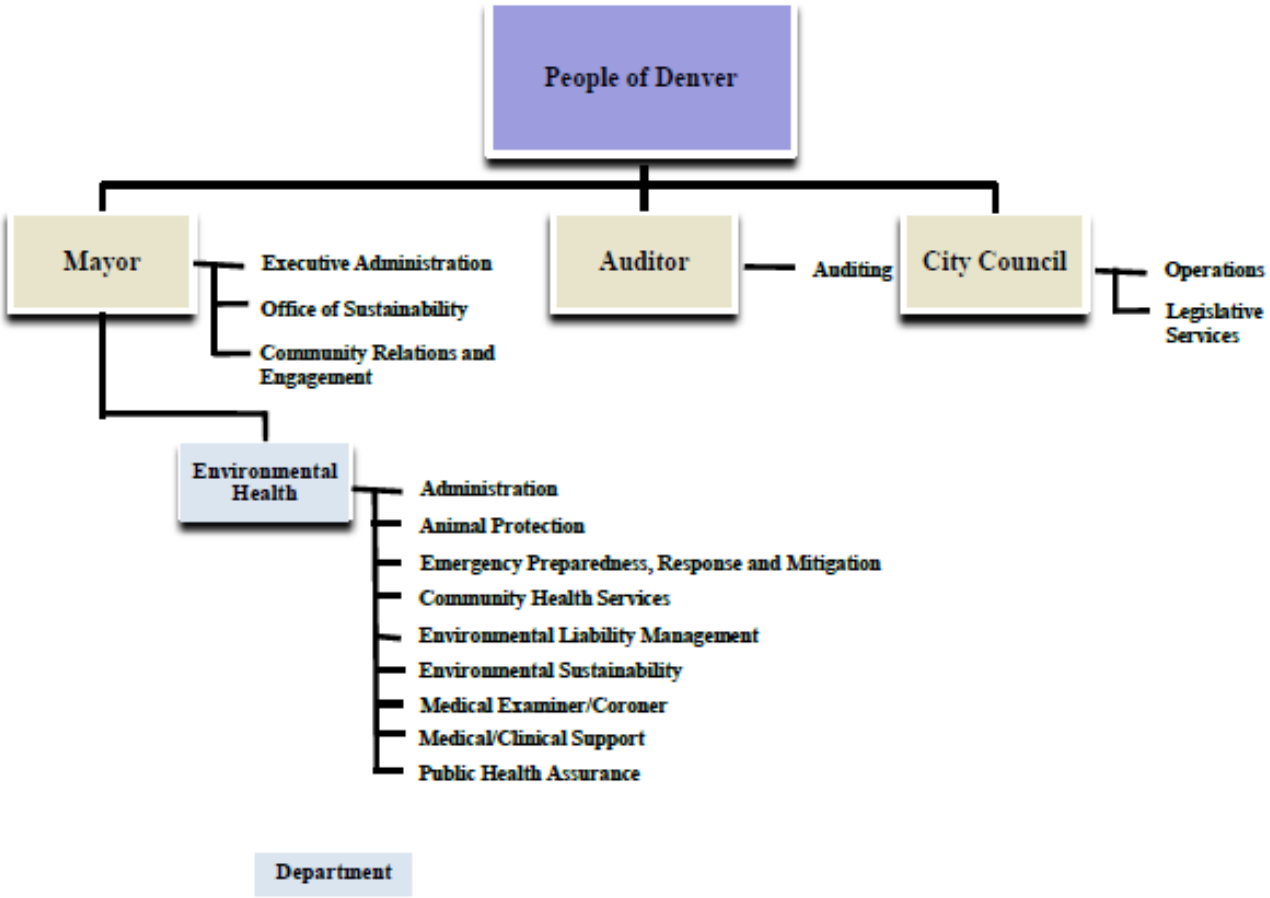
Impact Description	FTEs	Dollars
Aviation		
• A net increase in revenues due to increases in passenger traffic and fees charged to airlines to cover operating costs.	0.00	52,300,000
• A net increase in personnel services due to merit increases and increased Police/Fire personnel costs.	0.00	9,500,000
• A net increase in services and supplies due to increased costs in top contracts up for bid, snow chemicals and solvents.	0.00	9,000,000
• A net increase for the Concessions Joint Marketing Fund due to increased passenger traffic.	0.00	1,000,000
• A net decrease in Customer Facility Charges due to the timing of a rate adjustment.	0.00	(15,000,000)

Capital Equipment

Item	Quantity	New/Replacement
Paving Equipment	4	Replacement
Sweeper	8	Replacement
Commercial Trucks	23	New/Replacement
Software Equipment	20	New/Replacement
Software	5	New/Replacement
Hardware	2	New/Replacement
Vehicles	100	New/Replacement
Tractors	6	New/Replacement
Painting Equipment	1	New/Replacement
Printer/Plotter/Scanner	2	Replacement
Mower Broom	1	Replacement
Fire Engine	1	Replacement
Exercise Equipment	1	Replacement
Sidewalk Paver	1	Replacement
Skid Steer Box Plow	1	Replacement
Traffic Control Vehicle	1	Replacement
Pressure Washer	1	Replacement
Liner	1	Replacement
Electric Grinder	1	Replacement

Environmental Health

Environmental Health Organizational Chart



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Health- Environmental Health

Health – Environmental Health Budget Summary 6500000

	2015 Actuals	2016 Appropriated	2017 Recommended
Agencies			
Community Health	708,750	894,148	1,409,967
Public Health Inspection	2,875,611	3,331,141	3,443,368
Denver Animal Protection	3,672,979	3,936,655	3,913,708
Office of the Medical Examiner	2,839,376	3,208,712	3,220,032
Office of the Executive Director	1,266,114	1,221,996	991,221
Office of Sustainability	285,601	293,487	302,204
Total	**11,648,432**	**12,886,140**	**13,280,500**
Expenditures			
Personnel Services	10,275,598	11,066,699	11,315,755
Services and Supplies	1,349,861	1,783,264	1,935,466
Capital Equipment	0	8,848	0
Internal Services and Misc.	22,973	27,329	29,279
Total	**11,648,432**	**12,886,140**	**13,280,500**
Payments			
Payment - Denver Cares	4,075,500	3,066,031	0
Payment - Medically Indigent	30,777,300	30,777,300	30,777,300
Payment - Park Hill Clinic Financing	71,870	123,694	133,076
Payment - Poison Center	96,900	207,883	156,900
Payment - Public Health Clinical	2,630,600	2,713,366	2,775,954
Subtotal Total	**37,652,170**	**36,888,274**	**33,843,230**
Total General Fund	**49,300,602**	**49,774,415**	**47,123,730**
Enterprise Funds			
Environmental Services	6,939,178	7,880,428	8,192,921
Total	**6,939,178**	**7,880,428**	**8,192,921**
Expenditures			
Personnel Services	4,384,066	4,660,776	4,943,092
Services and Supplies	1,365,286	1,953,999	1,986,820
Capital Equipment	48,507	0	0
Internal Services and Misc.	1,141,319	1,265,653	1,263,009
Total Enterprise Funds	**6,939,178**	**7,880,428**	**8,192,921**
Transfers			
Transfer to Alternative Transportation SRF 78100-9911400	250,000	295,000	295,000
Transfer to Environmental Capital Fund 78100-9785100	700,000	700,000	1,500,000
Transfer to Environmental Capital Fund 78200-9785100	800,000	800,000	0
Transfer to General Fund 78100-9901000	2,000,000	0	0
Transfer to Hazardous Substance Response Fund 78100-9783100	1,213,000	0	0
Transfer to Hazardous Substance Response Fund 78200-9783100	2,500,000	1,750,000	0

Health – Environmental Health Budget Summary 6500000

	2015 Actuals	2016 Appropriated	2017 Recommended
Transfer to Underground Storage Tanks Fund 78100-9784100	803,000	503,500	733,500
Total Enterprise Funds Transfers	**8,266,000**	**4,048,500**	**2,528,500**
Special Revenue Funds			
Health	649,892	675,641	952,576
Total Special Revenue Funds	**649,892**	**675,641**	**952,576**
Grants			
Grants	10,052,540	8,525,640	3,145,180
Total Grants	**10,052,540**	**8,525,640**	**3,145,180**
Personnel Complement			
General Fund			
General Fund Operations - Civilian	131.15	143.66	144.60
Special Revenue Funds			
Health - Civilian	17.35	13.74	16.42
Enterprise Funds			
Environmental Services - Civilian	41.34	45.25	46.25
Total Personnel Complement	**189.84**	**202.65**	**207.27**
Capital Improvements			
Capital Improvements		2,432,967	2,432,967
Environmental Services*		8,413,589	8,394,657
Total		**10,846,556**	**10,827,624**

* Environmental Services Capital Improvements includes $3,250,000 in transfers to the Environmental Services Operating Fund. See the Environmental Quality division summary for more details.

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Executive Overview

Denver's Department of Environmental Health (DEH) oversees the services related to public health and the environment. These services include health and environmental regulation and promotion; oversight of the contract with Denver Health and Hospital Authority; medical examiner functions; funding for HIV programs; emergency preparedness; and animal care and control. DEH is comprised of six divisions: Community Health; Public Health Inspections; Denver Animal Protection; the Office of Medical Examiner; Environmental Quality, the Executive Director's Office, and the Office of Sustainability. The department's programs are funded from many sources, including the General Fund, Environmental Services Enterprise Fund, state grants, federal grants, private grants, contracts, and donations.

Services are provided through the following programs:

- Administration
- Animal Protection
- Emergency Preparedness, Response and Mitigation
- Community Health Services
- Environmental Liability Management
- Environmental Sustainability
- Medical Examiner/Coroner
- Funding of Medical/Clinical Health Services
- Public Health Assurance

Vision

A city with a world-class environment, healthy communities of all ages and incomes, where the well-being of pets also matters.

Mission

Build healthy communities by protecting Denver's environment, enhancing sustainability, providing essential public health services, and advancing the well-being of the City's animal population.

Strategies

- Enhance community education and outreach while providing excellent customer service in all operational areas. *(Customer Experience)*

- Work with other agencies to integrate health and sustainability into community planning and infrastructure processes, including neighborhood plans and transportation improvements. *(Sustainability)*

- Create a well-balanced approach between educational and enforcement efforts. (*Public Safety/Safety Net*)

- Devote resources toward the highest environmental and public health risk. *(Public Safety/Safety Net)*

- Maintain a strong workforce though continued training, professional development, and effective recruitment and retention. *(Customer Experience)*

Mission-Level Metrics	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Community Health					
Percent of retail tobacco visits with sales to minors	n/a	8.3%	16%	20%	23%
Percent of children (2–18 years) obese	15.9%	16.0%	16.0%	15.9%	15.6%
Public Health Inspections					
Complaint response time (days)	2.5	1.2	1.3	1.5	1.5
Medical Examiner/Coroner					
Percent of autopsy reports completed within 30 days	46%	68%	72%	75%	80%
Denver Animal Protection Percentage of sheltered animals returned to owner	25%	29%	30%	30%	30%
Environmental Quality					
Water quality: percent of time meets recreation E. Coli standard	45%	59%	60%	62%	63%
Greenhouse gas emissions: metric tons per capita and total	20.0/ 13.0M	19.1/ 12.75M	18.4/ 12.5M	18.0/ 12.3M	17.4/ 12.1M

Performance Context

- The **childhood obesity rate** is from Denver Public Schools. Childhood obesity goals are intermediate measures that impact Denver's overall long-term CHIP goal to increase healthy weight from its current rate of 69% to 74%. Childhood obesity goals are intermediate measures that impact Denver's overall long-term CHIP goal to increase healthy weight from its current rate of 69% to 74%. The majority of children
- **Complaint response time** is dependent on public health risk and staffing levels and is a measure of the time from when the division first receives the information to the time when the division staff member begins the investigation. The division's policy requires a 72 hour response time to complaints that are non-critical in nature and an immediate response time to any situation that presents an imminent health risk.
- The National Association of Medical Examiners requires that at least 90% of all **postmortem reports** be completed within 90 days to maintain accreditation and 90% of all postmortem reports be completed within 60 days to avoid any deficiency in this metric. The Office of the Medical Examiner has surpassed the 60 day metric. However, because families, law enforcement, attorneys and other interested parties that utilize coroner reports are better served with more timely report completion, OME strives to have more than 75% of autopsy reports completed within 30 days. This information reflects available data through May 2016.
- **Returning animals to owners** decreases an animal's length of stay at the shelter and increases opportunities for other animals by freeing resources to help shelter pets.
- DEH strives to improve **water quality** of Denver's streams and lakes for recreational use and fish consumption, and achieve fishable and swimmable status by 2020. This measure can fluctuate considerably from year to year, because E. coli levels vary significantly depending on stream flows and water temperature.
- Denver's community-wide climate goal is to reduce **greenhouse gas emissions** to below 1990 levels by 2020. The previous per capita goal is no longer in effect because the emissions reductions needed to mitigate climate change are necessary regardless of population growth. Both are shown for consistency. Projections are based on Census growth and Xcel Energy demand forecasts.

Please see the division sections for detail about key resource changes impacting these strategies and metrics.

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Overview

The Executive Director's Office (EDO) provides overall policy direction, management, communications, and core and centralized services for the Department of Environmental (DEH). The EDO also serves as the final authority for fiscal and personnel matters in the Department. Appointed by the Mayor, the Executive Director of the DEH is a member of the Mayor's Cabinet.

The **Administrative Support Section** manages objectives and strategic plans, purchasing and budget, Peak Performance (business analysis and performance improvement services), technology support (hardware/software installations, software development), GIS mapping, and administrative hearings (citations). Other activities include management of the Board of Environmental Health, including the administrative citation hearings process (quasi-judicial hearings for appeals of violations of public health codes).

The **Communications Office** manages marketing and communication demands of the divisions within DEH and their respective programs and initiatives and the department as a whole. This includes public and governmental relations, managing media and CORA requests, department websites and social media, publications, crisis management and internal communications. The Communications Office also coordinates with other city agencies, including serving as a liaison with the Mayor's communications/governmental relations, legislative and City Council staff.

Strategies

- Collaborate with Denver Health, the Mental Health Center of Denver and other organizations to create a broad coalition of health care providers who work together to maximize health and quality of life outcomes, including mental health outcomes, for Denver residents. *(Public Safety/Safety Net)*
- Work with other city agencies and outside groups to help guide sustainable economic development in Denver. *(Sustainability)*
- Enhance the public's understanding of public health, environmental, and animal welfare issues through enhanced communication and collaboration with citizens and industries. *(Customer Experiene)*
- Work with the Office of Children's Affairs and other agencies to reduce childhood obesity through implementation of the Community Health Improvement Plan. *(Children & Youth)*
- Continue education and prevention efforts to improve public health and compliance with city ordinances, as opposed to an enforcement-based approach. *(Customer Experience)*
- Increased communications and collaboration with citizens and industries associated to public health and environment. *(Customer Experience)*
- Work with regional and national public health partners to implement best practices and promote policies that will improve public health and the environment. *(Sustainability)*

Performance Measures	2013 Actual	2014 Actuals	2015 Actuals	2016 Objective	2017 Objective
Administration					
Publications, newsletters, flyers, web sites, press releases or related informational material for public distribution	30	55	65	72	78
Number of administrative citations processed	4,465	2,398	3,068	2,135	2,400

DENVER THE MILE HIGH CITY

Performance Context

- While Animal and Food Retail citation issuances are expected to remain fairly level through 2016 and 2017, the overall number of citations issued and processed are expected to increase as a result of the implementation of new administrative citation programs for Swimming Pools, Child Care, Body Art and Residential Housing.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	1,216,224	1,106,593	936,692	(169,901)	(15.4%)
Services and Supplies	48,244	113,503	52,129	(61,374)	(54.1%)
Internal Services and Misc.	1,646	1,900	2,400	500	26.3%
	1,266,114	**1,221,996**	**991,221**	**(230,775)**	**(18.9%)**
Expenditures by Activity					
Administration	1,266,114	1,221,996	991,221	(230,775)	(18.9%)
Total Program Expenditures	**1,266,114**	**1,221,996**	**991,221**	**(230,775)**	**(18.9%)**
Personnel Complement (Budgeted)					
Administration	11.00	12.10	10.10	(2.00)	(16.5%)
Total Personnel Complement	**11.00**	**12.10**	**10.10**	**(2.00)**	**(16.5%)**
Revenue					
Fees	2,325	2,600	2,600	0	0.0%
Internal Service and Indirect Cost	300,799	375,000	375,000	0	0.0%
	303,124	**377,600**	**377,600**	**0**	**0.0%**
Vacancy Savings			(24,366)		

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Administration		
• An increase in personnel services for a new contract administrator to oversee the Denver Health Operating Agreement. See the "Other Approprations - Denver Health Operating Agreement" section for more information about the City's contract with Denver Health.	1.00	101,100
• A decrease in personnel services due to information technology staff being transferred to the Technology Services Department. DEH had previously operated its own IT unit but will be supported by the Technology Services Department starting in 2017.	(3.00)	(400,700)

Capital Equipment

None

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Overview

The Community Health Division's mission is to promote population health and health equity by developing, implementing, and evaluating sustainable, evidence-based policies, interventions, and systems. The division conducts multiple types of health-related assessments; creates, implements and evaluates the City's Community Health Improvement Plan (CHIP); and develops policies and initiatives aimed at improving the health of Denver residents. Areas of emphasis include healthy food access, built environment, access to health care for HIV-positive individuals and low-income communities, community engagement and outreach for health initiatives, chronic disease prevention, and regulation of tobacco sales to minors. The Community Health Division is divided into two sections:

- The **Healthy Eating and Active Living** section's goal is to ensure that health is a consideration in all policies, plans, projects and processes by making sustainable changes where people live, work, and play. The section conducts health assessments on proposed policy decisions and neighborhood plans and leads the state-mandated CHIP and the Community Health Assessment (CHA) process with Denver Public Health, which is called *Be Healthy Denver*. The section also works to create healthy environments across Denver. This includes support for the Mayor's Sustainable Food Policy Council and expanding healthy food retail.

- The **HIV Services** section's goal is to link HIV-positive individuals to care and treatment in the six- county metro region. This section manages all Ryan White CARE Act funding in the Denver metropolitan area and works with community-based organizations and other service providers to achieve optimum health for those living with and affected by HIV/AIDS. This section supports the HIV Resources Planning Council, which is legislatively mandated to conduct a needs assessment, identify funded service priorities, and conduct a funding allocation process. The section also regulates all syringe exchange sites in the city to ensure effective chronic disease prevention.

Strategies

- Reduce the prevalence of children at an unhealthy weight and increase the number of Denver residents with access to health care by implementing health and policy initiatives such as Safe Routes to School and performing health impact assessments for neighborhoods. This includes collaborating with city agencies, community organizations, and the mayor-appointed Be Healthy Denver Advisory Council. *(Safety Net)*

- Increase access to healthy and affordable food, particularly in low income and underserved areas of the City, by implementing and evaluating the Denver Healthy Corner Store Initiative, performing neighborhood nutrition and environment assessments, providing content expertise and technical assistance to agencies and the community, and developing policies and initiatives across the food system, including those related to agriculture, healthy food retail, institutional procurement, and food services programs such as food stamps. *(Sustainability)*

- Increase access to care and improve health outcomes for people with HIV/AIDS in the metropolitan area by funding and monitoring the HIV continuum of care and developing activities that improve clients' lives. *(Safety Net)*

- Implement and evaluate prevention strategies to reduce chronic disease among injection drug users through syringe exchange services and provide referrals for substance abuse and mental health issues to these patients. *(Safety Net)*

- Collaborate with other city agencies to integrate health and sustainability into community planning and infrastructure processes, including neighborhood plans and transportation improvements. *(Sustainability)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Healthiness Indicators					
Age adjusted death rate from cardiovascular disease per 100,000	173.4	238.1	230	220	215
Percent of individuals in Denver with one or more poor mental health days in the past 30 days	35.9%	36.5%	38%	39%	37.8%
Percent of individuals in Denver with one or more poor physical health days in the past 30 days	35.6%	33.9%	37%	37%	37%
Percent of children (2–18 yrs) obese	15.9%	16.0%	16.0%	15.9%	15.6%
HIV Services					
Percent of newly diagnosed clients linked to care	89 %	91%	91%	93%	93%
Percent of clients retained in care	54%	70%	72%	75%	77%
Percent of virally suppressed	62%	62%	67%	70%	72%
Syringe Exchange					
Number of clients accessing syringe Exchange services	500	3,023	4,560	5,016	5,518
Number of referrals to substance abuse, mental health, and health care providers	40	139	10,475	11,523	12,675
Number of syringes collected and disposed	N/A	N/A	612,102	683,212	751,533
Community Health					
Create or enhance the number of physical activity and healthy food environments	N/A	35	115	206	190
Percentage of retail tobacco visits with sales to minors	N/A	8.3%	16%	20%	23%
Percent of students who smoked cigarettes or cigars, used chewing tobacco, snuff or dip on one or more of the last 30 days	N/A	N/A	15.7%	15.7%	15.5%

Performance Context

- **Death rate from cardiovascular disease** and **poor mental and physical health days** data come from the Behavior Risk Factor Surveillance System (BRFSS). The BRFSS is collected and published by the Colorado Department of Public Health and the Environment. It is a national survey that is administered locally (by states) and supported by the CDC, which continues to be the gold standard of behavioral surveillance allowing states and local governments to address emergent health issues. Age adjusting death rates from cardiovascular allows for a fairer comparison between geographies with different age distributions.

- **The childhood obesity rate** is from Denver Public Schools. Childhood obesity goals are intermediate measures that impact Denver's overall long-term CHIP goal to increase healthy weight from its current rate of 69% to 74%. The majority of children that are at an unhealthy weight are overweight or obese. Community Health focus is on obesity because it has the most proven negative health consequences. This measure has remained relatively flat, the student population at DPS continues to grow, so more children are expirencing obesity.

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- **HIV services** are funded by the Ryan White grant. The data is based on client utilization information collected by the Denver Office of HIV Resources. Lack of access to primary care and treatment is the leading factor contributing to morbidity and the presence of other co-infections in HIV positive clients.

- **Syringe exchange** data comes from regulated syringe exchange sites in Denver. This program became fully operational in 2013. The large increase in the number of clients accessing this service in 2014 is due to expanded client outreach, expanded access to funding, and intravenous drug users becoming more comfortable accessing the service and informing others through word of mouth. There are an estimated 10,000 users of intravenous drugs in the Denver metro area.

- **Creating or enhancing the number of healthy food or physical activity environments** is a process tracking measure that includes the number of built environment changes made in different settings conducive to a healthy lifestyle. This relates specifically to the number of unique physical spaces that are enhanced to better provide opportunities for physical activity or healthy eating. Examples include: re-design/improvement of a park or school playground, recruitment and participation by corner stores to offer healthy foods. Some more recent examples could be the changing over of vending machines to offer healthy foods in rec centers.

- **Percent of students who smoked cigarettes or cigars on one or more of the last 30 days** comes from the Healthy Kids Colorado Survey conducted in all Denver Public Schools. Tobacco use prevalence is the long-term outcome related to the Community Health goal of reducing the percentage of tobacco compliance visits with sales to minors.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	576,093	645,115	940,411	295,296	45.8%
Services and Supplies	132,549	244,404	463,427	219,023	89.6%
Internal Services and Misc.	108	4,629	6,129	1,500	32.4%
	708,750	**894,148**	**1,409,967**	**515,819**	**57.7%**
Expenditures by Activity					
Administration	708,750	857,735	1,370,221	512,486	59.7%
Planning and Assessment	0	19,276	20,943	1,667	8.6%
Health Promotion	0	17,137	18,803	1,666	9.7%
	708,750	**894,148**	**1,409,967**	**515,819**	**57.7%**
Other Program Funding Sources					
Grants	9,217,801	7,348,038	1,893,112	(5,454,926)	(74.2%)
Health SRF	154,248	109,680	296,638	186,958	170.5%
	9,372,049	**7,457,718**	**2,189,750**	**(5,267,968)**	**(70.6%)**
Total Program Expenditures	**10,080,800**	**8,351,866**	**3,599,717**	**(4,752,149)**	**(56.9%)**
Personnel Complement (Budgeted)					
Administration	**8.00**	**8.20**	**11.00**	**2.80**	**34.1%**
Other Program Funds FTE					
Health SRF	**9.35**	**4.75**	**7.92**	**3.17**	**66.7%**
Total Personnel Complement	**17.35**	**12.95**	**18.92**	**5.97**	**46.1%**

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Revenue					
Internal Service and Indirect Cost	11,690	50,000	50,000	0	0.0%
Miscellaneous Other	(19,311)	0	0	0	0.0%
	(7,622)*	**50,000**	**50,000**	**0**	**0.0%**

*Negative revenue is typically a result of a prior year accrual.

Vacancy Savings			(19,671)		

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Community Health Services		
• An increase in personnel services for the addition of a limited environmental public health program administrator to oversee and expand the Safe Routes to School program.	1.00	101,000
• An increase in personnel services for the addition of a limited environmental public health program administrator to oversee the syringe exchange program and develop strategies to combat the intravenous drug epidemic.	1.00	101,000
• An increase in personnel services for the addition of a limited environmental public health investigator to develop and pilot a city-administered tobacco compliance program in conjunction with existing division staff.	1.00	69,200
• An increase in personnel services to hire on-call youth tobacco inspectors to conduct tobacco compliance inspections.	1.00	26,900
• An net increase in services and supplies for the expansion of contract syringe exchange services to minimize the harm from intravenous drug use and refer users to recovery and health services.	0.00	178,900
• An increase in services and supplies for cubes, desks, computers, phones, and other supplies needed to accommodate the additional personnel in 2017.	0.00	33,700
• A decrease in personnel services due to the reallocation of on-call of 1.20 FTE and $24,000 to the division's services and supplies.	(1.20)	(24,000)

Capital Equipment

None.

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Overview

The division of Public Health Inspections (PHI) enforces compliance with regulations to improve the quality of life, as well as regulations designed to minimize the risk of communicable and infectious diseases in regulated facilities or properties including commercial food service operations, child care facilities, swimming pools, body art facilities, regulated marijuana businesses, apartment and condominium complexes and single family homes. The division strives to achieve a high level of compliance through inspections, exceptional customer service, education, complaint investigation, technical assistance and timely and fair enforcement.

The **Public Health Assurance** program goal is to enforce compliance with regulations to minimize the risk of communicable and infectious diseases by conducting inspections and investigations, and by offering technical assistance, education and enforcement actions.

Strategies

- Create a well balanced approach between educational and enforcement efforts to achieve regulatory compliance. (*Public Safety/Safety Net*)
- Enhance employee training to facilitate consistency in the interpretation and application of regulations. (*Public Safety/Safety Net*)
- Devote resources to facilities and settings that present the highest public health risk to protect the public from unsafe and unsanitary conditions where they are most likely to occur. (*Public Safety/Safety Net*)
- Increase collaboration; communication; and the distribution of educational information to the public and regulated community about all PHI programs. (*Customer Experience*)
- Monitor complaint response times to assure consistency and a quick response. Incorporate parameters into performance plans to establish expectations on this performance measure. (*Public Safety/Safety Net and Customer Experience*)

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Average critical violations per inspection in the Food Safety program	1.50	1.40	1.7	1.5	1.5
Complaint response time (days)	2.48	1.19	1.29	1.5	1.5

Performance Context

- **Average critical violations per inspection** are based on inspections of all regulated facilities. Critical violations are those that are more likely to cause food borne illness. Any critical violation that is not corrected during the course of the inspection requires a re-inspection or verification of correction remotely depending on the nature of the violation.
- **Complaint response time** is dependent on public health risk and staffing levels and is a measure of the time from when the division first received the information to the time when the division staff member begins the investigation. The division's policy requires a 72 hour response time to complaints that are non-critical in nature, and an immediate response time to any situation that presents an imminent health risk.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	2,699,126	3,108,769	3,225,421	116,652	3.8%
Services and Supplies	157,427	205,028	200,653	(4,375)	(2.1%)
Internal Services and Misc.	19,059	17,344	17,294	(50)	(0.3%)
	2,875,611	**3,331,141**	**3,443,368**	**112,227**	**3.4%**
Expenditures by Activity					
Administration	2,875,611	3,331,141	3,443,368	112,227	3.4%
Other Program Funding Sources					
Health SRF	495,644	565,961	655,938	89,977	15.9%
Total Program Expenditures	**3,371,256**	**3,897,102**	**4,099,306**	**202,204**	**5.2%**
Personnel Complement (Budgeted)					
Administration	36.00	40.58	41.00	0.42	1.0%
Other Program Funds FTE					
Health SRF	7.00	7.00	7.00	0	0.0%
Total Personnel Complement	**43.00**	**47.58**	**48.00**	**0.42**	**0.9%**
Revenue					
Fees	75	0	0	0	0.0%
Charges for Services	737,569	1,057,950	1,057,950	0	0.0%
Internal Service and Indirect Cost	9,389	0	0	0	0.0%
Miscellaneous Other	250	0	0	0	0.0%
	747,284	**1,057,950**	**1,057,950**	**0**	**0.0%**
Vacancy Savings			(96,075)		

Significant Budget Changes By Program

Impact Description	FTEs	Dollars
Public Health Assurance		
• An increase in personnel services for the addition of a limited environmental public health supervisor position	1.00	95,000
• A decrease in personnel services due to the expiration in July 2016 of a professional occupational intern position.	(0.58)	(17,200)
• A decrease in services and supplies due to one-time budget added in 2016 to acquire supplies for the new inspectors.	0.00	(4,400)

Capital Equipment

None.

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Overview

The Denver Animal Protection (DAP) Division is committed to improving the well-being of the City's animals through efficiently operating the Denver Animal Shelter, providing humane care to companion animals, encouraging and enforcing compliance with animal laws, reuniting lost pets with their owners, and adopting pets to loving homes. 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). In addition to enforcing Denver's leash, pet waste, pet licensing, rabies vaccination, and spay/neuter laws, the field services unit investigates animal bites, cruelty and neglect claims, and barking dog disturbances. The Denver Animal Shelter is collaboratively engaged in partnerships with other organizations such as the Dumb Friends League and the Metro Denver Animal Welfare Alliance to better align resources in Denver for animal welfare and public safety.

Strategies

- Improve animal flow processes to maintain or reduce animals' length of stay. *(Customer Experience)*
- Make the pet licensing process more convenient to increase Denver's pet licensure rate. *(Customer Experience)*
- Improve public safety and animal welfare by increasing compliance with Denver's animal codes and improving pet responsibility through proactive outreach efforts. *(Public Safety/Safety Net)*
- Partner with community organizations to promote and improve pet responsibility. *(Public Safety/Safety Net)*

Performance Measures

	2012 Actual	2013 Actual	2014 Actual	2015 Estimated	2016 Objective
Animal Care and Control					
Average length of stay	15 days	10 days	9.5 days	10 days	10 days
Percentage of sheltered adoptable animals adopted	80%	84%	85%	89%	89%
Percentage of sheltered animals returned to owner (RTO)	25%	29%	30%	30%	30%
License Compliance	18%	18%	19%	19%	19%

Performance Context

- The average length of stay is the number of days the typical animal is housed at the Denver Animal Shelter. DAP has been able to reduce average length of stay by focusing on process improvement.
- The percentage of sheltered adoptable animals adopted is a measure of animals determined to be adoptable that are adopted in a year. Many factors play into adoptions rates, including marketing, outreach, time of year, and number of visitors.
- Returning animals to owners decreases an animal's length of stay at the shelter and increases opportunities for other animals by freeing resources to help shelter pets.

- Animal licensure allows for a lost animal to be identified as having an owner and enables DAP to quickly reunite animals with that owner. Licensing also ensures pets are vaccinated and spayed/neutered (requirements of purchasing a license). License compliance is calculated as the number of pets licensed in Denver divided by the Denver pet population. The American Veterinary Medical Association (AVMA) provides estimates of pet ownership based on ownership trends and Census data, which it updates periodically. DAP uses this estimate of Denver's pet population to calculate license compliance.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	3,231,519	3,421,490	3,396,958	(24,532)	(0.7%)
Services and Supplies	439,300	502,861	513,294	10,433	2.1%
Capital Equipment	0	8,848	0	(8,848)	(100.0%)
Internal Services and Misc.	2,160	3,456	3,456	0	0.0%
	3,672,979	**3,936,655**	**3,913,708**	**(22,947)**	**(0.6%)**
Expenditures by Activity					
Customer Care	878,480	844,668	828,471	(16,197)	(1.9%)
Community Partnerships	237,361	289,221	302,227	13,006	4.5%
Field Services	1,414,914	1,529,404	1,568,307	38,903	2.5%
Shelter Operations	1,142,223	1,273,362	1,214,703	(58,659)	(4.6%)
Total Program Expenditures	**3,672,979**	**3,936,655**	**3,913,708**	**(22,947)**	**(0.6%)**
Personnel Complement (Budgeted)					
Community Partnerships	3.00	3.00	3.00	0	0.0%
Customer Care	11.25	12.73	12.06	(0.67)	(5.3%)
Field Services	21.00	20.00	21.00	1.00	5.0%
Shelter Operations	16.50	16.50	16.00	(0.50)	(3.0%)
Total Personnel Complement	**51.75**	**52.23**	**52.06**	**(0.17)**	**(0.3%)**
Revenue					
Licenses and Permits	533,868	520,000	520,000	0	0.0%
Fines and Forfeits	(292)	0	0	0	0.0%
Fees	332,668	334,000	334,000	0	0.0%
Charges for Services	153,171	250,000	250,000	0	0.0%
Internal Service and Indirect Cost	1,943	0	0	0	0.0%
Miscellaneous Other	14,608	0	0	0	0.0%
	1,035,965	**1,104,000**	**1,104,000**	**0**	**0.0%**
Vacancy Savings			(98,787)		

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Significant Budget Changes

Impact Description	FTEs	Dollars
Animal Protection		
• An increase in personnel services for one-third of the cost of a program coordinator. The remainder of this cost is covered by the DAP Donations SRF.	0.33	20,300
• A net increase in services and supplies for an increase in the third party online and mail-in pet licensing contract.	0.00	10,400
• A decrease in capital equipment due to one-time budget in 2016 to purchase a commercial washing machine.	0.00	(8,800)
• A decrease in personnel services due to the abolishment of a half-time veterinary assistant position. Funding for this position was redirected to cover one-third of the full-time program coordinator position.	(0.50)	(24,900)

Capital Equipment

None.

Overview

The City and County of Denver's Office of the Medical Examiner (OME) investigates all violent, suspicious and unexpected natural 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.

OME averages approximately 4,600 deaths reported per year, 1,200 of which are investigated in collaboration with hospitals, law enforcement, court systems and the District Attorney. Collected evidence is used to provide testimony in civil court and murder trials, thereby affecting outcomes for those affected by crime. Compiled data is shared across systems and jurisdictions, such as with law enforcement, the Center for Disease Control, hospital review boards and outreach organizations. These statistics influence local, regional and national policies and procedures that prevent, reduce and address crime, thereby contributing to improvements in policies and procedures that impact the administration of justice across systems.

The **Medical Examiner/Coroner** program goal is to fulfill the statutory requirement for the office and duties of the Coroner for the City and County of Denver as spelled out in Colorado Revised Statutes (CRS) 30-10-606, and to do so efficiently and with an eye towards national best practices. The primary activities include forensic pathology, autopsies, medicolegal death expert testimony/consultation, forensic pathology research, tissue and organ donation, body transfers, death certifications, death scene response and investigations, deceased identification and death notification, medical transcription, surveillance of potential threats to public health, reporting, mass fatality response, and education and outreach.

The Denver OME is the premier death investigation office in Colorado. Since 2000, there have been 146 offices nationwide accredited by the National Association of Medical Examiners (NAME), Denver is one of four Medical Examiner/Coroner offices in Colorado to hold this status. Accreditation by NAME is achieved with consistent performance, competency and maintaining a high caliber of medicolegal investigation of death. NAME currently requires that the Chief Investigator and a majority of Medicolegal Death Investigator's (MLDI) are registered as diplomats through The American Board of Medicolegal Death Investigations (ABMDI) to achieve office accreditation.

Mission

To be a national leader in death investigation by providing outstanding forensic services.

Vision

Promote the health and safety of the City and County of Denver, by providing timely and accurate medicolegal death certification and fatality data, monitor vital records death information, and provide forensic expertise to the community.

Strategies

- Exceed National Association of Medical Examiner (NAME) accreditation standards by:
  - Improve autopsy report turnaround time (striving to exceed NAME metrics)
  - Utilize established national best practices to provide high quality death investigation
  - Help families as much as possible to deal with the untimely death of a loved one *(Customer Experience)*

- Continue to enhance community education through outreach programs, improved public access to OME's statistical data on the City's website, and participation in local, regional and national public health projects requiring death related data. *(Public Safety/Safety Net)*

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- Actively participate in regional fatality management and response to better prepare Denver for any natural or man-made disaster. These efforts include the ongoing development and training of the Colorado Human Remains Extraction and Recovery Team (COHEART), citizens who act as agents to assist in the recovery of human remains in the event of a mass casualty event. *(Public Safety/Safety Net)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Medical Examiner/Coroner					
Percent of cases with next of kin notified within 24 hours	90%	87%	87%	87%	90%
Percent of autopsy reports completed within 30 days	46%	68%	72%	75%	80%
Percent of all postmortem reports completed within 60 (90) days	76%(87%)	97%(98%)	93%(95%)	95%(97%)	97%(100%)

Performance Context

- Timely **notification** of family members is a high priority in helping families deal with the death of a loved one. The sooner families are notified the sooner families can begin dealing with the death, including starting the grieving process. This metric is a good indicator that several internal processes are occurring efficiently, as notification first requires identifying the deceased by the best and most accurate means possible and then requires identifying and locating the family members. There are no national standards, but OME has established an internal standard of 90% notification within 24 hours. One limiting factor to this metric is those persons for whom next of kin cannot easily be found. Many of these are indigent or homeless persons who often have few family ties.

- The National Association of Medical Examiners requires that at least 90% of all **postmortem reports** be completed within 90 days to maintain accreditation, and 90% of all postmortem reports be completed within 60 days to avoid any deficiency in this metric. OME has surpassed the 60 day metric. However, because families, law enforcement, attorneys and other interested parties that utilize coroner reports are better served with more timely report completion, OME would ultimately like to have 75% of autopsy reports completed within 30 days.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	2,267,035	2,491,344	2,514,069	22,725	0.9%
Services and Supplies	572,341	717,368	705,963	(11,405)	(1.6%)
	2,839,376	**3,208,712**	**3,220,032**	**11,320**	**0.4%**
Expenditures by Activity					
Administration	2,839,376	3,208,712	3,220,032	11,320	0.4%
Total Program Expenditures	**2,839,376**	**3,208,712**	**3,220,032**	**11,320**	**0.4%**
Personnel Complement (Budgeted)					
Administration	21.40	27.55	27.44	(0.11)	(0.4%)
Total Personnel Complement	**21.40**	**27.55**	**27.44**	**(0.11)**	**(0.4%)**

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Revenue					
Fees	9,776	12,000	12,000	0	0.0%
Miscellaneous Other	625	7,500	7,500	0	0.0%
	10,401	**19,500**	**19,500**	**0**	**0.0%**
Vacancy Savings			(69,169)		

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Medical Examiner/Coroner		
• An increase in personnel services for on-call death investigators.	2.76	109,900
• An increase in personnel for administrative support assistants to finish OME's records digitization project.	3.38	109,200
• A decrease in personnel services due to one-time 2016 on-call budget for OME's records digitization project.	(6.25)	(235,500)
• A decrease in services and supplies due to one-time 2016 increases for lease and related cost escalations. At some point in 2017, OME plans to move into a new facility.	0.00	(11,400)

Capital Equipment

None.

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Overview

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.

As set forth in Executive Order 123, the OOS has the following core functions, which are carried out through the Environmental Sustainability program:

Establishing and updating the City's sustainability vision, goals, and policies
Promoting sustainability as a core business value in government by providing guidance to agencies in achieving the Mayor's 2020 Sustainability Goals and complying with the sustainability policies embodied in Executive Order 123

- Communicating sustainability as a public value
- Identifying innovative sustainability management practices for potential adoption

Strategies

- Foster interagency coordination through the Sustainability Implementation Committee, coordinating agencies, and working groups that address achievement of interrelated goals to ensure that strategies needed to achieve these goals are developed and implemented in a cost-effective manner. *(Sustainability)*

- Conduct ongoing research to identify innovative programs, strategies, and funding sources to facilitate achievement of the 2020 Goals and sustainability policies by agencies. *(Sustainability)*

- Implement communications approaches that provide consistent and persuasive messages to the community to maximize understanding of and support and participation in City sustainability initiatives. *(Sustainability)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Sustainability					
Sustainable Denver Summit participants	N/A	N/A	370	500	500
Sustainable Denver Summit commitments announced	N/A	N/A	101	18 high quality	18 high quality
Sustainable Denver Summit prior-year commitments performed	N/A	N/A	N/A	80	18

Performance Context

- The Sustainable Denver Summit was conceived by Mayor Hancock and developed by the Office of Sustainability in 2015. Since 2015 was the summit's first year, there are no data available for **Sustainable Denver Summit participants** prior to 2015.

- In 2015, OOS focused exclusively on the number of **commitments announced** by participants. OOS did not distinguish between large and small commitments. Starting in 2016, OOS is focusing its efforts on the quality of commitments rather than the mere quantity; hence the numeric target is lower, but the commitments will display greater ambition and scope.

- Because commitments were first made in 2015, there are no data on **commitments performed** prior to 2016.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	285,601	293,387	302,204	8,817	3.0%
Services and Supplies	0	100	0	(100)	(100.0%)
	285,601	**293,487**	**302,204**	**8,717**	**3.0%**
Expenditures by Activity					
Administration	285,601	293,487	302,204	8,717	3.0%
Total Program Expenditures	**285,601**	**293,487**	**302,204**	**8,717**	**3.0%**
Personnel Complement (Budgeted)					
Administration	3.00	3.00	3.00	0	0.0%
Total Personnel Complement	**3.00**	**3.00**	**3.00**	**0**	**0.0%**
Revenue					
Miscellaneous Other	416	0	0	0	0.0%
Vacancy Savings			(12,613)		

Signficant Budget Changes

None.

Capital Equipment

None.

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Overview

The Environmental Services Enterprise Fund (ESEF) funds the Environmental Quality (EQ) Division to manage and reduce environmental risks and liabilities; to improve air, land, and water quality; and to provide sustainable environmental stewardship of natural resources. The division provides environmental benefits through assessment, policy development, service assurance, and stewardship initiatives for both private sector and municipal operations.

The **Environmental Sustainability** program implements and supports environmental sustainability initiatives for residents, businesses, and city operations. Primary activities include initiatives for energy efficiency, water conservation, and waste reduction; greenhouse gas emissions reduction; and continuous improvement of environmental actions through the Environmental Management System (EMS).

The **Cleaner Air, Land, and Water** program goal is to ensure that Denver's air quality meets all visibility and health-based standards; ensure all streams are safe for recreational use and fish consumption; and clean up contaminated land within Denver.

The **Environmental Liability Management** program goal is to ensure city operations and properties are managed to reduce environmental risk and liability. Primary activities include compliance with environmental laws for air emissions, water discharges, tank management, inspections, technical assistance, and training; technical oversight, regulatory interaction, and materials management; and management and cleanup of contaminated sites.

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. *(Sustainability)*
- Develop 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. *(Sustainability)*
- Assist Denver businesses in developing and implementing sustainable business practices that conserve resources, reduce pollution, and reduce costs. *(Sustainability)*
- Utilize the Environmental Management System to accomplish citywide environmental goals, including resource conservation, climate adaptation and mitigation, and environmental performance improvement at city facilities. *(Sustainability)*
- Address a wide array of land use issues such as the relationship between land use and transportation systems, economic development, environmental protection, open space preservation, brownfield redevelopment, and transboundary environmental issues. *(Sustainability)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Environmental Sustainability					
Energy conserved (kWh)	11,200,000	6,500,000	5,700,000	7,000,000	7,000,000
Water quality: percent of assessed streams safe for recreational use	45%	59%	60%	62%	63%
Greenhouse gas per capita/total emissions (metric tons)	20.0/13.0M	19.1/12.75M	18.4/12.5M	18.0/12.34M	17.4/12.1M
Visibility: number of days rated good or fair	48%	66%	61%	68%	70%

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Performance Measures	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Number of City agencies with EMS in place/ percent of EMS objectives that are achieved by established due date	27/93%	27/90%	27/95%	27/95%	27/95%

Performance Context

- Denver's community-wide energy goal is to hold **total energy consumed** below 2012 levels and reduce fossil fuel consumption by 50% from the 2012 baseline by 2020. Resource conservation is measured through annual measurement of energy conserved (kilowatt hours, or kwh). Declines in the federal grant funding and resulting incentives have resulted indeclining energy savings since 2012.

- This **water quality** measure can fluctuate considerably from year to year because E. coli levels vary significantly depending on stream flows and water temperature.

- Denver's community-wide climate goal is to reduce **greenhouse gas (GHG) emissions** to below 1990 levels by 2020. The previous per capita goal is no longer in effect because the emissions reductions needed to mitigate climate change are necessary regardless of population growth. Both are shown for consistency. Projections are based on Census population growth and Xcel Energy demand forecasts. The number one sector that contributes to GHG emissions in Denver is electricity and natural gas consumption in commercial and multi-family buildings.

- **Visibility** is an indicator of air quality pollutant levels, which is easily understood by the general public and correlates well with pollutants such as particulate and ozone. Annual fluctuations can be caused by inability go gather data due to construction downtown as well as wildfires in the western U.S. This measure reflects the percent of days where valid readings were collected.

- Efforts to improve environmental performance and reduce city environmental liabilities are managed through the citywide Environmental Management System (EMS). **EMS implementation** includes establishing annual objectives and targets for environmental performance and improvements and, where appropriate, aligning department-level EMS goals with 2020 Sustainability Goals and Peak Performance strategies.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	4,384,066	4,660,776	4,943,092	282,316	6.1%
Services and Supplies	1,365,286	1,953,999	1,986,820	32,821	1.7%
Capital Equipment	48,507	0	0	0	0.0%
Internal Services and Misc.	1,141,319	1,265,653	1,263,009	(2,644)	(0.2%)
	6,939,178	**7,880,428**	**8,192,921**	**312,493**	**4.0%**
Expenditures by Activity					
Environmental Sustainability	3,166,886	3,647,276	3,695,676	48,400	1.3%
Environmental Liability	2,972,509	3,264,228	3,420,053	155,825	4.8%
Environmental Operations	799,784	968,923	1,077,192	108,269	11.2%
	6,939,178	**7,880,428**	**8,192,921**	**312,493**	**4.0%**

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Other Program Funding Sources					
Grants	834,739	1,177,602	1,252,068	74,466	6.3%
Capital Projects Funds		10,846,556	7,577,624	(3,268,932)	(30.1%)
	834,739	**12,024,158**	**8,829,692**	**(3,194,466)**	**(26.6%)**
Total Program Expenditures	**7,773,918**	**19,904,586**	**17,022,613**	**(2,881,973)**	**(14.5%)**
Personnel Complement (Budgeted)					
Environmental Liability	18.00	18.00	18.00	0	0.0%
Environmental Operations	6.34	7.00	8.00	1.00	14.3%
Environmental Sustainability	17.00	20.25	20.25	0	0.0%
	41.34	**45.25**	**46.25**	**1.00**	**2.2%**
Other Program Funds FTE					
Health SRF	1.00	1.99	1.50	(0.49)	(24.6%)
	1.00	**1.99**	**1.50**	**(0.49)**	**(24.6%)**
Total Personnel Complement	**42.34**	**47.24**	**47.75**	**0.51**	**1.1%**
Revenue					
Interest Income	295,575	116,000	127,000	11,000	9.5%
Fees	125	0	0	0	0.0%
Use Charges	8,261,369	8,410,000	9,096,050	686,050	8.2%
Internal Service and Indirect Cost	45,411	110,000	20,000	(90,000)	(81.8%)
Investment Service	(61,979)	(24,000)	0	24,000	(100.0%)
Miscellaneous Other	5,329,209	285,000	320,000	35,000	12.3%
	13,869,710	**8,897,000**	**9,563,050**	**666,050**	**7.5%**

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Environmental Sustainability		
• An increase in personnel services for a lead inspector position that was not budgeted in 2016.	1.00	95,800
• An increase in personnel services to cover benefits for a grant-funded employee	0.00	8,000
• A net increase in services and supplies for site assessments, enhanced sharps disposal to address cleanup of the public right-of-way, and replacement computers.	0.00	32,800

Related Enterprise Fund Transfers

	2015 Actuals	2016 Appropriated	2017 Recommended
Transfers			
Transfer to Alternative Transp SRF 78100-9911400	250,000	295,000	295,000
Transfer to Environmental Capital Fund 78100-9785100	700,000	700,000	1,500,000
Transfer to Environmental Capital Fund 78200-9785100	800,000	800,000	0
Transfer to General Fund 78100-9901000	2,000,000	0	0
Transfer to Hazardous Substance Response Fund 78100-9783100	1,213,000	0	0
Transfer to Hazardous Substance Response Fund 78200-9783100	2,500,000	1,750,000	0
Transfer to Underground Storage Tanks Fund 78100-9784100	803,000	503,500	733,500
Subtotal Transfers	**8,266,000**	**4,048,500**	**2,528,500**

- The **Transfer to the Alternative Transportation Special Revenue Fund (11846) from the Environmental Services Operating Fund (78100)** provides funding for the RTD EcoPass program to encourage city employees to use alternative methods of transportation and reduce automobile usage. The ESEF transfer is approximately 33 percent of Denver's subsidy of this program.
- The **Transfer to the Underground Storage Tanks Fund (78410) from the Environmental Services Operating Fund (78100)** provides funding for ongoing repair and maintenance of storage tanks at city facilities and on city land in accordance with the 2017 Tank Plan.

- The **Transfer to the Environmental Capital Fund (78500) from the Environmental Services Operating Fund (78100)** provides funding for various proactive and reactive environmental projects throughout the city, which are selected through a competitive process on an annual basis.

Capital Improvements

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

78310-6506102-EZ600	Hazardous Response Fund	$2,911,157
78310-6506102-EZ999	EQ Capital Transfer to Environmental Services Operating Fund	$750,000
78410-6506102-EZ005	Underground Storage Tanks	$733,500
78410-6506102-EZ999	EQ Capital Transfer to Environmental Services Operating Fund	$2,500,000
78500-6506103-EZ500	Environmental Capital Fund	$1,500,000
Total Capital Improvements		**$8,394,657**

- The **Capital Transfer to the Environmental Services Operating Fund from the Hazardous Substance Response Fund (78310)** reimburses the Operating Fund for environmental site cleanup costs following payment from the state.

- The **Capital Transfer to the Environmental Services Operating Fund from the Underground Storage Tanks Fund (78410)** reimburses the Operating Fund for a loan for compressed natural gas trucks that was repaid by Public Works in 2015 and administered out of the Underground Storage Tanks Fund.

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Overview

The City has a long-standing relationship with Denver Health and Hospital Authority (DHHA). In 1997, the Denver Health and Hospital Authority was formed and absorbed Denver General Hospital and the medical service functions of the former Denver Department of Health and Hospitals. The City retained the regulatory and some of the public health functions incorporating them into the Department of Environmental Health. The Authority and the City entered into an Operating Agreement setting forth the services that the Authority provides the City and that the City provides to the Authority. 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. DHHA 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. 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 **Medical/Clinical Support Program** provides effective coordination with DHHA to ensure best practices and effective metrics are in place when providing medical services to Denver's most vulnerable populations. Each agency listed in the payments section below is responsible for monitoring the performance of their respective portions of the agreement.

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

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Activity					
Payment - Public Health Clinical Administration (01010-6511000)	2,630,600	2,713,366	2,775,954	62,588	2.3%
Payment - Denver Cares Administration (01010-6513000)	4,075,500	3,066,031	0	(3,066,031)	(100.0%)
Payment - Poison Center Administration (01010-6514000)	96,900	207,883	156,900	(50,983)	(24.5%)
Payment - Medically Indigent Administration (01010-6515000)	30,777,300	30,777,300	30,777,300	0	0.0%
Payment - Park Hill Clinic Financing Admin (01010-6517000)	71,870	123,694	133,076	9,382	7.6%
Total Program Expenditures	**37,652,170**	**36,888,274**	**33,843,230**	**(3,045,044)**	**(8.3%)**

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. A net increase of $62,588 in 2017 includes an increase in off-setting revenue, and the addition of an epidemiologist director of informatics position.

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. Oversight of the payment has moved to Denver Human Services' Administration Division, Office of Behavioral Health Strategies for 2017.

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 drug, poison, 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. An increase of $9,382 in 2017 is due to a scheduled increase in the debt repayment plan.

Contract Budget Summary

The 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 2017 Operating Agreement from all city funding sources is $62,139,861.

Appendix A Services	2015 Budget	2016 Budget	2017 Recommended	$ Change	% Change
Medically Indigent Patient Care	30,777,300	30,777,300	30,777,300	0	0.0%
Denver Environmental Health					
EMS Training	582,300	465,853	487,000	21,147	4.5%
Denver Fire Department					
EMS Englewood	0	1,020,000	1,050,600	30,600	3.0%
Denver Fire Department					
EMS - DEN Paramedic Service	2,585,500	3,231,848	3,576,336	344,488	10.7%
Department of Aviation					
911 Call Taker	88,100	97,882	97,489	(393)	(0.4%)

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Other Appropriations- Denver Health Operating Agreement

Appendix A Services	2015 Budget	2016 Budget	2017 Recommended	$ Change	% Change
Manager of Safety, 911					
Medical Direction Services	0	107,335	105,082	(2,253)	(2.1%)
Manager of Safety					
Public Health	2,630,600	2,366,632	2,443,789	77,157	3.3%
Denver Environmental Health					
Denver C.A.R.E.S.	4,075,500	3,066,031	3,062,938	(3,093)	(0.1%)
Denver Human Services					
Substance Treatment Services	0	0	75,000	75,000	100
Denver Human Services					
Prisoner Medical Services (at DHHA)	5,078,500	4,000,000	4,000,000	0	0.0%
Denver Sheriff Department					
Rocky Mountain Poison Center	96,900	96,900	96,900	0	0.0%
Denver Environmental Health					
Coroner- Environmental Health Lab Services	25,000	25,000	25,000	0	0.0%
Denver Environmental Health					
Total Appendix A Expenditures	**45,939,700**	**45,254,781**	**45,797,434**	**542,653**	**0.6%**

Appendix B Services	2015 Budget	2016 Budget	2017 Recommended	$ Change	% Change
DDHS - Psychiatric Evaluations	2,000	2,000	0	(2,000)	(100.0%)
Denver Human Services					
COSH and OUCH Line	295,000	295,000	295,000	0	0.0%
Department of Finance					
DDHS - Family Crisis Center	468,000	506,125	0	(506,125)	(100.0%)
Denver Human Services					
Nurseline	0	110,983	60,000	(50,983)	(45.9%)
Denver Environmental Health					
Acute and Chronic Health Care at DCJ and DDC	11,027,800	11,588,263	11,502,299	(85,964)	(0.7%)
Denver Sheriff Department					
Denver Human Services Child Welfare	0	0	815,170	815,170	0%
Denver Human Services					
Head Start Medical Services	405,000	405,000	500,000	95,000	23.5%
Office of Children's Affairs					
Public Health - Marijuana Data Monitoring	0	178,500	168,172	(10,328)	(5.8%)
Denver Environmental Health					
Parkhill Financing (Dahlia Debt Pmnt & Expansion)	122,600	123,694	133,076	9,382	7.6%
Denver Environmental Health					
Sane Program	200,000	200,000	200,000	0	0.0%
Denver Police Department					
DUI Blood Draws	11,000	11,000	11,000	0	0.0%

Appendix B Services	2015 Budget	2016 Budget	2017 Recommended	$ Change	% Change
Denver Police Department					
AIM Program	0	168,234	163,993	(4,241)	(2.5%)
Denver Environmental Health					
South Westside Clinic CIP Payment	700,000	1,200,000	1,200,000	0	0.0%
Department of Finance					
Court Competency Evaluations	42,000	50,400	60,750	10,350	20.5%
Denver County Court					
OME Relocation	0	1,232,967	1,232,967	0	0.0%
Denver Environmental Health					
Consultation & Training for Child Welfare Div.	0	92,243	0	(92,243)	(100.0%)
Denver Human Services					
Nurse Home Visit Program	0	374,200	0	(374,200)	(100.0%)
Denver Human Services					
Total Appendix B Expenditures	**12,823,400**	**14,355,642**	**14,159,460**	**(196,182)**	**(1.4%)**

Payments from Denver Health to the City

The City estimates receiving $2,503,800 in payments from Denver Health in 2017 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.

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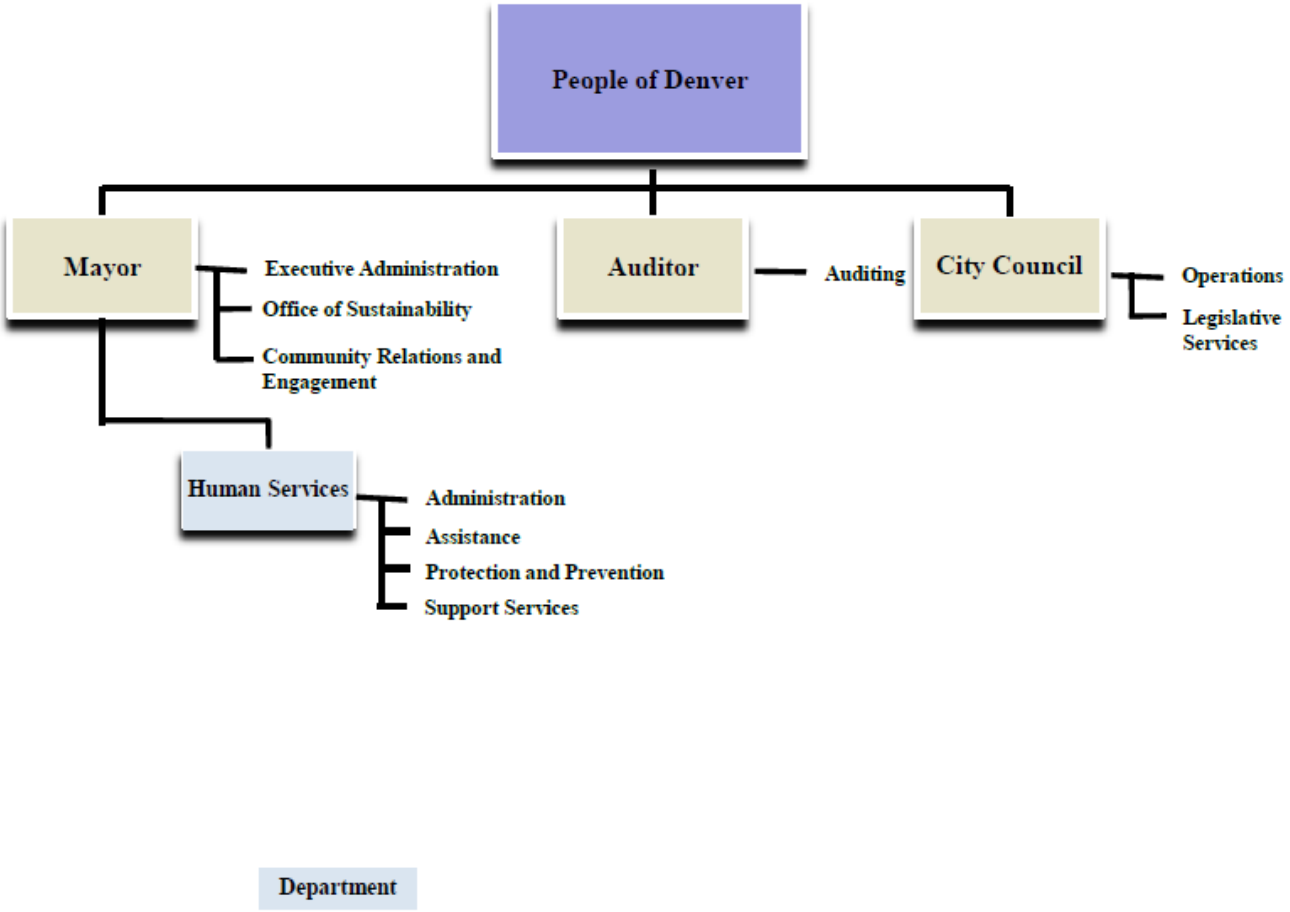
Human Services

Human Services Organizational Chart



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Human Services Department Summary

	2015 Actuals	2016 Appropriated	2017 Recommended
Appropriated Funds			
Property	58,057,271	64,609,370	65,527,945
Use Charges	250,505	259,708	283,600
Internal Service and Indirect Cost	305,437	0	0
Fees	29,228	0	0
Charges for Services	84,256	6,782	0
Miscellaneous Other	71,268,064	92,928,778	100,237,557
Total Appropriated Funds Revenues	**129,994,762**	**157,804,638**	**166,049,102**
Grants/SRF Revenue			
Miscellaneous Other	13,231,987	21,100,612	13,175,246
Fines and Forfeits	85,662	3,958	3,958
Interest Income	(96)	0	0
Total Grants/SRF Funds Revenues	**13,317,553**	**21,104,570**	**13,179,204**
Total Human Services Revenues	**143,312,315**	**178,909,208**	**179,228,306**
Operating Expenditures			
Child Welfare	34,257,612	42,053,765	43,016,149
Service Delivery and Admin	73,542,068	87,171,450	96,838,571
Child Care	2,227,079	3,342,770	3,446,342
Aid to the Blind	156	1,000	1,000
Aid to the Needy Disabled	830,663	1,000,000	1,000,000
Board / Developmentally Disabled	11,330,050	14,551,414	14,581,654
General Assistance	1,452,178	1,582,028	1,691,732
Local Funded Community Service	5,960,866	6,543,035	6,548,644
Homeless Services	0	0	7,200,000
Affordability Program	0	0	3,100,000
Total Operating Expenditures	**129,600,673**	**156,245,462**	**177,424,092**
Expenditures			
Personnel Services	68,386,405	81,539,176	86,910,446
Services and Supplies	36,342,375	50,389,188	66,796,856
Capital Equipment	386,166	34,984	0
Internal Services and Misc.	24,485,726	24,282,114	23,716,790
Total	**129,600,673**	**156,245,462**	**177,424,092**
Transfers			
Transfer to Alternative Transportation SRF 13008-9911400	75,000	88,500	88,500
Transfer to Housing Investment SRF 13008-9911800	0	1,500,000	2,500,000
Transfer to Housing Investment SRF 13704-9911800	1,500,000	0	0
Transfer to Crime Prevention and Control Fund 13008-9913200	0	0	250,000
Total Transfers	**1,575,000**	**1,588,500**	**2,838,500**

Human Services Department Summary

	2015 Actuals	2016 Appropriated	2017 Recommended
Grant/SRF Expenditures			
Grant/SRF Expenditures	8,737,300	12,866,251	16,208,500
Total Grant/SRF Expenditures	**8,737,300**	**12,866,251**	**16,208,500**
Total Human Services Expenditures	**139,912,973**	**170,700,213**	**196,471,092**
Personnel Complement Special Revenue Funds			
Human Services - Civilian	1,033.80	1,137.85	1,230.38
Human Services - Uniform	0	0	3.00
Total Personnel Complement	**1,033.80**	**1,137.85**	**1,233.38**
Fund Balance January 1	55,193,437	58,592,779	66,801,774
Fund Balance December 31			
Reserve for TABOR Requirements	2,000,000	2,000,000	2,000,000
Reserve Fund Balance (City Policy)	14,169,000	14,169,000	15,538,093
Restricted Fund Balance	13,981,629	23,433,077	17,876,171
Un-Restricted Fund Balance	28,442,150	27,199,697	14,144,724
Total Fund Balance December 31	**58,592,779**	**66,801,774**	**49,558,988**
Total Net non-cash adjustment	**111,493**		
Total CAFR Balance December 31	**58,704,272**		

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Human Services Department Summary

Overview

Denver Human Services (DHS) provides both assistance services and protection and prevention services to Denver residents in support of overall wellness in the community.

Assistance programs are provided to eligible Denver residents in financial need and include federal food, cash and medical benefits, as well as child care, child support, veteran services, employment, energy, rental and burial assistance. All of the programs are designed to help families and individuals move toward financial self-sufficiency.

Protection and Prevention services are provided via child, youth, and adult protection services. Community-focused programming at DHS includes homeless services, behavioral health and substance abuse prevention campaigns.

All DHS programs work to promote overall wellness in the community through services designed to strengthen individuals and families. Nearly all programs administered by DHS are state and/or federally-mandated; therefore, the greatest share of funding for the department comes from state and federal sources. More than half of DHS's overall budget is designated for client benefits and direct service provider payments through the State's financial system. The remainder is budgeted through the City and County of Denver's financial system, even though it is largely comprised of additional state and federal funds.

The funds that are budgeted via the City's process are primarily used for administrative expenses and the County's match for mandated programs, local programs and grants. The dedicated property tax mill levy revenues are relatively constant; however, state and federal dollars tend to fluctuate from year to year, which directly impacts client benefits and services. Primary changes to service levels are caused by state and federal revenue changes rather than by the aforementioned local sources.

Services are provided through the following major service areas:

- **Administration**: Executive Management, Community Programs, and Facilities Management
- **Assistance**: Family and Adult Assistance (including Child Care and State and Local Programs), Community Outreach, Engagement and Resources, and Child Support Services
- **Protection and Prevention:** Child Welfare and Adult Protection
- **Support Services:** Performance Improvement and Accountability, Financial Services, and Business Management

Vision

Denver Human Services envisions a stable structure that enables all those in need of assistance or protection to have a proven, timely path to safety and self-sufficiency that allows us to focus on prevention and on strengthening our community.

Mission

The mission of Denver Human Services is to partner with our community to protect those in harm's way and help all people in need.

Strategies

- **Cutting Edge Practice:** Implement best practice, performance-based, continuous improvement decision-making. *(Customer Experience)*
  - Redesign processes for improved efficiency
  - Upgrade technology
  - Improve accountability
  - Focus on safety as first priority
  - Work toward permanency from first contact
  - Advance well-being efforts
  - Increase safety net for elder victims

- **Responsive Customer Service**: Pursue a customer-friendly and accessible service delivery system. *(Customer Experience)*
  - Increase access to updated information
  - Improve experience
  - Empower self-service
  - Promote a customer service philosophy
  - Implement policies to support customers

- **Collaborative Community Partnerships**: Expand and strengthen local community and state partnerships. *(Sustainability)*
  - Strengthen partnerships to enhance policy and service
  - Increase client access to outside services
  - Improve public outreach
  - Collaborate with partners on behalf of clients
  - Emphasize community-based prevention
  - Increase awareness and education

- **Responsible Financial Management**: Promote fiscal responsibility and accountability. *(Sustainability)*
  - Maintain balanced budget and adequate fund balance
  - Increase revenues and allocations
  - Implement cost saving measures
  - Reduce costs on high-cost services

- **Superior Workforce Development**: Attract and retain a high-performing, diverse, and well-trained workforce. *(Jobs)*
  - Build models for succession
  - Focus on hiring skills
  - Improve internal communication
  - Develop management philosophy
  - Promote training opportunities
  - Foster inclusivity

Mission-Level Metrics	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Processing timeliness for food, cash, and medical benefit applications	88.4%	89.4%	96.4%	>98.0%	>95.0%
Outreach: # of Denver residents receiving food assistance	100,801	101,487	102,450	104,000	105,560
Outreach: # of Denver residents receiving medical assistance	115,041	158,347	188,626	195,000	201,589

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Mission-Level Metrics

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Efficiency: SNAP (food assistance) payment error rate	10.0%	5.1%	4.9%	<3.0%	<3.0%
Efficiency: % of owed court ordered child support collected and distributed	59.2%	60.0%	61.4%	62.4%	63.4%
Prevention: % of children *not* subjected to re-abuse or neglect	95.2%	95.1%	96.7%	95.1%	95%
Responsiveness: % of alleged child victims seen timely	89%	87.1%	86.1%	89.0%	92%
Responsiveness: % of alleged adult victims responded to within 3 days	98.2%	98.2%	99.3%	>98%	>98%
Wellbeing: % of child contacts made regularly	94.0%	93.1%	92.0%	92.4%	95%

Performance Context

Mission-level metrics are designed to measure how well DHS is providing its two major services to the community: Assistance and Protection and Prevention. Both goals align with the Mayor's priorities of Children and Youth and Safety Net. Additionally, assistance programs focus on self-sufficiency, which aligns with the Mayor's Jobs priority. All support services are woven into five strategies that support both of these service delivery goals. The 2017 objective reflects the federal guidelines, as applicable, and the 2016 estimate reflects the full-year projection based on mid-year performance.

- **Processing timeliness of food, cash, and medical benefit applications** includes SNAP, Medical Assistance, Adult Financial, and TANF/Colorado Works. Timely processing is defined by each program and counted as calendar days from the date of application receipt as follows: within 7 days for SNAP expedited applications; within 30 days for SNAP regular applications; within 45 days for Medical Assistance and TANF applications; and within 60 days for Adult Financial applications.

- The **outreach metrics** indicate the actual enrollment of eligible Denver residents receiving benefits through the program. DHS seeks to enroll as many eligible clients as possible to receive federal and state benefits for food, medical, and cash assistance.

- **Efficiency in terms of the SNAP payment error rate** is the incorrect issuance of the benefit in relation to an open, active case. This is usually tied to a payment error quantified in a dollar value above the federal threshold of $37.

- **Efficiency in terms of child support collected** is the percent of owed court-ordered child support obligations that were collected and distributed to families.

- **Responsiveness in terms of alleged child victims seen timely** is the percent of alleged child victims seen within guidelines for initial response. The State requires that counties make contact with alleged victims of abuse or neglect in accordance with required response times 90 percent or more of the time. Required response times vary depending on the severity of the safety concern indicated in the allegation and are defined as immediate, 3-day, or 5-day.

- **Responsiveness in terms of alleged adult victims seen timely** is the percent of reported instances of adult victims of abuse that are seen within three days of initial contact.

- **Wellbeing** is the percent of required face-to-face child contacts made regularly.

Please see the service area sections for details about key resource changes impacting these strategies and metrics.

Human Services

Service Delivery and Administration Summary

	2015 Actuals	2016 Appropriated	2017 Recommended
Agencies			
Administration	13,555,411	16,770,949	20,527,448
Business Management	5,688,498	7,530,272	7,515,209
Information System and Technology	826,578	1,598,996	1,980,200
Financial Services	3,672,895	4,412,109	3,937,256
Performance Improvement and Accountability	6,375,253	7,237,532	8,814,323
Family and Adult Assistance Services	34,457,677	37,164,086	37,662,691
Child Support Enforcement	7,250,603	8,207,662	9,439,463
Adult Protection Services	1,715,153	1,913,151	2,150,617
Community Outreach and Resource Engagement	0	2,336,692	4,811,364
Total	**73,542,068**	**87,171,450**	**96,838,571**
Expenditures			
Personnel Services	42,413,826	49,835,661	56,284,456
Services and Supplies	7,500,713	14,423,561	18,350,436
Capital Equipment	363,563	24,984	0
Internal Services and Misc.	23,263,966	22,887,244	22,203,679
Total General Fund	**73,542,068**	**87,171,450**	**96,838,571**
Special Revenue Funds			
Human Services	2,067,862	5,989,000	3,671,255
Total Special Revenue Funds	**2,067,862**	**5,989,000**	**3,671,255**
Grants			
Grants	6,669,438	6,877,251	4,331,309
Total Grants	**6,669,438**	**6,877,251**	**4,331,309**
Special Revenue Funds			
Human Services - Civilian	652.80	703.96	815.30
Total Personnel Complement	**652.80**	**703.96**	**815.30**

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Overview

Administration provides leadership and executive management to Denver Human Services (DHS) to ensure the delivery of high quality human services to the Denver community through the effective use of resources and community coordination. Administration manages and directs each of the divisions in the department to accomplish the two service delivery goals of Assistance and Protection and Prevention.

Effective January 1, 2016, the Office of Behavioral Health (OBHS) was created within Denver Human Services. It is funded by the Crime Prevention and Control Fund (CPCC), formerly housed in the Department of Safety. Budget and FTE information for OBHS/CPCC can be found in the special revenue fund section of the budget book. In 2018, OBHS will have a full narrative in DHS' section of the budget book.

OBHS' primary activities include: piloting and evaluating innovative criminal justice practices recommended by the Crime Prevention and Control Commission; administering marijuana youth diversion programming; and working closely with city agencies to bolster mental health services, combat homelessness, and reduce recidivism and jail bed days. Examples of programs that OBHS administers include: behavioral health crisis co-responders embedded with the Denver Police Department, failure-to-appear (FTA) court reminders, Drug Court, Sobriety Court, and Behavioral Health Court (formerly known as Recovery Court and Court to Community). In 2017, OBHS plans to initiate a Homeless Outreach Court and expand the co-responder program.

The Office of Drug Strategy, previously a part of DHS' Office of Community Impact, has been integrated with the Office of Behavioral Health Strategies. In 2017, the OBHS will begin administering the Denver C.A.R.E.S. contract, which provides detoxification services through Denver Health and Hospital Authority.

Administration oversees the following activities:

- Executive Management
- Staff Development
- Communications and Community Relations
- Facilities Management
- Legal and Legislative Affairs
- Internal Audits
- Mailroom
- Privacy
- Office of Behavioral Health Strategies

Strategies

- Oversee the ongoing implementation of the DHS Strategic Plan to ensure it is relevant, viable, and up-to-date and guides the direction of the agency. *(Safety Net)*

- Lead an effort to create consistent communication throughout DHS with both internal and external audiences. *(Customer Experience)*

- Increase employee morale and engagement by fostering a positive culture and encouraging participation in business process improvements. *(Customer Experience)*

- Prepare DHS to resume business immediately after any major disaster by providing testing, training, and updates to the Continuity of Operation (COOP) plan on an ongoing basis. *(Safety Net)*

- Increase appropriate treatment response and improve system alignment through a homeless court that reduces arrest warrants and increases access to substance abuse and mental health treatment. *(Safety Net)*

- Reduce current calls for fire and emergency response services by providing proactive physical health, mental health, and substance use interventions in the downtown corridor. *(Safety Net)*

Performance Measure	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Emergency exercises	8	8	8	8	8
Staff development: leadership development opportunities	N/A	167	215	250	275
Employee engagement: staff participating in Lean activities	27%	30%	50%	57%	60%
Employee engagement: division-level Peak performance presentations	N/A	42	48	48	48
Employee engagement index	N/A	N/A	17.4	N/A	18
Employee engagement: division level	N/A	N/A	N/A	N/A	30%

Performance Context

- **Emergency exercises** allow executive staff to work closely with the City's Executive Director of Safety to prepare for crises, including conducting regular tabletop exercises to ensure all safety team members are aware of their roles, expectations, and contact information should they need them during a real emergency.

- **Staff development** sets the tone for investing in Denver's workforce. Training opportunities are offered by the Office of Human Resources through the state and at all supervisors meetings.

- In order to institutionalize a process of continuous improvement, Administration has set a minimum target of having 50 percent of staff members **participate in Lean or other process improvement activities**.

- The continuous improvement environment includes division-level reporting of performance to the management team. **Division level Peak Performance presentations** are every other month and support areas.

- **Employee engagement index** calculates the difference between the percent of actively engaged employees and the percent of actively disengaged employees as reported by the Denver Employee Survey administered by the Office of Human Resources every other year.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	2,842,162	3,441,925	3,511,168	69,243	2.0%
Services and Supplies	2,356,900	4,320,640	7,001,465	2,680,825	62.0%
Capital Equipment	363,563	6,575	0	(6,575)	(100.0%)
Internal Services and Misc.	7,992,786	9,001,809	10,014,815	1,013,006	11.3%
	13,555,411	**16,770,949**	**20,527,448**	**3,756,499**	**22.4%**
Expenditures by Activity					
Office of the Manager	2,027,575	3,447,674	6,277,091	2,829,417	82.1%
Communication	475,494	593,393	781,897	188,504	31.8%
Security, Facilities and Safety	3,432,631	3,678,421	4,151,944	473,523	12.9%

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Mailroom	648,468	712,440	730,217	17,777	2.5%
Staff Development/CSA Shared Services	1,310,792	1,800,038	2,313,488	513,450	28.5%
Veterans Services	156,744	468,402	630	(467,772)	(99.9%)
Legal Services Administration	5,503,708	6,070,581	6,272,181	201,600	3.3%
	13,555,411	**16,770,949**	**20,527,448**	**3,756,499**	**22.4%**
Other Program Funding Sources					
Grants	6,669,438	6,877,251	4,331,309	(2,545,942)	(37.0%)
Human Services SRF	2,067,862	5,989,000	3,671,255	(2,317,745)	(38.7%)
	8,737,300	**12,866,251**	**8,002,564**	**(4,863,687)**	**(37.8%)**
Total Program Expenditures	**22,292,711**	**29,637,200**	**28,530,012**	**(1,107,188)**	**(3.7%)**
Personnel Complement (Budgeted)					
Communication	5.00	7.00	8.00	1.00	14.3%
Mailroom	5.00	5.00	5.00	0	0.0%
Office of the Manager	12.00	20.00	17.00	(3.00)	(15.0%)
Security, Facilities and Safety	5.00	5.00	5.00	0	0.0%
	27.00	**37.00**	**35.00**	**(2.00)**	**(5.4%)**
Other Program Funds FTE					
Human Services SRF	13.80	4.58	4.00	(0.58)	(12.7%)
Total Personnel Complement	**40.80**	**41.58**	**39.00**	**(2.58)**	**(6.2%)**
Revenue					
Property	46,640,959	50,277,790	50,946,291	668,501	1.3%
Fees	16,781	0	0	0	0.0%
Use Charges	6,042	259,708	0	(259,708)	(100.0%)
Internal Service and Indirect Cost	167,768	0	0	0	0.0%
Miscellaneous Other	14,299,784	29,489,102	27,930,906	(1,558,196)	(5.3%)
	61,131,334	**80,026,600**	**78,877,197**	**(1,149,403)**	**(1.4%)**

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Administration		
• An increase in personnel services for the addition of a senior internal auditor to monitor the Rocky Mountain Human Services contract in response to City Auditor recommendations.	1.00	88,900
• An increase in personnel services for an additional 2.0 unlimited and 1.0 limited staff assistant positions to provide administrative and operational support to Executive Management.	3.00	194,400
• An increase in personnel services for the addition of a limited management analyst III position. This position will complete policy and data analysis related to the development and implementation of the department-wide strategic plan and the rollout of the Human Services Value Curve.	1.00	84,300

Impact Description	FTEs	Dollars
• An increase in personnel services for additional positions to improve communication throughout various levels and programs within DHS.	3.00	210,100
• A decrease in personnel services due to 9.0 FTEs transferred to Community Outreach and Resource Engagement (CORE) division, and 1.0 FTE transferred to Office of Behavioral Health Strategies (OBHS) as the result of the re-organization.	(10.00)	(837,400)
• A net increase in services and supplies primarily due to $2.9 million for space planning and build-out, additional security for all DHS buildings and various operating budget increase including work number contracts and background check. These increases are offset by the reduction of Family and Adult Assistance caseload reserve budget and the relocation of funding for the Office of Financial Empowerment to internal services charges.	0.00	2,680,800
• An increase in internal services charges for 3.0 new positions (2.0 unlimited and 1.0 limited) in the Office of Human Resources to support and improve DHS' recruitment and retention efforts, additional police services for DHS' satellite sites and the transfer of budget for the Office of Financial Empowerment from services and supplies. DHS is billed by the respective agency for these services. The positions are reflected in the appropriate city agency.	0.00	1,013,000

Capital Equipment

None.

FOR CITY SERVICES VISIT DenverGov.org | CALL 311

Overview

Business Management handles Denver Human Services' (DHS) business functions that support the Assistance and the Protection and Prevention service delivery goals, as well as the other support divisions within the department. The primary programs and activities include:

- Budget and Financial Planning
- Contracting Services
- Grant Management and Resources

Strategies

- Maintain an adequate fund balance to ensure cash flow meets ongoing operational needs. *(Customer Experience)*
- Utilize technology and process improvements to reduce the length of time required to execute a contract. *(Customer Experience)*
- Continue to research funding opportunities to bring additional grant funding to the agency to serve our clients. *(Sustainability)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
DHS reserve and undesignated fund balance	$36.4M	$42.6M	$44.6M	$43.5M	$31.9M
Percent of contract scopes of work uploaded into city's system in a timely manner	77%	77%	75%	80%	80%
Internal partners informed of new grant opportunities	43	58	60	60	60

Performance Context

- DHS continues to maintain its **reserve and unrestricted fund balance (R/UFB)** above the level set by the DHS Board, which is a minimum of 10 percent of budgeted expenditures. The 2017 objective represents 21 percent of budgeted expenditures. The DHS reserve amount shown above excludes the TABOR Reserve balance of $2.0 million.
- **Percentage of contract scopes of work uploaded into the City's system in a timely manner** shows the percent of contracts uploaded within 37 days from receipt of a completed request form and reflects the work conducted by agency staff on a contract, which occurs primarily from the request date until the upload date. Due to several added quality control steps, which added approximately seven calendar days to this function, this metric was changed from 30 days to 37 days for 2016 and 2017. Additional steps include review of contracts to ensure allowable costs for grant-funded contracts, a review of contract budgets to ensure clarity for staff paying invoices, and general quality control to reduce contract language errors and omissions. This metric applies to all expenditure and non-grant revenue contracts.
- Grant management and support staff continue to **inform internal partners of new grant opportunities** (as a DHS eligible applicant) and provide support in the application process.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	1,356,651	1,505,284	1,662,672	157,388	10.5%
Services and Supplies	401,259	1,958,273	2,087,900	129,627	6.6%
Capital Equipment	0	18,409	0	(18,409)	(100.0%)
Internal Services and Misc.	3,930,588	4,048,306	3,764,637	(283,669)	(7.0%)
	5,688,498	**7,530,272**	**7,515,209**	**(15,063)**	**(0.2%)**
Expenditures by Activity					
Administration	4,943,670	6,036,854	5,997,869	(38,985)	(0.6%)
Contracting Services	679,320	793,418	817,340	23,922	3.0%
Temporary Grant Expenditures	65,508	700,000	700,000	0	0.0%
Total Program Expenditures	**5,688,498**	**7,530,272**	**7,515,209**	**(15,063)**	**(0.2%)**
Personnel Complement (Budgeted)					
Administration	7.00	8.00	8.00	0	0.0%
Contracting Services	9.00	8.00	9.00	1.00	12.5%
Total Personnel Complement	**16.00**	**16.00**	**17.00**	**1.00**	**6.3%**
Revenue					
Miscellaneous Other	(26,035)	0	0	0	0.0%

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Business Management		
• An increase in personnel services for the addition of a contract administrator position. This position will provide contract support to the Office of Behavioral Health Strategies, whose reorganization into DHS has increased contract workload.	1.00	79,500
• A net increase in services and supplies for the acquisition of a new contract and grant invoicing system to resolve capacity issues and the transfer of budget to the new CORE division for the purpose of establishing an operations and training budget for the Contracting Services Unit.	0.00	129,600
• A decrease in capital equipment due to the non-recurrence of one-time capital equipment purchases made on behalf of the Family Crisis Center.	0.00	(18,400)
• A net decrease in internal services for a lower-cost Certificate of Participation (COP) payment for the Castro Building.	0.00	(165,600)
• A decrease in internal services due to the transfer out of legal support for contract administration to Legal Services.	0.00	(117,900)

Capital Equipment

None.

FOR CITY SERVICES VISIT DenverGov.org | CALL 311

Overview

Information Systems and Technology (IST) manages and coordinates the development and use of information technology resources throughout Denver Human Services (DHS). IST reimburses personnel expenses incurred in the General Fund's Technology Services Department, which continues to provide IT services to DHS.

Network Services is responsible for the local area network (LAN) and wide area network (WAN), telephone, and cell phone systems used by DHS. It also manages the 911 connections to the City and statewide area networks and dispatches staff for service calls at DHS.

Strategies

- Enhance technology by working with the Performance Improvement and Accountability (PIA) team to assist in the refinement and support of the Work Management System (WMS) and the Denver Authorization and Referral Tool (DART) and by being responsive when changes in programs and business practices demand enhancements. *(Customer Experience)*
- Engage in Lean practices to increase worker productivity and efficiency by providing up-to-date and efficient technologies such as document imaging systems. *(Customer Experience)*
- Continue to provide a high level of technical support, including telephonic systems, mobile technology, and wireless services so that DHS can continue to improve customer service to the citizens of Denver. *(Customer Experience)*

Performance Measures

For performance measures, please refer to the Technology Services section of the budget book.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Services and Supplies	43,167	402,000	786,500	384,500	95.6%
Internal Services and Misc.	783,410	1,196,996	1,193,700	(3,296)	(0.3%)
	826,578	**1,598,996**	**1,980,200**	**381,204**	**23.8%**
Expenditures by Activity					
Administration	826,578	1,598,996	1,980,200	381,204	23.8%
Total Program Expenditures	**826,578**	**1,598,996**	**1,980,200**	**381,204**	**23.8%**
Revenue					
Miscellaneous Other[1]	(49,853)	0	0	0	0.0%

In this case, negative revenue is the result of a prior year accrual.

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Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Information System and Technology		
• An increase in services and supplies for computer software maintenance due to commencement of a three-year enterprise agreement necessary to ensure compatibility with the new suite of word processing, spreadsheet, and presentation software being deployed in 2016.	0.00	415,000
• A net decrease in other services and supplies are due to the alignment of budget with actual historical spending.	0.00	(30,500)

Capital Equipment

None.

FOR CITY SERVICES VISIT DenverGov.org | CALL 311

Overview

Financial Services provides accounting services for all programs operated by DHS. This includes accounts receivable, cash management, and client and provider payrolls. Financial Services directs the Revenue Generation Unit, which seeks additional funding such as supplemental Social Security Income (SSI) or other entitlements for which the children in DHS custody qualify. The division is responsible for reporting expenditures to state and federal agencies for reimbursement and making all cash draw-downs for grants. Primary programs and activities include:

- Accounting and State Reporting
- Financial Operations
- Grants Fiscal Management
- Revenue Generation Services

Strategies

- Utilize functionality within DHS accounting software and standardized accounting codes in conjunction with existing automated tools for state reporting and general accounting functions to maintain high levels of accuracy and timeliness in accounting and reporting functions. *(Customer Experience)*

- Closely monitor and track grant requirements and budget components to maintain timely and accurate financial reporting and close-out of grants. *(Customer Experience)*

- Streamline processes and focus on timely eligibility determinations and collections to establish or maintain revenue streams for Child Welfare programs and clients. *(Children and Youth)*

- Assist child care providers during time of programmatic and system changes to mitigate financial losses. *(Customer Experience)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Audit findings related to inaccurate reporting	0	0	0	0	0
Technical assistance opportunities presented to child care providers	12	12	12	12	12
SSI/SSA benefits received as refunds	$944K	$789K	$699K	$570K	$490K

Performance Context

- Financial Services is responsible for accurately reporting all expenditures to the State for appropriate reimbursement of allowed costs in each program area. Minimizing **audit findings related to inaccurate reporting** ensures that DHS is able to collect all potential dollars for DHS programs while avoiding fiscal sanctions or non-reimbursed costs.

- DHS continues to **present technical assistance opportunities to child care providers** through monthly trainings and visits to provider locations. These efforts include encouraging the use of the point-of sale-system, which uses card swipes to track the use of child care at provider locations and to allow the state system to make payments to providers.

- DHS applies for SSI or Social Security Assistance (SSA) on behalf of children in its custody who appear to be eligible. When approved, **SSI/SSA benefits received as refunds** are issued to DHS as the representative payee for the child. The amounts collected are applied as a refund for the cost of out-of-home placement. If the amounts collected exceed the cost of care, these amounts are placed in child trust accounts. Similar to the collection of parent fees, SSI/SSA income is directly related to out-of-home placement utilization, which has decreased in recent years. The amounts collected are also impacted by recent legislation that requires earlier transition into adult Developmentally Delayed programs.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	3,258,985	3,856,223	3,492,486	(363,737)	(9.4%)
Services and Supplies	185,028	249,766	138,800	(110,966)	(44.4%)
Internal Services and Misc.	228,882	306,120	305,970	(150)	0.0%
Expenditures by Type Total	**3,672,895**	**4,412,109**	**3,937,256**	**(474,853)**	**(10.8%)**
Expenditures by Activity					
Administration	640,277	889,971	784,114	(105,857)	(11.9%)
Accounting and State Reporting	927,197	1,275,723	1,344,284	68,561	5.4%
Financial Operations	585,360	672,558	667,405	(5,153)	(0.8%)
Grants Fiscal Management	542,694	561,390	574,183	12,793	2.3%
Revenue Generation Services	977,368	1,012,467	567,270	(445,197)	(44.0%)
Total Program Expenditures	**3,672,895**	**4,412,109**	**3,937,256**	**(474,853)**	**(10.8%)**
Personnel Complement (Budgeted)					
Accounting and State Reporting	14.00	17.80	17.80	0.00	0.0%
Administration	2.00	3.00	3.00	0.00	0.0%
Financial Operations	11.00	10.48	10.48	0.00	0.0%
Grants Fiscal Management	7.00	7.00	7.00	0.00	0.0%
Revenue Generation Services	14.00	13.00	7.00	(6.00)	(46.2%)
Total Personnel Complement	**48.00**	**51.28**	**45.28**	**(6.00)**	**(11.7%)**
Revenue					
Use Charges	244,463	0	283,600	283,600	0.0%
Miscellaneous Other	(59,237)	0	0	0	0.0%
Revenue Total	**185,226**	**0**	**283,600**	**283,600**	**0.0%**

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Financial Services		
• A decrease in personnel services due to the reorganization and transfer of six parent fees unit positions to the Child Support Services Division.	(6.00)	(456,600)
• A decrease in services and supplies due to a change in methodology for purchasing and distributing the costs related to RTD bus tickets and passes.	0.00	(60,000)
• A decrease in services and supplies due eliminating an accounting service contract.	0.00	(50,000)

Capital Equipment

None.

FOR CITY SERVICES VISIT DenverGov.org | CALL 311

Overview

Performance Improvement and Accountability (PIA) manages quality assurance and most external audits of Denver Human Services (DHS), content and data management, application development, fraud detection and recovery, and performance and process improvement. PIA also leads DHS' implementation and oversight of Peak Performance using Lean methodology. Primary activities include:

- Data and IT management
- Content management
- Fraud control and recovery
- Quality improvement
- Lean methodology and business process improvement

Strategies

- Reduce the number of repeat audit findings under DHS' control by implementing corrective actions recommended from audit findings. *(Customer Experience)*

- Maintain the number of completed fraud investigations to recover benefits received unlawfully that are the result of implementing process improvements. *(Customer Experience)*

- Continue initiating and implementing leader standard work and operational standard work across the agency. *(Customer Experience)*

- Continue the implementation of process improvement projects and procedures using Lean methodology, technology, and other best practice techniques to improve all other metrics within the department. *(Customer Experience)*

- Continue the use of technology to maintain effective operations for content management and document imaging operations. *(Customer Experience)*

Performance Measure	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Repeat single audit findings	5	5	4	4	3
Completed fraud investigations	411	396	420	520	520
Business process improvement projects	5	25	20	20	20
Documents processed within 24 hours	99%	99%	99%	99%	99%

Performance Context

- As a recipient of federal funds, DHS is required to have its federal programs audited to ensure compliance. Any findings from the single audit result in a corrective action plan (CAP), which is used to improve compliance and prevent **repeat single audit findings** from occurring in future audits.

- The department has an ongoing effort to **complete fraud investigations** and recover fraudulently obtained program payments. Referrals of suspected fraud are received from either the program caseworker or the Fraud Hotline. Program benefits are denied, withdrawn or reduced when fraud referrals are corroborated.

- The large increase in **lean business process improvement projects** seen in 2014 is due to the number of operational and leadership standard work processes and training events taking place. In 2016, the PIA team is continuing the implementation of Lean project initiatives, leader standard work and operational standard work.

- The PIA team scans the majority of the program documents for the Family and Adult Assistance Division. Documents are scanned upon receipt into the department in an effort to reduce the number of hand-offs and provide a centralized location of client information. Percentage of **documents processed within 24 hours** is critical to timely processing of benefits and timely delivery of services to Denver residents.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	6,144,860	6,940,112	8,024,028	1,083,916	15.6%
Services and Supplies	221,227	285,310	765,535	480,225	168.3%
Internal Services and Misc.	9,166	12,110	24,760	12,650	104.5%
	6,375,253	**7,237,532**	**8,814,323**	**1,576,791**	**21.8%**
Expenditures by Activity					
Administration	436,499	468,744	473,900	5,156	1.1%
Quality Improvement	1,244,896	1,125,769	1,164,140	38,371	3.4%
Data and IT Management	1,438,570	1,490,067	1,274,039	(216,028)	(14.5%)
Document Management	2,505,932	2,697,949	3,356,679	658,730	24.4%
Fraud Control and Recovery	749,355	921,645	1,303,640	381,995	41.4%
Process Improvement Management	0	533,359	598,444	65,085	12.2%
Technology and Security Support	0	0	643,481	643,481	0.0%
Total Program Expenditures	**6,375,253**	**7,237,532**	**8,814,323**	**1,576,791**	**21.8%**
Personnel Complement (Budgeted)					
Administration	2.00	6.00	7.00	1.00	16.7%
Data and IT Management	15.00	19.00	7.00	(12.00)	(63.2%)
Document Management	43.00	48.00	57.00	9.00	18.8%
Fraud Control and Recovery	8.00	11.11	17.11	6.00	54.0%
Process Improvement Management	0	0	5.00	5.00	0.0%
Quality Improvement	16.00	14.00	14.00	0	0.0%
Technology and Security Support	0	0	6.00	6.00	0.0%
Total Personnel Complement	**84.00**	**98.11**	**113.11**	**15.00**	**15.3%**
Revenue					
Miscellaneous Other	565,427	0	0	0	0.0%

FOR CITY SERVICES VISIT DenverGov.org | CALL 311

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Performance Improvement and Accountability		
• An increase in personnel services for the addition of two-year limited administrative support assistant positions to record and account for the approximately 400,000 records and files currently stored on site for various programs. The additional staff will allow DHS to sustain the retention and purge process for all current programs on an on-going basis.	10.00	510,700
• An increase in personnel services for the addition of two collection investigator positions in the Fraud and Investigation unit to enable the department to come into compliance with Food Assistance Program rules related to reports, current backlog, and audits responses.	2.00	129,200
• An increase in personnel services for the addition of an administrator position in the Fraud and Investigation unit to add expertise and timeliness handling Colorado Benefits Management System claims assistance requests; enhance compliance with legal, regulatory, audit, and benefit program rules; and address claims for founded investigations in a timely manner, avoiding the possibility of sanctions.	1.00	89,600
• An increase in personnel services for the addition of two collection investigator positions in the Fraud and Investigation unit to establish a Repayment Agreement team to act on approximately $10.5 million in claims, which, if not handled, could result in governmental financial sanctions.	2.00	129,200
• A decrease in personnel services due to the lapsing of a limited IT developer position and reduction of on-call budget, offset by conversion of an on-call to an unlimited administrative support assistant position, which will allow non-clerical Fraud unit members to focus on the unit's core work.	0.00	(196,700)
• An increase in services and supplies for resources to implement innovative information technology projects to complete the DHS technical strategic plan.	0.00	415,000
• An increase in services and supplies for additional training for the process improvement team and upgrading DHS' imaging software application, CBMS Help Desk phone system and ticketing system, and scanner.	0.00	153,000

Capital Equipment

None.

Overview

The Family and Adult Assistance Division (FAAD) determines and renews eligibility for food, cash, medical, and energy assistance benefits programs for families and individuals. FAAD also develops and administers programming to help families and adults build foundations to help them achieve their full potential and achieve long-term self-sufficiency. FAAD oversees the following activities:

- Food Assistance: Supplemental Nutrition Assistance Program (SNAP)
- Medical Assistance
- Cash Assistance: Temporary Assistance to Needy Families (TANF)/Colorado Works and Adult Financial Assistance
- Low-income Energy Assistance Program (LEAP)
- Customer Service

Strategies

- Improve the timely delivery of food, cash, medical, and energy assistance program benefit areas through ongoing business process re-engineering efforts, technology implementation, and performance management that promote leadership, transparency, and accountability. *(Safety Net)*

- Continue to address the food assistance error rates by concentrating on quality benefit service delivery to clients. *(Safety Net)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Processing timeliness for food, cash, and medical benefit applications	88.4%	89.4%	96.4%	>98.0%	>95.0%
Processing timeliness for energy (LEAP) benefit applications	99.0%	99.0%	99.0%	99.0%	99.0%
SNAP (food assistance) payment error rate	10.0%	5.1%	4.9%	<3.0%	<3.0%
SNAP enrollment among eligible populations	100,801	101,487	102,450	104,000	105,560
Medical assistance enrollment among eligible populations	115,041	158,347	188,626	195,000	201,589

Performance Context

- **Processing timeliness of food, cash, and medical benefit applications** includes SNAP, Medical Assistance, Adult Financial, and TANF/Colorado Works. Timely processing is defined by each program and counted as calendar days from the date of application receipt as follows: within 7 days for SNAP expedited applications; within 30 days for SNAP regular applications; within 45 days for Medical Assistance and TANF applications; and within 60 days for Adult Financial applications. The state timeliness goal is 95 percent. Overall, timely processing has increased dramatically due to business process re-engineering efforts, technology implementation, effective performance management practices, and management transparency and accountability. FAAD's service delivery model offers same day service to approximately 80 percent of customers walking into its offices, which means they are able to meet with staff and, when possible, receive an eligibility decision on the same day of their visit. Prior to FAAD's same day business model, customers were waiting four to six days on average and now have a decision within one to two days for new applications.

FOR CITY SERVICES VISIT DenverGov.org | CALL 311

- **Processing timeliness of Low-Income Energy Assistance Program (LEAP) applications** is set based on the federal requirement that LEAP applications be processed within 45 days of receipt. FAAD aims to process applications as soon as verification information is received.

- The **SNAP payment error rate** is defined as an incorrect benefit issuance related to an open, active case that is usually tied to a payment error quantified in a dollar value above the federal error threshold of $37. Over the past few years, the FAAD has continued to keep benefit accuracy as a focus area; however, with heightened attention on timeliness the payment error rate has suffered statewide.

- **Enrollment in SNAP (food assistance) and medical assistance programs** for eligible populations continues to be a focal point for FAAD, and the division has seen a marked increase in medical enrollment, specifically, during the last three years. In 2017, FAAD will work with the new Community Outreach, Resources and Engagement (CORE) division on strategic outreach initiatives to continue work to reach eligible but not enrolled populations for both medical and food benefits. The Affordable Care Act (ACA) expansion of medical assistance eligibility requirements to 138 percent of the Federal Poverty Level (FPL) and the implementation of tax penalties for lack of enrollment means more individuals and families are eligible and will continue to enroll in medical assistance benefits. Denver has watched its medical assistance caseload grow year-over-year since ACA implementation, and FAAD expects that growth will continue as it focuses on improving its service delivery model and increases access and enrollment efforts.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	20,140,264	23,094,738	24,317,899	1,223,161	5.3%
Services and Supplies	4,014,100	6,467,648	6,568,092	100,444	1.6%
Internal Services and Misc.	10,303,313	7,601,700	6,776,700	(825,000)	(10.9%)
	34,457,677	**37,164,086**	**37,662,691**	**498,605**	**1.3%**
Expenditures by Activity					
Administration	2,836,916	10,005,356	11,793,124	1,787,768	17.9%
Customer Contact Support	4,736,639	3,133,528	4,440,770	1,307,242	41.7%
Adult Eligibility and Support Services	4,333,470	5,355,028	4,545,617	(809,411)	(15.1%)
Employment First	1,439,509	0	4,628	4,628	0.0%
Family Eligibility and Support Services	18,510,825	14,547,674	13,566,072	(981,602)	(6.7%)
LiEAP	456,012	581,716	568,997	(12,719)	(2.2%)
Outreach	1,069,934	784,579	9,450	(775,129)	(98.8%)
Medicaid Eligibility	957,823	1,990,567	1,953,019	(37,548)	(1.9%)
Training and Development	116,550	765,639	781,014	15,375	2.0%
Total Program Expenditures	**34,457,677**	**37,164,086**	**37,662,691**	**498,605**	**1.3%**
Personnel Complement (Budgeted)					
Administration	33.00	34.00	78.00	44.00	129.4%
Adult Eligibility and Support Services	71.00	90.00	73.58	(16.42)	(18.2%)
Customer Contact Support	84.00	58.00	74.00	16.00	27.6%
Family Eligibility and Support Services	109.00	116.00	108.33	(7.67)	(6.6%)
LiEAP	26.00	12.99	12.99	0	0.0%
Medicaid Eligibility	0	35.00	35.00	0	0.0%

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Outreach	14.00	17.00	0	(17.00)	(100.0%)
Training and Development	0	0	9.00	9.00	0.0%
Total Personnel Complement	**337.00**	**362.99**	**390.91**	**27.92**	**7.7%**
Revenue					
Internal Service and Indirect Cost	98,919	0	0	0	0.0%
Miscellaneous Other	11,466,055	10,603,126	10,977,651	374,525	3.5%

Significant Changes by Program

Impact Description	FTEs	Dollars
Family and Adult Assistance		
• An increase in personnel services for additional positions to meet the anticipated increase in caseload and the application processing timeliness/quality requirements set by the State. These requirements also include quality compliance with customer application, re-determination, and case change processing.	19.00	530,000
• An increase in personnel services for 24.0 eligibility technician positions that were added in mid-2016 using the Family and Adult Assistance caseload reserve budget to meet the anticipated increase in caseload and the application processing timeliness/quality requirements set by the State. These requirements also include quality compliance with customer application, re-determination, and case change processing.	24.00	669,300
• An increase in personnel services for additional positions to improve customer services in lobbies and community sites.	3.92	214,000
• An increase in personnel services for the addition of an eligibility specialist to administer the senior and disabled property tax rebate program that was transferred from the Department of Finance's Treasury Division. Determination of eligibility in DHS better aligns this program.	1.00	60,500
• A decrease in personnel services due to the transfer of outreach team positions to the new CORE division.	(20.00)	(775,100)
• An increase in services and supplies due to a change in methodology for purchasing and distributing the costs related to RTD bus tickets and passes and a one-time budget transfer to CORE to establish its 2016 operating budget and various lines of budget alignment between budget and actual.	0.00	100,400
• A decrease in internal services due to the reorganization of the Employment First program into the new CORE division.	0.00	(800,000)

Capital Equipment

None.

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Overview

The **Child Support Services (CSS) Division** helps families achieve and maintain financial self-sufficiency by establishing paternity and enforcing child and medical support orders. The program also conducts modifications of existing child support orders based upon various criteria as prescribed by statute, such as income withholding orders; modification of support; tax offset; real property liens; professional, recreational, and driver license suspension; financial institutional data; and filing motions and contempt findings. CSS develops strategies to help all parties identify barriers and achieve stability for their children.

Strategies

- Maintain the percentage of cases with Court Orders to ensure child support payments are legally required to be paid. *(Customer Experience)*
- Continue to increase the percentage of child support collections and support paid by continued implementation of process improvements. *(Safety Net)*

Performance Metrics

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Percent of cases with court orders	89.5%	90.0%	90.0%	90.0%	90.0%
Percent of current support paid	59.2%	60.0%	61.4%	62.4%	63.4%
Total child support collections (millions)	$42.6	$43.3	$45.0	$43.3	$43.3

Performance Context

- Child support can only be collected in **cases with a court order**. The federal standard for cases with court orders is 80 percent. Cases without court orders are generally in the process of identifying paternity and obtaining orders.
- **Current support paid** is based on actual amount paid as a percent of the overall amount due across the caseload with a court order. The Federal Performance Incentive measure for current support collections is 80 percent in order for the program to receive maximum funding.
- Total **child support collections** are dollar target are set by the City and County. Performance outcomes are impacted by many variables including the economy and the demographics of the population served.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	7,072,345	7,834,202	9,092,972	1,258,770	16.1%
Services and Supplies	172,552	360,860	294,641	(66,219)	(18.4%)
Internal Services and Misc.	5,706	12,600	51,850	39,250	311.5%
	7,250,603	**8,207,662**	**9,439,463**	**1,231,801**	**15.0%**
Expenditures by Activity					
Administration	743,718	977,612	936,375	(41,237)	(4.2%)
Child Support Services	6,506,885	7,230,050	8,503,088	1,273,038	17.6%
Total Program Expenditures	**7,250,603**	**8,207,662**	**9,439,463**	**1,231,801**	**15.0%**

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Personnel Complement (Budgeted)					
Administration	7.00	6.00	6.00	0	0.0%
Child Support Services	100.00	107.00	122.00	15.00	14.0%
Total Personnel Complement	**107.00**	**113.00**	**128.00**	**15.00**	**13.3%**
Revenue					
Fees	12,447	0	0	0	0.0%
Miscellaneous Other	8,553,652	9,009,000	9,365,000	356,000	4.0%

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Child Support Services		
• An increase in personnel services for the addition of two child support technician positions for the fatherhood program to keep fathers actively engaged in case activity.	2.00	133,000
• An increase in personnel services for the addition of two lead child support assistant positions to enhance the types and level of service provided to both internal and external customers.	2.00	123,400
• An increase in personnel services for the addition of three lead child support technician positions to improve quality assurance and customer services. Three new lead technicians will be assigned to the Accounting and General Enforcement teams to monitor the quality assurance activities of management and identifying gaps among the division's best business practices.	3.00	222,400
• An increase in personnel services for the addition of two limited child support technician for the BICS allocation. These position will work to ensure that child support obligations are met on a consistent basis. These positions are being reimbursed through the Behavior Intervention for Child Support Services allocation from the State of Colorado	2.00	133,000
• An increase in personnel services due to the transfer of six parent fees unit positions from DHS' Financial Services division into the Child Support Service division.	6.00	456,700
• A net increase in internal services charges primarily for cell phone and technology support for new staff.	0.00	39,300
• A net decrease in services and supplies primarily due to the reduction of one-time budget associated with the Behavior Intervention grant. This is partially offset by rate increases for service and processing fees.	0.00	(66,200)

Capital Equipment

None.

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Overview

The **Community Outreach, Resources and Engagement (CORE) Division** works to improve community access to DHS programs and initiatives by conducting outreach to eligible but not enrolled populations with a goal of increasing the percent of the eligible people that receive state and federal benefits. CORE also works to connect individuals and families to employment and internal and community resources as well as to engage the community in charitable giving to benefit families and individuals served by DHS programs. CORE oversees the following activities:

- Veterans Services
- Employment First
- General Assistance Oversight
- Outreach
- GIVE Denver

Strategies

- Utilize mobile opportunities such as kiosks and co-locating with community partners to engage difficult-to-reach populations and increase the percentage of eligible people who are enrolled in food (SNAP) and medical assistance programs. *(Safety Net)*

- Provide community navigator training to thousands of community partners to develop a holistic approach to enrollment, build community trust and respect, and support long-term self-sufficiency in areas of our city with the most need. *(Safety Net)*

- Improve the quality of delivery of federal veteran's affairs (VA) benefits, community resource connections, and employment placement through ongoing business process re-engineering efforts, technology implementation, and performance management initiatives that promote leadership, transparency, accountability, and self-sufficiency for veterans. *(Safety Net)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
SNAP (food assistance) enrollment among eligible population	100,801	101,487	102,450	104,000	105,560
Medical Assistance enrollment among eligible population	115,041	158,347	188,626	195,000	201,589
Veteran employment retention at 180 days	70%	67%	82%	82%	84%
Timely VA claims	N/A	N/A	N/A	100%	100%

Performance Context

- **Enrollment in SNAP (Food Assistance) for eligible populations** is a focal point for CORE. Since 2013, DHS has focused on the grant-funded "SNAP Into Health" project to identify eligible but not enrolled populations in Denver.

- **Expanding Medical Assistance enrollment for eligible populations** is another focal point for CORE. The Affordable Care Act (ACA) expansion of medical assistance eligibility to 138 percent of the Federal Poverty Level (FPL) means that more individuals and families are eligible.

- **Veteran employment retention at 180 days** measures employment over time and reflects the quality of initial job placement. Higher employment retention rates increase income over time, enabling customers to become self-sufficient. This DHS goal reflects employment success for a vulnerable population that can be difficult to engage in services over extended periods of time.

- **Timeliness of VA claims** is the percent of applications DHS delivers to the Colorado Division of Veterans Affairs within five business days of receipt of application. Timely submission reduces customer wait time to receive decisions regarding eligibility for VA services that improve access to health care services.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	0	1,463,893	4,259,813	2,795,920	191.0%
Services and Supplies	0	178,126	496,756	318,630	178.9%
Internal Services and Misc.	0	694,673	54,795	(639,878)	(92.1%)
	0	**2,336,692**	**4,811,364**	**2,474,672**	**105.9%**
Expenditures by Activity					
Community Outreach and Resource Engagement Administration	0	130,230	561,809	431,579	331.4%
Veterans Services	0	0	554,217	554,217	0.0%
Outreach	0	751,789	2,056,474	1,304,685	173.5%
Employment First	0	1,454,673	1,638,864	184,191	12.7%
Total Program Expenditures	**0**	**2,336,692**	**4,811,364**	**2,474,672**	**105.9%**
Personnel Complement (Budgeted)					
Community Outreach and Resource Engagement Administration	0	0	6.00	6.00	0.0%
Employment First	0	0	22.00	22.00	0.0%
Outreach	0	0	24.00	24.00	0.0%
Veterans Services	0	0	7.00	7.00	0.0%
Total Personnel Complement	**0**	**0**	**59.00**	**59.00**	**0.0%**

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Community Outreach and Resource Engagement		
• An increase in personnel services due to positions transferred from various divisions to form CORE. This includes 9.0 positions from Administration for the Veteran Services program and CORE Administration, 20.0 positions from Family and Adult Assistance for the Outreach program and 17.0 positions from the Office of Economic Development for the Employment First program.	46.00	1,898,900

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Impact Description	FTEs	Dollars
• An increase in personnel services for additional operations assistant positions and outreach case coordinator positions for the GIVE program to provide resource navigation to clients and assist with donation drives and other GIVE Denver needs.	3.00	301,500
• An increase in personnel services for the addition of a limited outreach case coordinator position to the Veteran's Services program. This position will help to manage the caseload increase, reduce the wait time for services, and increase DHS' ability to do community outreach.	1.00	60,500
• An increase in personnel services for outreach case coordinator positions for the Outreach program to expand partnerships that enhance DHS Outreach and overall customer experience.	4.00	121,000
• An increase in personnel services for additional two outreach case coordinator and three business development associate positions for the Employment First program. The outreach case coordinator positions will improve the program's ability to reduce barriers to employment and will result in more permanent, sustainable employment placement. These positions will provide direct, one-on-one job search counseling, resume feedback, and interview skills training that will improve employment outcomes.	5.00	332,800
• An increase in services and supplies primarily due to operating budget transfers from various divisions including Family and Adult Assistance, Financial Services, Communication, and Performance Improvement and Accountability to establish CORE. This also includes budget for operating and contracting services for the new division.	0.00	318,600
• A net decrease in internal services charges primarily due to the re-organization of the Employment First program. This program used to be budgeted as a transfer from DHS to the Office of Economic Development (OED). For 2016, the positions that were previously housed in OED will become a part of CORE's personnel budget resulting in a decrease in the transfer budget.	0.00	(639,900)

Capital Equipment

None.

Overview

Adult Protection Services (APS) works to ensure at-risk adults are protected from abuse, neglect, and exploitation by providing direct services and collaborating with community partners. APS reviews allegations of suspected abuse and neglect of at-risk adults, documents and responds by conducting investigations and assessments, and makes recommendations for services. APS performs ongoing case management services and, at times, may take guardianship of adults who have no other options or resources.

Strategies

- Ensure alleged adult victims are seen within three days at a rate of 98 percent or greater by monitoring performance on this measure. *(Safety Net)*
- Ensure casework timeliness compliance at 90 percent or greater by monitoring performance on this measure. *(Safety Net)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Protection					
Alleged adult victims seen within 3 days of initial contact	98.2%	98.2%	99.3%	>98.0%	>98%
Casework timeliness at 90%>					
Investigation	98%	98%	99.3%	>90%	>90%
Assessments	N/A	91%	95.6%	>90%	>90%
Case planning	N/A	76%	94.5%	>90%	>90%
Monthly contact	N/A	69%	93%	>90%	>90%

Performance Context

- Colorado Senate Bill 15-190 was passed on July 1, 2014. The bill established a State Task Force to make recommendations to the State Legislature on implementing mandatory reporting for intellectually and developmentally disabled adults (IDDA). Implementing the provisions of SB15-190 is effective July 1, 2016, APS anticipates an increase in workload associated with the addition of IDDA clients. To continue to meet state goals for timely assessments and investigations, the division will be adding three employees.
- The Colorado Department of Human Services projects a 15 percent increase in referrals and caseload due to the mandatory reporting requirement. The average monthly referrals for State Fiscal Year (SFY) 2014-2015 was 86. The average monthly referrals for SFY 2015-2016 is 106. Denver APS has seen a 23 percent increase in referrals for SFY 2015-2016.

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	1,598,559	1,699,283	1,923,418	224,135	13.2%
Services and Supplies	106,479	200,938	210,747	9,809	4.9%
Internal Services and Misc.	10,115	12,930	16,452	3,522	27.2%
	1,715,153	**1,913,151**	**2,150,617**	**237,466**	**12.4%**
Expenditures by Activity					
Administration	217,238	317,870	280,595	(37,275)	(11.7%)
Adult Protective Service	1,497,915	1,595,282	1,870,022	274,740	17.2%
Total Program Expenditures	**1,715,153**	**1,913,151**	**2,150,617**	**237,466**	**12.4%**
Personnel Complement (Budgeted)					
Administration	2.00	3.00	2.00	(1.00)	(33.3%)
Adult Protective Service	18.00	18.00	21.00	3.00	16.7%
Total Personnel Complement	**20.00**	**21.00**	**23.00**	**2.00**	**9.5%**
Revenue					
Miscellaneous Other	1,869,363	2,281,000	2,664,000	383,000	16.8%

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Adult Protection Services		
• An increase in personnel services for additional limited social case workers to meet the anticipated workload increase due to the mandatory reporting requirements implemented by the State through SB15-109 and the addition of a limited social case worker supervisor to manage the additional caseworkers.	3.00	$221,700
• A decrease in personnel services due to the expiration of a limited eligibility technician position.	(1.00)	($55,000)
• A net increase in services and supplies primarily due to additional positions and social service payments to meet the need of Adult Protection Services clients.	0.00	$9,800

Capital Equipment

None.

Overview

Child Care Assistance Program (CCAP) provides financial assistance to eligible low-income families who need child care subsidies for children from birth to age 12. The program pays providers for the care of children whose parent(s) are: 1) receiving Temporary Assistance to Needy Families (TANF) and are enrolled in education or training; 2) transitioning off of TANF into employment; 3) low-income parents participating in employment, job search, or educational activities; and/or 4) parents caring for special needs children. The agency determines eligibility of families and provides education, information, and technical assistance to childcare providers, parents, and community groups.

Strategies

- Streamline the eligibility process for CCAP financial assistance in collaboration with the Denver community to improve timeliness. *(Customer Experience)*
- Provide outreach to providers and those enrolled in CCAP to improve quality of care ratings and manage enrollment at a sustainable level to ensure families are able to maintain employment. *(Safety Net)*
- Monitor enrollment and financial status regularly to meet funding availability constraints. *(Safety Net)*
- In 2014, the Colorado legislature passed HB14-1317. This legislation identified twelve provisions aimed at improving review of the program's eligibility requirements, access to quality child care programs and standardization of county practice across the state. The Denver CCAP team will continue to manage the implementation of these requirements through 2017, along with monitoring the limited funding included with some of the legislation's requirements. Major work on this in 2017 will include the implementation of new CCAP tiered rates. Ongoing enrollment monitoring will also be a critical element to fiscal responsibility. *(Safety Net)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Children in subsidized care (average per month)	2,438	2,541	2,581	2,488	2,500
Percent meeting timeliness average for CCAP benefit applications	49%	49%	99%	99%	>95%
TANF referrals completed within 5 business days	77%	77%	99%	99%	>95%

Performance Context

- Denver's CCAP proactively seeks out families to apply for **subsidized care** in order to help them secure and maintain employment, while regularly reviewing the program's financial status to ensure the program operates within budget. The department continues to reach out proactively and strategically to community partners to encourage new families to apply for quality child care assistance.
- State guidelines for **timeliness to process new low-income applications is 15 days**. Continuous Lean methodologies and a gap analysis are utilized to improve processing time frames and overall service delivery.
- State rules require TANF client referrals be processed within five business days of receipt. The number reflects the **percentage processed within that timeframe**.

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	874,762	966,770	1,024,892	58,122	6.0%
Services and Supplies	1,352,317	2,371,500	2,418,150	46,650	2.0%
Internal Services and Misc.	0	4,500	3,300	(1,200)	(26.7%)
	2,227,079	**3,342,770**	**3,446,342**	**103,572**	**3.1%**
Expenditures by Activity					
Administration	2,271,942	3,342,770	3,446,342	103,572	3.1%
Child Care Eligibility	(44,863)	0	0	0	0.0%
Total Program Expenditures	**2,227,079**	**3,342,770**	**3,446,342**	**103,572**	**3.1%**
Personnel Complement (Budgeted)					
Administration	15.50	15.00	15.00	0	0.0%
Total Personnel Complement	**15.50**	**15.00**	**15.00**	**0**	**0.0%**
Revenue					
Miscellaneous Other	904,525	1,077,000	1,492,000	415,000	38.5%

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Child Care		
• A net increase in services and supplies due to a higher funding match required from the State for Child Care programs as a result of a higher anticipated provider rate for services.	0.00	50,000

Capital Equipment

None.

Overview

The **Special Needs** Programs are not funded at the federal level but instead use funds dedicated by the State or solely by Denver Human Services mill levy dollars. Primary activities include:

Aid to the Needy Disabled: Provides assistance to people who are unemployed due to mental or physical disabilities and who do not have sufficient income or resources to meet their basic living requirements. In some circumstances, these funds supplement federal benefits; in other cases the funds provide interim assistance while federal benefit applications are being reviewed to determine eligibility. The State of Colorado funds 80 percent of actual grant payments, which are paid directly to clients.

Aid to the Blind: Provides financial and medical benefits to eligible blind resident applicants, and occasionally provides for medical treatment expenses. The State of Colorado funds 80 percent of actual grant payments, which are paid directly to clients.

General Assistance: Assists clients for one to three months who have a temporary need for shelter or food assistance. Needy Denver residents may be assisted with funeral and burial expenses based on available income and resources of the applicants and the deceased. This program is fully funded by the City and County of Denver. It is being increased in 2017 to provide the same level of service even with cost growth after ten years without any increases.

Community Centered Board for Developmental Disabilities: Provides funding, including matching funds for state-funded programs, for children and adults served by the Community Centered Board for Developmental Disabilities. Programs include temporary emergency housing, case management services, day program services, residential services, transportation services and administrative support. City and County funds are from a dedicated mill levy and passes through DHS for Denver Options/Rocky Mountain Human Services, which actually serves the clients.

Senior and Disabled Property Tax Rebate: Provides property tax rebates to senior and disabled residents. This program was previously administered by the Department of Finance but will be administered by Human Services starting in 2017.

Wastewater Affordability Program: Provides a benefit to low-income residents subject to wastewater charges. This program is new for 2017.

Performance Measures

For performance measures, please refer to the DHS Family & Adult Assistance section of the budget book.

Budget Highlights

	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Activity					
Aid to Needy Disabled Administration (13303-5541100)	830,663	1,000,000	1,000,000	0	0.0%
Aid to the Blind Administration (13302-5543100)	156	1,000	1,000	0	0.0%
General Assistance Administration (13305-5551100)	1,452,178	1,582,028	1,691,732	109,704	6.9%

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Human Services State and Local Programs

	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Developmental Disabilities Administration (13304-5553000)	11,330,050	14,551,414	14,581,654	30,240	0.2%
Senior and Disabled Property Tax Rebate (13813-5581000)	0	0	2,600,000	2,600,000	0.0%
Wastewater Affordability Program (13813-5582000)	0	0	500,000	500,000	0.0%
	13,613,047	**17,134,442**	**20,374,386**	**3,239,944**	**0.8%**

Child Welfare Budget Summary

	2015 Actuals	2016 Appropriated	2017 Recommended
Agencies			
Family Crisis Center	5,267,340	5,951,427	1,050,200
Child Welfare Services	28,990,272	36,102,338	41,965,949
Total	**34,257,612**	**42,053,765**	**43,016,149**
Expenditures			
Personnel Services	24,383,057	29,893,749	28,963,662
Services and Supplies	8,634,403	10,785,859	12,566,782
Capital Equipment	22,603	10,000	0
Internal Services and Misc.	1,217,549	1,364,157	1,485,705
Total	**34,257,612**	**42,053,765**	**43,016,149**
Total General Fund	**34,257,612**	**42,053,765**	**43,016,149**
Special Revenue Funds			
Human Services - Civilian	356.50	408.89	371.00
Total Personnel Complement	**356.50**	**408.89**	**371.00**

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Overview

The **Family Crisis Center (FCC)** historically provided short-term emergency shelter care for youth referred to Denver Human Services' Child Welfare (CW) Division because they had been determined to be indigent, had run away from home, or were awaiting a more permanent court-ordered placement. The FCC also provided longer-term residential treatment for youth exhibiting significant behavioral health concerns and who were removed from their homes by court order. Some of the behavioral concerns included acts of delinquency, acting beyond the control of parents or care takers and physical or sexual abuse. The FCC worked in concert with the Child Welfare and other stakeholders to provide services in accordance with state and federal law.

Effective July 1, 2016, the FCC discontinued operating as a residential treatment center or emergency shelter. DHS has been encouraged by at the state and federal levels to place youth in its custody in more family-like settings. Following the decision to close the FCC, any youth who were residing in the Center were either reunified with their parents or transferred to other appropriate settings.

There is still budget for the FCC in 2017 due to Certificate of Participation (COP) payments, utilities and ongoing maintenance.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	3,843,706	4,379,403	54,056	(4,325,347)	(98.8%)
Services and Supplies	501,487	575,851	79,215	(496,636)	(86.2%)
Capital Equipment	10,000	10,000	0	(10,000)	(100.0%)
Internal Services and Misc.	912,147	986,173	916,929	(69,244)	(7.0%)
	5,267,340	**5,951,427**	**1,050,200**	**(4,901,227)**	**(82.4%)**
Expenditures by Activity					
Administration	675,487	1,844,721	997,404	(847,317)	(45.9%)
School	681,189	822,214	3,466	(818,748)	(99.6%)
Residential	3,910,665	3,284,491	49,330	(3,235,161)	(98.5%)
Total Program Expenditures	**5,267,340**	**5,951,427**	**1,050,200**	**(4,901,227)**	**(82.4%)**
Personnel Complement (Budgeted)					
Administration	6.50	5.50	0	(5.50)	(100.0%)
Residential	45.00	46.89	0	(46.89)	(100.0%)
School	11.00	11.00	0	(11.00)	(100.0%)
Total Personnel Complement	**62.50**	**63.39**	**0**	**(63.39)**	**(100.0%)**
Revenue					
Charges for Services	62,356	6,782	0	(6,782)	(100.0%)
Internal Service and Indirect Cost	38,750	0	0	0	0.0%
Miscellaneous Other	2,057,115	752,682	0	(752,682)	(100.0%)
	2,158,221	**759,464**	**0**	**(759,464)**	**(100.0%)**

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Family Crisis Center		
• A decrease in personnel services due to the closure of the Family Crisis Center as a short-term shelter and long-term treatment facility for youth.	(63.39)	(4,325,300)
• A decrease in services and supplies due to the closure of the Family Crisis Center as a short-term shelter and long-term treatment facility for youth. There is still budget for utilities and building repair and maintenance.	0.00	(469,600)
• A decrease in internal services due to the closure of the Family Crisis Center as a short-term shelter and long-term treatment facility for youth. There is still budget for building lease payments and partial grounds maintenance.	0.00	(69,200)

Capital Equipment

None.

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Overview

The **Child Welfare (CW) Division** works to help children who are subjected to abuse or neglect, are in severe conflict with the community or their parents, or are in need of other specialized supportive services by providing protection and prevention services. CW works to ensure children at risk of abuse or neglect and their families receive the support they need to maintain safe, stable home environments so they all can achieve their full potential. CW strengthens families by promoting family stability, respecting diversity, and developing family connections to the community and resources. CW works with families where abuse and neglect have been identified to address the prevailing safety and risk issues. The goal is to maintain children in their homes or, if children must be removed from the home in order to preserve their safety, that they are able to return to family as soon as safely possible. Primary programs and activities include:

- Child Abuse/Neglect Prevention Services
- Child Protection and Family/Child Assessment
- Clinical Services (Core)
- Family Engagement and Support Services
- Youth Services and Independent Living Services
- Placement Support Services
- Permanency Planning and Adoption Services
- Staff Recruitment and Training
- Program Evaluation and Development

Strategies

- Continue to develop and enhance internal processes that support the improvement of child welfare outcomes. *(Safety Net)*

- Conduct case planning/family engagement (VOICES) meetings for all children prior to removal/placement, change of placement, and/or the filing of a Dependency and Neglect Petition. This facilitates a family's participation in permanency planning and determination of the least restrictive placement options for children while maintaining children safely in care. *(Customer Experience)*

- With 2011 as the baseline, work with the community to reduce the number of children and youth in out-of-home care by 50 percent by the year 2020. *(Children and Youth)*

- Decrease the use of congregate care (group home and residential level) through increased utilization management strategies focused on child- and family-specific needs and strengths. *(Safety Net)*

- Train and deploy at least 51.5 additional staff to investigate allegations of abuse/neglect and respond directly to concerns voiced by members of the community about a child in potential danger. *(Safety Net)*

- Utilize child abuse/neglect prevention and intervention measures (e.g., intensive family finding, kinship supports and trauma-informed practice) to allow and encourage children to maintain their connection to family and culture, thereby providing better long-term outcomes. *(Safety Net)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Percent of children who are *not* subjected to re-abuse or neglect	95.2%	95.1%	96.7%	95.1%	95%
VOICES for considered removal/ non-emergency removal	81%	82%	82%	85%	85%

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
VOICES for change of placement	74%	75%	75%	85%	85%
Avg. daily census of children in out-of-home placement (non-adoption)	777	725	808	850	850
Percent of children in out-of-home kinship placement	40.6%	37.7%	43.4%	43.0%	45.0%
Percent of children in congregate care placement	17.1%	20.4%	19.7%	20%	17%
Timeliness of initial face to face contacts	89%	87%	86%	90%	95%

Performance Context

- Children are considered to be subjects of **re-abuse or neglect** if they are found to have been maltreated at least one time within six months of a prior finding of abuse and or neglect. The federal threshold for re-abuse is 5.4 percent. (The Results Oriented Management measure is 12 months and the national standard is 9.1 percent)

- Denver initiated Family Engagement or **VOICES** meetings for removal and placement in January 2014. Each meeting includes the family, lead caseworker, indirect services staff, a trained facilitator and community members with a goal of making collective decisions about a child's needs and living environment. Decisions are made by consensus to determine the least restrictive placement option(s) for children while maintaining their safety. The goal is to have at least 85 percent of cases include a VOICES meeting prior to initial removals.

- With 2011 as the baseline of approximately 1,695 children in out-of-home placement, DHS has joined with community partners to utilize several strategies aimed at safely reducing **the number of children/youth in out-of-home placement** by 50 percent by the year 2020.

- DHS puts a priority on **placing children with kinship/relative providers** whenever safety concerns cannot be mitigated to allow the child to stay with their parents/caregiver. Research supports the notion that kin placements provide better long term outcomes, helping children maintain family and cultural ties.

- DHS is committed to keeping children in the least restrictive and most appropriate level of care possible by focusing on prevention and community-based service programs that serve to decrease the number of children living in the most restrictive levels of foster care. Family-like settings, as opposed to **congregate care placement**, produce better long term outcomes.

- Child safety and family engagement are the highest priority for DHS. **Timeliness of initial face to face contact** is the primary method for assessing and monitoring child safety and family engagement. The goal in Denver County is to have face to face contacts completed in a timely manner 95 percent of the time. The state goal is 90 percent. Timeliness depends on the specific report received through the hotline and can either require an immediate (same day), three-day, or five-day response based on the severity of allegations.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	20,539,351	25,514,346	28,909,606	3,395,260	13.3%
Services and Supplies	8,132,916	10,210,008	12,487,567	2,277,559	22.3%
Capital Equipment	12,603	0	0	0	0.0%

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Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Internal Services and Misc.	305,402	377,984	568,776	190,792	50.5%
	28,990,272	**36,102,338**	**41,965,949**	**5,863,611**	**16.2%**
Expenditures by Activity					
Administration	3,530,227	11,907,464	17,711,263	5,803,799	48.7%
Intake	380,449	0	0	0	0.0%
Family Advocacy Program	121,692	0	0	0	0.0%
Permanency Planning and Adoption	448,163	32,533	0	(32,533)	(100.0%)
Child Protection	3,575,457	0	0	0	0.0%
Subsidized Adoption	1,592,434	0	0	0	0.0%
Core Services	1,130,184	0	0	0	0.0%
Business Office	68,516	0	0	0	0.0%
Utilization Management	(598,203)	0	0	0	0.0%
Direct Services	9,820,095	14,702,745	12,250,458	(2,452,287)	(16.7%)
Direct Services Special Funding	127,400	0	462,618	462,618	0.0%
Youth Services	393,889	0	0	0	0.0%
Team Decision Making	139,126	0	0	0	0.0%
Prevention Services	257,755	406,066	405,466	(600)	(0.1%)
Family Engagement	2,731,485	3,258,100	3,604,375	346,275	10.6%
Financial Support Services	1,074,185	1,228,529	1,305,769	77,240	6.3%
Placement Support Services	3,068,882	3,608,153	3,853,211	245,058	6.8%
Chafee Program	217,913	142,018	155,380	13,362	9.4%
Title IV-E Kinship Support	739,590	270,996	1,263,530	992,534	366.3%
Title IV-E Family Engagement	171,034	285,531	656,656	371,125	130.0%
Title IV-E Intervention Expansion	0	148,500	72,550	(75,950)	(51.1%)
Title IV-E Permanency Roundtables	0	111,702	224,673	112,971	101.1%
Total Program Expenditures	**28,990,272**	**36,102,338**	**41,965,949**	**5,863,611**	**16.2%**
Personnel Complement (Budgeted)					
Administration	12.00	19.50	59.00	39.50	202.6%
Chafee Program	0	2.00	2.00	0	0.0%
Child Protection	55.50	0	0	0	0.0%
Direct Services	0	202.00	159.00	(43.00)	(21.3%)
Direct Services Special Funding	0	0	6.00	6.00	0.0%
Family Engagement	50.00	44.00	45.00	1.00	2.3%
Financial Support Services	17.00	17.00	17.00	0	0.0%
Intake	56.00	0	0	0	0.0%
Permanency Planning and Adoption	0	0.50	0	(0.50)	(100.0%)
Placement Support Services	47.50	47.50	48.00	0.50	1.1%
Prevention Services	1.00	5.00	5.00	0	0.0%

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Title IV-E Family Engagement	0	4.00	8.00	4.00	100.0%
Title IV-E Intervention Expansion	0	0	1.00	1.00	0.0%
Title IV-E Kinship Support	0	4.00	18.00	14.00	350.0%
Title IV-E Permanency Roundtables	0	0	3.00	3.00	0.0%
Youth Services	55.00	0	0	0	0.0%
Total Personnel Complement	**294.00**	**345.50**	**371.00**	**25.50**	**7.4%**
Revenue					
Miscellaneous Other	31,522,685	39,641,868	41,008,000	1,366,132	3.4%

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Child Welfare and Youth Protection		
• An increase in personnel services for 22.0 limited positions to expand the title IV-E waiver Kinship Support Services and Family Engagement interventions to meet the need of DHS' increased number of kinship placements.	22.00	1,490,000
• An increase in personnel services for the addition of a program coordinator for the Title IV-E Intervention. Denver Child Welfare has partnered with six other counties to develop a Trauma Treatment Consortium for our clients.	1.00	70,600
• An increase in personnel services for additional positions to provide ongoing training to new social caseworkers required by the Colorado Department of Human Services for annual certification.	2.50	212,400
• An increase in services and supplies primarily for Child Welfare caseload reserve budget. The Child Welfare Division will be completing a comprehensive analysis of its staffing during the balance of 2016 to determine the appropriate staffing level to bring the caseload per worker ratio to one worker to 11 cases. That ratio is currently one worker to 14.4 cases. This amount also includes transfer of the Denver Health contract from the Family Crisis Center to continue the clinical and medical passport services to the children in DHS' care.	0.00	2,275,100
• An increase in internal services primarily for cell phone, tablet and technology support for new staff.	0.00	190,800

Capital Equipment

None.

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Overview

Denver's Road Home (DRH) is the primary program charged with working collaboratively with community partners and other city programs to help those who are experiencing homelessness. The office is charged with implementing strategic initiatives adopted by the Mayor's Commission on Homelessness and coordinating the strategic and cost effective delivery of human services in response to specific community needs.

In addition to its operating budget, Denver's Road Home also administers the Homeless Services Donations Fund. Details about this fund can be found in the special revenue fund section.

In 2016, the Office of Drug Strategy, which was previously part of the Office of Community Impact (the umbrella organization including Denver's Road Home and the Office of Drug Strategy), was moved to the newly formed Office of Behavioral Health, which is funded by the Crime Prevention and Control Fund. Budget and FTE information for the Crime Prevention and Control Fund can be found in the special revenue fund section of the budget.

Strategies

- Maintain the accessibility of services and housing to people in Denver who are experiencing homelessness or at-risk of becoming homeless through service provider partnerships with the DRH program. *(Safety Net)*
- In partnership with a network of community providers, make safe and legal shelter beds available and provide services for all populations during the day and night until adequate permanent housing is in place. *(Safety Net)*
- Implement the Rapid Entry System for shelter entry, which will capture client information as they swipe the card to access shelters or services. This information will be automatically entered into a database. The program will be instituted in all shelters and provide supplemental information to the annual point in time count. *(Safety Net)*

Performance Measures

	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Number of people using shelter	1,739	1,346	1,471	1,507	1,500
Number of people in housing receiving services	N/A	N/A	628	600	625
Number of people housed through DSOC	260	271	274	265	265

Performance Context

- **Number of people using shelter** is calculated from the annual point-in-time (PIT) survey conducted locally each January by the Metro Denver Homeless Initiative. While this is the primary data point utilized by the U.S. Department of Housing and Urban Development for purposes of federal funding, the PIT provides numbers that are inconclusive because many of the participants in shelter refuse to take the survey.
- **Number of people in housing receiving services** is the annual number of women, men and families accessing Supportive Housing, Transitional Housing and Emergency Housing while receiving services. It is based on annual reports received from contracted partners of Denver's Road Home programs associated with housing services.

- **Number of people housed through outreach** is the number of homeless persons connected to services through the Denver Street Outreach Collaborative (DSOC) and then placed into housing and/or reunified with family. This number may be impacted by a variety of conditions. The number of housed/reunified will vary by year based on the housing and resources available. The number housed is also impacted by the ability for the DSOC outreach staff to work one-on-one with homeless individuals over time rather than dispatching on emergency needs calls.

Budget Highlights	2015 Actuals	2016 Appropriated	2017 Recommended	$ Change	% Change
Expenditures by Type					
Personnel Services	582,550	706,552	495,288	(211,264)	(29.9%)
Services and Supplies	5,374,106	5,810,270	6,029,250	218,980	3.8%
Internal Services and Misc.	4,211	26,213	24,106	(2,107)	(8.0%)
	5,960,866	**6,543,035**	**6,548,644**	**5,609**	**0.1%**
Expenditures by Activity					
Office of Drug Strategy	119,525	191,127	0	(191,127)	(100.0%)
Denver's Road Home	5,841,342	6,351,908	6,548,644	196,736	3.1%
Total Program Expenditures	**5,960,866**	**6,543,035**	**6,548,644**	**5,609**	**0.1%**
Personnel Complement (Budgeted)					
Denver's Road Home	6.00	6.00	5.00	(1.00)	(16.7%)
Office of Drug Strategy	1.00	2.00	0	(2.00)	(100.0%)
Total Personnel Complement	**7.00**	**8.00**	**5.00**	**(3.00)**	**(37.5%)**
Revenue					
Miscellaneous Other	80,030	75,000	0	(75,000)	(100.0%)

Significant Budget Changes by Program

Impact Description	FTEs	Dollars
Denver's Road Home		
• A decrease in personnel services due to the transfer of the Drug Strategy program and personnel to the Office of Behavioral Health Strategies (OBHS) division.	(2.00)	(176,000)
• A decrease in personnel services due to budgeting an outreach case coordinator in the Homeless Services Donations Fund to reflect the actual funding source for the position.	(1.00)	(80,000)
• An increase in services and supplies primarily for additional street outreach contract support.	0.00	218,900

Capital Equipment

None.

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