



DENVER
THE MILE HIGH CITY



CITY AND COUNTY OF DENVER
MAYOR'S BUDGET

VOLUME 1

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Mayor's 2021 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, 2020

Christopher P. Morill

Executive Director

**Mayor's 2021 Budget
For the Fiscal Year Ending
December 31, 2021**



Michael B. Hancock, Mayor

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Budget Book Cover, "Photo of Interwoven", by James Casey

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Michael B. Hancock
Mayor



City and County of Denver

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September 15, 2020

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

The COVID-19 pandemic decimated our budget in 2020 and 2021 has been one of the most challenging budgets to produce in recent memory. Tough decisions had to be made in all areas, yet this budget clearly shows our priority of supporting those who need it most, continuing to respond to the coronavirus pandemic, protecting our public health, keeping people safe and getting people back to work by rebuilding our local economy.

In February of 2020, most economists agree the U.S. entered a recession, ending the longest economic expansion in our nation's history. The next month, COVID-19 brought economic activity to a near complete halt. Denver's revenue is projected to decline by \$220.7 million in 2020, the worst drop in city revenue since 1933 and nearly equal to the entire 2020 operating budgets of Parks and Recreation, Community Planning and Development, Denver Public Library, Trash Collection, Department of Public Health and Environment, Human Rights and Community Partnerships, and the Office of Climate Action, Sustainability and Resiliency combined. Denver's economy is heavily driven by tourism and services which took the brunt of the initial impact, both to consumer spending as well as employment. Consumer spending for retail and food services dropped 15.7% year-over-year through July 2020 in Denver, more than seven times that of the U.S. overall (-2.1%) and revenue from lodgers' taxes fell by more than 60% in Denver.

To close this \$220.7 million budget gap in 2020, we deployed multiple tools to minimize impacts to core city services, especially in traditionally under-resourced communities, while maintaining our financial stability, including:

- using \$94 million in reserves which the city maintains to ensure services continue even during severe economic downturns;
- requiring Career Service employees and appointees to take eight furlough days, for a budget savings of \$16 million;
- City agencies have generated \$127 million in savings from their budgets including suspending personnel hiring for most positions.

Thankfully, and unlike many other cities, Denver wisely had reserves to help cushion the fiscal blow. In addition to the cost savings measures deployed to close the gap through the General Fund, the city also leveraged city reserves and contingency funds along with federal and state funds totaling \$189 million as of Sept. 15 to offset the costs related to the pandemic response. Additional COVID Relief Funds will be leveraged through the remainder of the year to support our emergency response as well as the Denver community and businesses.

Today, even with signs of economic improvement, our recovery is fragile because the pandemic is ongoing. While we expect modest revenue growth to occur in late 2021, we anticipate our economy will not return to pre-pandemic levels until 2022 at the earliest – even after a vaccine may become widely available.

This 2021 budget marks a year of significant and difficult cuts necessary to close a budget gap of approximately \$190 million between our projected revenues and expenditures. This budget carefully manages the uncertainty of continuing public health and economic conditions with our obligation to serve the community and keep us on a path toward rebuilding our local economy in a way that is sustainable and equitable.

To close the gap, a total of \$154 million in savings proposals include:

- \$39 million due to reduced hiring and holding more than 400 career service positions vacant;
- \$14.5 million reduced General Fund support for the capital improvement program;
- \$12 million generated by citywide furlough days;
- \$9.6 million reduction in fleet replacement;
- \$7 million through vacancies in sworn staff in police and fire due to smaller recruit classes;
- \$7 million in technology equipment, project and licensing savings
- \$4.5 million from vacancies in the Sheriff Department;
- \$3.2 million due to forecasted lower jail population continuing into 2021;
- \$3.9 million of utility and facility maintenance savings;
- \$2.3 million in reduced uniform overtime spending in safety agencies.

Continuing to Respond to the COVID-19 Pandemic

When COVID-19 hit, we focused our resources on those most vulnerable to the virus. The city leveraged federal and state funds totaling \$189 million to offset the costs related to the pandemic response. Those funds were dedicated to supporting emergency sheltering, PPE, testing, and workplace safety purchases, as well as programs assisting with economic recovery, housing support, public health needs, food assistance and other programs for those impacted by the pandemic.

We stood up two new shelters and hundreds of hotel rooms for people experiencing homelessness and implemented a 24/7, resource focused service model to more easily connect shelter guests to healthcare, housing, and other needed resources. The city immediately deployed financial relief to nearly 2,000 local businesses, non-profits and artists to help keep them open, their workers employed, and support artists who experienced a severe loss of income; provided PPE, sanitization supplies, and other critical items to businesses and nonprofits; and as residents faced job losses, we were ready with rent, utility and mortgage support to help people stay in their homes. Once the rate of infections levelled, we worked to reopen our economy safely.

The pandemic has changed the way we go about our daily lives and, even if a vaccine becomes available, it may take years before we return to the way of life we knew before COVID-19. In 2021, we will continue our work to reduce the spread of the virus by following the guidance from medical professionals and scientists to test, trace and protect against COVID-19. Our economic and fiscal recovery is closely tied to how we manage the pandemic, and we will continue necessary investments in our public health infrastructure.

This budget puts an estimated \$1.4 million to sustain our mobile testing capability through the Wellness Winnie. Expanding community-based testing allows us to focus on the most impacted neighborhoods and mobile testing delivers tests to the doorsteps of people who are homebound.

Our city's recovery is reliant on everyone doing their part to reduce the spread of COVID-19 by following the public health orders. \$2.9 million will be dedicated toward public health inspectors to ensure businesses remain in compliance with public health safety measures that protect our community.

The 2021 budget maintains contingency, reserves and an emergency fund to support the planning and resources needed to prepare the city to handle a potential surge of cases in the winter months, the potential distribution of a vaccine to the community, and continues to prioritize support for people most in need, including those experiencing homelessness, by investing in shelters, housing resources and other needed services. When the Coronavirus Relief Funds authorized under the CARES Act expire in December 2020, and without additional federal funding in 2021, the city will be challenged to address emergency needs and provide support to local businesses and nonprofits suffering severe economic impacts from the pandemic. This is likely to force additional sacrifices to budgets in 2021 in order to absorb costs related to the pandemic not covered through FEMA.

Strengthening Services for the Homeless and Under-Resourced Communities

My 2021 budget places significant focus towards strengthening supports for people experiencing homelessness and people in under-resourced communities. We are making the cuts needed to balance our budget by reducing spending in all areas, except social services where we will continue to invest in efforts to support our most vulnerable by increasing our investments in shelter, healthcare, and social services.

The budget increases investments in social services:

- \$187 million for Denver Human Services, including:
 - \$2 million increase to Temporary Assistance to Needy Families and eviction assistance;
 - \$1 million increase for property tax refunds for families, seniors and people with disabilities and DHS will initiate work to increase eligibility to serve more families, seniors and people living with disabilities who own a home;
- \$70 million for affordable housing and high-quality supportive housing and services for people experiencing homelessness through the Department of Housing Stability including:
 - \$5 million to operate a shelter off 48th Avenue to provide additional capacity to serve around 400 persons experiencing homelessness in response to the public health emergency, providing 24/7 operations with onsite services, housing connections and other supports;
 - \$1.5 million for encampment outreach to support access to shelter, housing, medical care and other services for people experiencing homelessness.
- \$2.9 million to continue the work of the innovative Health and Housing Social Impact Bonds program. Since inception, the program has helped more than 422 people exit the streets and the criminal justice system through supportive housing with most successfully remaining in housing. The original SIB program contract ends in 2020 but the city will continue the investment in 2021 through the General Fund;

The 2021 budget also anticipates support for housing stability programs that help people stay in their homes, such as rent, utility and eviction assistance. The city will also implement the first full year of the pilot program to incentivize affordable housing and sustainable development. The budget provides funds to continue the successful *On My Way!* Program for youth to ensure all children in Denver have free transit access for recreation, education, jobs and other opportunities. This budget also seeks out new partnerships and funding opportunities for the Office of Children's Affairs to ensure Denver families have access to crucial supports like childcare and out-of-school time programming.

Keeping Denver Residents & Neighborhoods Safe

Along with the pandemic and economic challenges, we continue to face the challenge of keeping our children, families and neighborhoods safe. No one should feel unsafe in our city, and that is why this budget addresses our public safety challenges, including pre-COVID concerns around rising rates of youth violence.

The 2021 budget supports a total of \$78.1 million for youth programs, including an additional \$516,000 to fund community-driven youth programs and comprehensive strategies to promote and develop healthy youth and productive adults. A portion of the funds will be used to create and support a dedicated position to lead our youth violence prevention planning and coordination.

- \$178,000 will be used to continue the successful Safe Zone Pop Up Program which enlists community organizations to coordinate and host weekly events within neighborhoods experiencing the highest rate of violence in the city. The funding will support at least six events per week from April through September. The events are community-led, with identified organizations in multiple communities taking the lead on coordinating and hosting the events with support from the city.
- \$250,000 will go to Youth Violence Prevention Micro Grants that support community-based agencies providing prevention and intervention services to youth. The programs, coupled with the Safe Zone Pop Up Program, will begin as early as April 1 and conclude by October 31, 2021. With increased funding, the city will be able to increase the maximum award amount from the current maximum of \$10,000 to \$15,000. In 2020, with \$100,000 from the Department of Safety and an additional \$25,000 provided by Public Safety Youth Programs, the City funded 17 projects spread throughout the city but with a focus on opportunity zones in SW, Near Northeast, and Far Northeast Denver. Projects included prevention, secondary prevention, and intervention services which will provide services to over 400 youth and reach over 1,000 residents.

Keeping communities safe also means continuing to address the underlying conditions that lead to crime in the first place. That's why earlier this year the Department of Public Safety launched the Office of Criminal Justice Transformation and Policy, which is charged with identifying and mitigating inequities throughout the criminal justice system. The establishment of this new office codifies the policy and process improvement work the Department of Public Safety has implemented over recent years. This office will also establish and implement new policies based on community input.

My 2021 budget dedicates \$11.5 million toward addressing complex issues such as behavioral health and criminal justice reform which require a multi-agency, whole-community approach, not including the \$37 million invested in the Caring for Denver program. Denver has known and acknowledged for years that not every call to 911 requires a police response. This budget also adds to initiatives to reform how we respond when someone is in crisis:

- \$1 million in additional funds for the Support Team Assistance Response (STAR) program which deploys mental health professionals and social workers to certain 911 calls instead of police, to match the existing funding provided through Caring for Denver and, once results of the pilot are known, puts funding in place to expand the program to additional police districts;
- \$650,000 to match funding from Caring for Denver (\$1.76 million) and continue the co-responder program which pairs mental health professionals with police officers responding to emergency calls involving a behavioral or mental health crisis, and to place a case manager hub in every police district to better connect people in crisis with medical, mental health and other services;
- Sustains funding for after-hours and weekend navigators to help inmates released from jail connect to housing, transportation, mental-health and other supports (\$270,000); and
- \$3.4 million for the first full year of operations for the Solutions Center where mental health professionals and support staff will provide high quality behavioral healthcare, which provides first responders and other service providers a treatment alternative for people experiencing a behavioral health crisis and housing instability to reduce the likelihood they are detained in jail or taken to a hospital emergency room;

The budget continues funding \$4.2 million for programs to treat the underlying causes of incarceration, many of which were initiated by the Crime Prevention and Control Commission to increase neighborhood safety and pursue evidence-based programs that divert people from entering or re-entering jail. In addition to the co-responders program, some of the initiatives implemented by the CPCC include:

- Law Enforcement Assisted Diversion (LEAD) funding of \$572,000 which aims to improve public health and to end the cycle of recidivism by providing police officers tools to connect potential participants with a case manager instead of arrest;
- Transitional Residential Treatment beds at Denver Health (\$150,000) to provide short-term in-patient support to help people with significant substance use issues stabilize and receive treatment;
- Competency Diversion (\$85,000) which seeks to divert people with a history of multiple competency filings directly into supportive services and mental health treatment instead of waiting in jail;
- Pre-Trial Supervision (\$318,000) to allows people to remain in the community while awaiting trial, instead of being in jail;
- Court programs (Wellness Court, Sobriety Court, Outreach Court, Drug Court) (\$1.2 million) that connect people to resources not warrants when they have a municipal offense and support the improved wellbeing of people with mental health diagnosis and provide treatment for people with substance use and co-occurring substance use concerns;
- Re-entry programming (\$781,000) which provides access to services, education, and resources to people prior to release from jail to improve their chances of success in the community and to reduce recidivism;

The budget sustains funding for the Office of the Independent Monitor, the civilian oversight agency for the Police and Sheriff Departments, and the Municipal Public Defender, who provides comprehensive legal representation to defendants who face jail time for violating municipal ordinances.

When an emergency warrants a police or fire response, this budget dedicates \$449 million from the general fund and special revenue funds for fire and police staffing and resources. We also have an obligation to keep those in our jails and Sheriff Deputies safe, and the budget allocates \$151 million for the Denver Sheriff Department including \$248,000 for body-worn cameras in the intake area of the jail to increase transparency and accountability.

Expanding reforms and prioritizing a diverse network of support services for our first responders ensures the health and safety of every resident, visitor and business in Denver.

Rebuilding the Local Economy

Since the onset of COVID-19, public construction spending has been decreasing nationally. The Colorado Department of Local Affairs recently completed a survey of local jurisdictions which found that 73% of Colorado jurisdictions were deferring or canceling projects as a savings measure to address revenue losses. However, Denver's Capital Improvement Program remains stable and able to support the city's economic recovery.

In 2021, we will accelerate our Elevate Denver bond program, where resources are already secured, by launching another \$170 million to support our local economic recovery. When coupled with our capital improvement program, the city will invest \$478

million in capital program delivery through 2023 to support thousands of good paying jobs for Denver residents, including job training opportunities to help people build careers in the skilled trades, and to provide opportunities for small and microbusinesses and women- and minority-owned businesses. Our return on capital investments are double: every \$1 million spent generates \$2 million in economic output, and the Elevate Denver Bond program is double the size and impact of our last GO bond, the Better Denver Bond Program, which we used to pull us out of the Great Recession.

The 2021 budget also maintains our commitment to transportation and mobility outlined in the 2017 Mobility Action Plan. With annual capital improvement program and bond funds combined, the total 2021 capital investment in the Mobility Action Plan is \$165.6 million including:

- More than \$15 million to continue building out Denver's bicycle network, creating more comfortable spaces for people to ride, improving safety, and meeting Denver's Commitment to build 125 miles of new bike lanes by the end of 2023;
- \$20 million to continue constructing sidewalks where they're currently missing, with \$4.4 million specifically dedicated to the in the Globeville and Elyria-Swansea neighborhoods and building a complete network for people to walk in our city;
- \$1.5 million improve safety on Denver streets with the goal of zero transportation-related deaths and injuries, implementing projects outlined in Denver's Vision Zero Action Plan, addressing neighborhood needs and creating Safe Routes to School;
- \$4 million to improve safety and ease of travel along Green Valley Ranch Boulevard in North East Denver;
- Continued support for an update to the Strategic Transportation Plan (STP) to provide a comprehensive strategic delivery approach towards further making the goals of the Mobility Action Plan a reality.

Mobility options should be open to everyone and the 2021 budget includes \$5 million to increase access for people with disabilities by ensuring infrastructure is at least compliant with the Americans with Disabilities Act. Mobility investments also support the mission of the Office of Climate Action, Sustainability and Resilience (CASR) by bringing effective design and construction practices to enhance environmental, economic, and social sustainability. COVID-19 also exposed interconnection of environmental quality and public health, especially in Denver's under-resourced communities and among people of color. The CASR team is shifting its strategies to focus on developing and implementing solutions to serve these communities first. CASR was approved for \$300,000 in Coronavirus Relief Funds for the deployment of electric vehicle carshares in five under-resourced communities of color. The program, with the non-profit organization eGo, will provide five electric zero-emission vehicles, the required charging stations, and subsidized memberships for at least 450 residents through part of 2021. Carsharing programs are a tremendous financial benefit for low-income households as they provide reliable mobility at a fraction of the cost of full-time vehicle ownership. By providing electric vehicles for the carshare program, this program will also eliminate localized air pollution in the community.

The 2021 budget also sets aside more than \$34 million for acquisition of new parkland, new parks planning initiatives and capital projects for outdoor recreation, resiliency and signature spaces, and maintaining our existing parks. Together, combined with new funds approved by voters, we will dedicate \$140 million to our Parks and Recreation Department.

In addition to capital investments, the city will continue to develop and expand programs to support the recovery of Denver's most vulnerable businesses, including continuing the temporary expansion of restaurants and bars outdoors on private and public property, and quickly inspect hundreds of establishments to allow businesses to safely reopen outdoors. Denver Economic Development and Opportunity (DEDO) played a significant role in providing immediate economic relief to the Denver community at the onset of the pandemic. The launch of the Small Business Emergency Relief Grants, Nonprofit Emergency Relief Grants, Small Business PPE Kit program, and enhanced technical and capacity building support, proved to be valuable tools for the city to help our struggling businesses and nonprofits survive, and in 2021, DEDO's \$36.9 million budget will be strategically used to support the stability and long-term recovery of Denver's economy by providing equitable opportunities to residents and businesses in the city's most under-resourced neighborhoods, addressing post-COVID-19 community needs regarding workforce training/re-training, bolstering support for small, minority, and women-owned businesses, while deploying traditional economic development tactics, to help rebuild and reinforce the city's tax base.

Fiscal Responsibility and Equity

My 2021 budget is fiscally responsible and equitable. My Office of Social Equity and Innovation worked alongside budget staff to consider equity in every decision by asking: How will this spending cut impact traditionally under-resourced communities? How will it impact historically marginalized communities of color and First Nations people? What can we do to mitigate those negative impacts and what can we do to ensure everyone plays a part in our recovery? As I noted in the State of the City, my administration will also work with private partners to operate the first full year of the Denver Institute of Equity and Reconciliation to be the national leader in research of racism, bias, inclusion, practices of reconciliation, and development of programs and trainings for law enforcement and the public, private and education sectors.

My administration remains focused on fiscal responsibility for this budget. We have weathered economic recessions before and come back stronger. We will deploy the same fiscally responsible tools and methods to ensure Denver emerges from this economic challenge stronger, more equitable, and better than before. My 2021 budget maintains our reserves at 12%. If there's anything 2020 has taught us, it's that we simply don't know what the future will bring. Keeping our reserves intact prepares us for uncertain economic conditions. It also helps ensure the city maintains excellent bond ratings, producing favorable interest rates, when issuing bonds like Elevate Denver to jumpstart economic activity and improve our neighborhoods. Importantly, approximately 70% of the city's general fund is used to pay personnel costs. Cutting the budget will always impact city employees and this year is no different. This proposal budgets 424 few positions in the General Fund and greatly reduces hiring. However, because of savings realized through retirements, this budget avoids layoffs for city employees thereby ensuring we do not add to the unemployment woes being experienced in the state and across the country. We are also implementing a more equitable furlough process that uses a tiered system where employees earning the highest wages take the greatest number of furlough days while those earning less take fewer days, including my appointees and me.

2021 Budget Proposal

To brace the city for the ongoing uncertainty in the economy, the 2021 budget proposal makes strategic cuts to most agencies, except for the Department of Housing Stability, Denver Human Services and the Office of Children's Affairs, whose budgets will be expanded to support the growing need for social services. The total 2021 operating budget for all appropriated funds is \$2.1 billion, a decrease of 9.27% compared to 2020 appropriated funds. The budget maintains adequate reserves in all funds according to the city's financial policies. The city's main operating fund, the General Fund, is proposed to decrease to \$1.33 billion, down 10.6% over the 2020 original budget and down 9.37% over the current 2020 budgeted level. The Enterprise Funds operating budgets (Airport, Wastewater, Golf and Environmental Services) will decrease by 2.93% or \$678.8 million from the original 2020 budget.

Revenue Performance

After the sudden and severe economic impacts of 2020, revenues are expected to continue to slowly recover in 2021. However, the extent to which this recovery occurs is largely dependent upon the wide availability of a vaccine for COVID-19 and how well confidence in public health is restored among consumers, businesses, and tourists. The 2021 forecast for General Fund revenue is increasing by \$62,848,000 or 5 percent over the 2020 revised forecast. Growth would have been closer to 9.2 percent in 2021 had it not been for a portion of internal service costs and associated internal billings revenue shifting out of the General Fund and into a newly created special revenue fund beginning in 2021. Most of the General Fund's projected 2021 revenue growth is attributable to improvements in sales tax and lodgers' tax, due largely to continued recovery from COVID-19 impacts on consumer spending and travel, including the gradual easing of mass gathering restrictions, slow improvements in employment, and an improved public health outlook. Sales tax collections are also projected to be positively impacted in 2021 with expiring Downtown Tax Increment Financing Districts revenues returning to the city and as a result of new sales tax revenue associated with out-of-state retailers. Property tax is also projected to contribute to growth in 2021 based on an uptick in the city's 2020 valuation, incremental property tax associated with two expiring Downtown Tax Increment Financing districts returning to the General Fund, and an estimated 0.448 credited mills being restored in the General Fund, which will enable property tax growth up to the 2A allowable growth cap to avoid further service cuts.

Reserves

We place significant value on keeping cash reserves sufficient to sustain core services during economic downturns. The city ended 2019 with 18% reserve funds, or \$44 million above the recommended 15% reserve balance. During the Great Recession reserves were spent down to 10.7% to preserve city services while the city closed budget gaps totaling \$450 million. In 2020, Denver is forecast to lose almost half that amount, \$220 million, due to the pandemic and used \$96 million in reserves to keep the city running and prevent severe impacts to city services and employees. Denver is expected to begin 2021 with approximately 12% of expected expenditures remaining in reserves, or \$163 million. The city will minimize the use of reserve funds in 2021, focusing instead on maintaining the reserve balance to brace for unexpected revenue loss or expenses resulting from the changing public health

conditions surrounding the virus. Credit rating agencies carefully observe how the city manages and maintains its reserve levels. In affirming Denver's AAA Bond Rating in July 2020, Fitch Ratings Agency stated, "The city's budget management at times of recovery is very strong." "Fitch expects currently sound reserve funding and a demonstrated ability to make budgetary adjustments will allow the city to maintain a high level of financial flexibility through the current economic contraction."

In addition to reserves, the annual General Fund contingency is budgeted at \$26 million and the Capital Improvement fund will hold \$7.4 million for unexpected needs in 2021.

The 2021 budget has been one of the most challenging to produce due to the uncertain nature of the public health emergency and its substantial impacts on economic activity. This budget reflects the sense of our city as we end 2020 and head into a new year; cautious optimism toward a sustainable and equitable recovery. I am pleased to submit this 2021 budget proposal for consideration by the Denver City Council, city employees and the residents of Denver. Working together, we can ensure that we meet the overarching goals of this moment in Denver's history. That means protecting our public health, recovering our economy, and ensuring public safety and community prosperity.

Respectfully,

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

Michael B. Hancock
Mayor

Michael B. Hancock
MAYOR



City and County of Denver

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October 14, 2020

Dear Council President Gilmore, Council President Pro Tem Torres and Members of City Council,

Thank you for your participation in and questions during the agency budget meetings, as well as your deliberative process to develop the recommendations for adjustments you proposed for my 2021 budget proposal. I am also appreciative of the willingness to suggest funding solutions - like the suspension of the Fair Elections Fund transfer in 2021 - that recognize our challenging fiscal constraints and allow us to preserve essential city services.

As I shared during the budget launch on Sept. 15, the impacts of COVID-19 on our local economy have been devastating and resulted in 2021 being one of the most challenging budgets to produce in recent memory. Tough decisions were made in all areas, and the budget reflects the priorities of supporting those in our community who are the most vulnerable and under-resourced, continuing to respond to the coronavirus pandemic and protect public health, keeping our neighborhoods safe, and getting people back to work by rebuilding our local economy. Importantly, my 2021 budget proposal is balanced, equitable and fiscally responsible, which allows us to keep our reserves at 12%, an important component to maintaining our AAA rating with all three credit rating agencies.

Given the significant challenges we are facing for 2021 and significant budget reductions implemented in the proposed budget, I appreciate City Council's suggestion to decrease the General Fund transfer to the Fair Elections Fund as a source of funding. The total amount of the transfer for 2021 is \$2,090,000. If City Council suspends this transfer through the legislative process, we will work through the Council to move funds from the Fair Election transfer to support a majority of the requests. We are working with the City Attorney's Office to draft appropriate legislation that we will share with you to request these changes in the 2021 budget.

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

Item 1: \$3 million for STAR Expansion

Now entering its fourth month of operation, early data from the Support Team Assistance Response (STAR) program pilot is showing promising results that suggest the pilot is successfully providing resources and support to people right where they are, right when they need them. I agree the pilot should be scaled in a sustainable fashion and want to do so based on the forthcoming recommendations of the STAR Expansion Work Group. The work group, which is made up of representatives from the community and organizations who developed the pilot program, will make evidence-based recommendations on program. I believe it is critical to hear their recommendations before implementing permanent changes. My original proposed 2021 budget commits \$1 million to support the strategic expansion of the program, and the city will request another \$1 million from the Caring For Denver Foundation for a total \$2.2 million investment in 2021 – ten times the amount of the current pilot. I support an additional \$500,000 for the program from budget savings and the Fair Election funds transfer and will also increase our match request to Caring for Denver. This will bring the program to more than \$3 million in funding in advance of the recommendations made by the Expansion Work Group. I appreciate Council's strong support of the program and concerning council's request to move funds from 911 to DDPHE, this change will be reflected in the revised budget I submit next week.

Item 2: \$220,000 for Transportation Management Associations

Our Transportation Management Associations are important public-private partnerships that help us implement transportation demand management programs and services to improve our air quality and reduce congestion. I appreciate the recommendation and will redirect funds from the Fair Elections transfer to the Department of Transportation and Infrastructure to restore budget to support grants to the five Denver TMAs.

Item 3: \$391,800 for Rental Registry

I support funding of the technology and staffing for the first phase of this registry from General Fund Contingency once the rental registry ordinance, which should be accompanied by a full stakeholder outreach process, is passed by council.

Item 4: \$300,000 for Digital Inclusion

The pandemic and resulting reliance on digital technology has only increased the challenge for families and individuals in under-resourced communities, including those experiencing homelessness. Upon passage of enabling legislation by City Council, \$300,000 will be allocated from the Fair Elections Fund transfer to Denver Public Library and the Office of Children's Affairs to support this request.

Item 5: \$71,700 for the Citizen Oversight Board

The Citizen Oversight Board performs an important function in ensuring independent oversight of the city's safety agencies. Upon passage of enabling legislation by City Council, additional funds totaling \$50,000 to match existing funding already budgeted for the existing part-time position will be leveraged from the Fair Elections Fund transfer to support this \$71,700 FTE request.

Item 6: \$50,000 for Office on Aging Expansion

Our Denver Office on Aging is an important advocate for older adults and based on guidance from the Department of Human Rights and Community Partnerships, which oversees the Office on Aging, we will utilize \$50,000 from the Fair Elections Fund transfer to support this request, upon approval of the enabling legislation by Council.

Item 7: \$1 million for Legal Support for Eviction Defense

My administration continues to monitor the rate of eviction filings in the city as we have since the earliest days of the pandemic and will continue to advocate for those in our community who are experiencing housing instability. I agree the city must address a looming eviction crisis now, as evidenced by our increased funding for cash assistance to families and property tax relief for homeowners in my proposed 2021 budget and our continued use of federal and local funding for rental, utility, mortgage, and eviction assistance. Unfortunately, even with this work, we must also prepare to support those who will still face eviction. Upon enabling action by Council, I will allocate \$1 million from the Fair Elections Fund transfer to the Department of Housing Stability for increased legal support for eviction defense.

Item 8: Public Restrooms in Parks

While not a formal funding request, your letter also raises concerns about public restrooms. In the earliest days of the pandemic, our Parks and Recreation team worked with the Department of Public Health and Environment to support installation of multiple hand sanitizing stations throughout the city as well as continuing to assess and support portable restrooms in areas of the city where they are needed. By year's end, DOTI will also be well underway with installation of an additional public restroom in downtown with funding secured for a second facility. The Department of Parks and Recreation has identified a financial need of \$365,000 to support restroom operations in our city's parks in 2021. Upon enabling action by Council, I will allocate \$365,000 from the Fair Elections Fund transfer for public restroom operations in city parks.

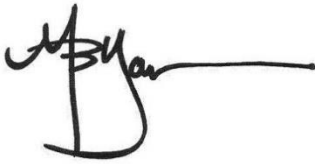
Item 9: Youth Violence Prevention

As Mayor, there are few things more concerning to me than the rising trend of youth violence in our community and across the country. My 2021 budget sets aside \$78.1 million for youth programs, including an additional \$516,000 for community-driven youth programs. Additionally, my Youth Violence Prevention Action Table (YVPAT) – a conglomerate of youth, community and city leaders convened to identify immediate and actionable items

needed to support youth violence prevention efforts – is reviewing the most appropriate agency to house youth programs. I appreciate Council's feedback and look forward to considering it as I review the YVPAT's forthcoming recommendation about the most appropriate organization to administer youth programming in the future.

I want to reiterate my appreciation for your input and proposals. We were able to make these changes while still maintaining our financial stability and staying true to our Denver values. I look forward to working with City Council in the coming year to put these investments into action supporting an equitable and sustainable recovery from the pandemic and economic crisis.

Respectfully,

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

Michael B. Hancock
Mayor

Michael B. Hancock
Mayor



City and County of Denver

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October 30, 2020

Dear members of City Council:

In advance of the council meeting on Monday, I have asked my team to identify alternatives for the following council-initiated requests from your letter of October 10. It is my hope that these changes are received as a gesture of good faith between the executive and legislative branches of city government. I have asked the Department of Finance to identify the following funding options:

- **Transportation management association memberships:** DOTI will utilize 2020 budget savings to fund these memberships totaling \$220,000.
- **Digital inclusion:** \$300,000 of funds in the city's Coronavirus Emergency Response Special Revenue Fund will be set aside for these initiatives.
- **Citizen Oversight Board:** Funded from a vacant position from the Executive Director of Safety. The administration will initiate an ordinance to shift the appropriation to the Office of the Independent Monitor following budget passage.
- **Office of Aging grant position:** The Administration will initiate an ordinance to use contingency to fund the balance of the position for 2021, contingent upon the completion of the legislative process.
- **Eviction legal defense and prevention:** due to the increased risk of eviction caused by the economic impacts of the COVID-19 pandemic, \$1,000,000 in funds from the city's Coronavirus Emergency Response Special Revenue Fund will be set aside to support residents facing eviction.
- **Parks restrooms:** Parks will identify \$365,000 of Parks 2A funds needed to ensure restrooms are open and operational for their full 2021 season, as well as to provide portable facilities in parks without permanent restrooms and where plumbing cannot be operated during winter months.
- **Rental registry program:** Consistent with my letter of October 14, 2020, I will support a supplemental appropriation of \$391,800 after the completion of a thorough community process and the passage of enabling legislation.

In my letter to City Council two weeks ago, an additional \$395,000 was Identified to bring the total funding of the STAR program to \$1.4 million of city funds. I am committed to the Support Team Assistance Response (STAR) program and its sustainable growth. The STAR Expansion Work Group just initiated their work to evaluate and make an evidence-based recommendation on the expansion of the program and that group should be allowed to complete that work so limited resources are not stranded in a program that cannot deploy them. Additionally, DDPHE is underway with a behavioral health strategic plan to ensure all city and state efforts around behavioral health are integrated and functioning together for the benefit of our residents. Once the pilot program is complete and the operational and financial investments for the program have been determined, I support advancing a supplemental funds for the program from the City's contingency fund. DDPHE will continue to pursue a 50% match of funds from the Caring for Denver program that derives its funds from a 2018 voter approved sales tax to achieve a total investment of \$2.8m in STAR for 2021.

I will not support any amendments that further cut agency budgets, specifically, those that would compromise the funds of the police department. The proposed 2021 budget contains agency reduction proposals totaling \$154 million dollars. I must stress that reducing investments in public safety will not produce better safety outcomes for Denver's community. We have an opportunity to continue investments in alternative policing programs while continuing our commitment to transform our safety organizations. As Mayor, it is my primary duty to provide for the safety and wellbeing of the people that live, work and visit Denver. As such, I will reject any proposal that will compromise Denver's ability to maintain the safety of our community.

Denver's economic and financial condition remains precarious. Increased COVID cases may lead to further public health restrictions and if cases cannot be reduced, more restrictive public health orders may be needed. These restrictions could lead to even more economic impacts for the city. Therefore, it is important to maintain our financial reserves. The 2020 budget is forecast to use \$95 million of reserves due to revenue losses and to avoid more painful service cuts and impacts to our employees. The 2021 budget also includes other financial work that needs to be done. The budget requires collective bargaining agreement savings or further budget reductions in order to be balanced. To date, council has not provided a path to achieve savings from collective bargaining agreement negotiations, even though we have found that both the fire and police unions have willingly offered savings that would significantly benefit the city's financial position next year. I would like to thank both unions' willingness to share in the sacrifice to avoid more painful service cuts.

I understand City Council may be considering increasing the City Council 2021 budget by \$700,000 through an amendment that would use reserve funds. Other than furloughs, the City Council budget has been spared any programmatic reductions in 2021. If this action were taken by City Council it would be an affront to the sacrifices made by city employees, city agencies and the residents of Denver who are experiencing service cuts. I will reject any measure that uses reserve funds or requires further agency budget cuts to increase the City Council budget.

I need to share with you that City Council's action last year on community corrections, last week's flip flop on a rational and temporary deployment of Fair Election Fund dollars, and the rejection of the collective bargaining agreement with the police union have ended up costing the city money at a time we can ill-afford it. As elected officials we obviously may agree to disagree and amiably so, but while disagreement is healthy, dysfunction is not. Collaboration between the executive and legislative branches of Denver's city government has always produced the best outcomes for our residents. Although we do not always agree, and these days it seems much less often we do, I do still firmly believe that all of us are motivated to do the best for our city and the people we are elected to serve. It is important that we do not ourselves engage in or encourage others to delegitimize reasonable policy positions, but instead, work together to find consensus. This will take concessions from all of us. It is my hope that these budget proposals are received by City Council as an effort on my part to find consensus that serves the best interest of the residents of Denver.

Respectfully,

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

Michael B. Hancock
Mayor



TO: Mayor Michael B. Hancock
FROM: Council President Stacie Gilmore, President Pro Tem Jamie Torres
DATE: October 9, 2020
SUBJECT: City Council Adjustments to the 2021 Budget Proposal

AMANDA SANDOVAL
DISTRICT 1

KEVIN FLYNN
DISTRICT 2

JAMIE TORRES
DISTRICT 3

KENDRA BLACK
DISTRICT 4

AMANDA SAWYER
DISTRICT 5

PAUL KASHMANN
DISTRICT 6

JOLON CLARK
DISTRICT 7

CHRISTOPHER J.
HERNDON
DISTRICT 8

CANDI CDEBACA
DISTRICT 9

CHRIS HINDS
DISTRICT 10

STACIE GILMORE
DISTRICT 11

ROBIN KNIECH
AT-LARGE

DEBORAH "DEBBIE"
ORTEGA
AT-LARGE

City Council has been called on by our Denver neighborhoods to advocate for them as they navigate their way through a global pandemic and to address systemic racism and social justice issues that have plagued our country from its beginning. As we face these challenges, it is our goal to ensure the proposed \$2.1 billion budget helps all Denverites through the difficult challenges we currently face while continuing to provide necessary city services.

To accomplish these goals, City Council took a more hands-on approach to the budget process this year. During city council budget hearings, we were able to hear from several City agencies for the first time, including the Office of Children's Affairs, the Office of the Independent Monitor and Human Rights and Community Partnership as these agencies support our neighborhoods in innumerable ways.

During the process, City Council used our agreed-upon budget priorities to guide our decisions:

- Mitigate and reduce involuntary displacement of community members and businesses
- Increase affordable housing options and support for those experiencing homelessness throughout our City
- Reframing safety in a public health, evidence-based and anti-racist approach with community investment to ensure healthy neighborhoods
- Prioritize and support the recovery, resilience and encourage innovation of our workforce, local businesses, and community organizations
- Protect our natural environment through policy and invest in communities to combat climate change
- Increase complete multimodal transportation connections throughout the city

After four budget working sessions and accepting review and input from all 13 council members, we request the following changes to the budget. Each request was evaluated using two methods; requests were first prioritized by a rank-choice process and then by a vote of council members.

BUDGET REQUESTS SUPPORTED BY A SUPER MAJORITY

\$3 million for STAR Expansion

This request is to fund a phased expansion with teams/vehicles added to cover each of the six police districts before the end of 2021. This request advances equity through providing non-police resources to reframe safety in a public health, evidence-based and anti-racist approach. The recommendation to transfer oversight of the program and its contracts to DDPHE is also consistent with this goal, and is based on the more robust mental health qualifications, contract administration infrastructure, and experience with diverse external stakeholders and advisory groups of DDPHE in comparison with the 9-1-1 division, which of course will continue to be a critical implementation partner regardless of contract administration.

Recipient Agency: DDPHE

Suggested funding source: Fair Elections Fund or DPD recruit budget or DPD services and supplies

\$220,000 for Transportation Management Associations

Reinstate funding for 5 Transportation Management Associations. TMAs function in all city council districts (except District 2). TMAs have been an invaluable partner to Denver for more than two decades, eliminating their funding is short-sighted and will impede achieving our mobility, climate and equity goals.

Recipient Agency: DOTI

Suggested funding source: DOTI - Office of Business & Community Engagement

\$391,800 for Rental Registry

These funds will set up the Accela software needed for a rental registration and licensure program (\$241,800), provide 2 FTEs who will serve as licensing technicians for the program (\$140,000) and outreach and education funds (\$10,000) for the initiative to collect city rental property data, find property owners in case of emergencies or code violations, and ensure safe and healthy rentals are maintained in Denver. Agency use of these funds would be contingent on the passage of an ordinance enacting the program.

Recipient Agency: Excise and License

Suggested funding source: Fair Elections Fund or DPD recruit budget or Safety administration

\$300,000 for Digital Inclusion

Digital inclusion is a significant issue among low-income and BIPOC communities and our ability to reach households without computers or internet severely impairs our ability to connect effectively.

Recipient Agency: Denver Public Library or Office of Children's Affairs

Suggested funding source: Fair Elections Fund or DPD recruit budget or DOTI - Office of Business & Community Engagement

\$71,700 for the Citizen Oversight Board

This funding will convert a part-time, on-call position to a full-time position to better support the increased size of the Citizen Oversight Board and to help the COB in meeting its obligations to receive, analyze and make recommendations based on community input regarding public safety agencies in Denver — the demands of which are greater than ever.

Recipient Agency: OIM on behalf of the Citizen Oversight Board

Suggested funding source: DOS services and supply budget

\$50,000 for Office on Aging Expansion

This expansion supports the Office on Aging and makes the DenverConnect initiative a permanent budget item to help with senior supports and services (grant currently ends June 30, 2021). This funding will ensure the continued work of this office especially in vulnerable neighborhoods that cannot access resources and supports at downtown locations.

Recipient Agency: HRCP/ Office on Aging

Suggested funding source: Fair Elections Fund or DPD recruit budget or DPD Special Ops

BUDGET REQUEST SUPPORTED BY A MAJORITY

\$1 million for Legal Support for Eviction Defense

The extreme amount of evictions that we are facing, are a major issue to address. Predatory and large rental/management companies will permanently harm the most vulnerable and exacerbate our homelessness crisis. If we do not get in front of this, we will have larger numbers of people on the streets with no real pathway to housing.

Recipient Agency: HRCP or City Attorney's Office

Suggested funding source: City Attorney's Office

Denver City Council appreciates the efforts of all agencies, including Parks and Recreation, to adapt to the unprecedented emergencies of COVID-19 and mid-year budget cuts. Our parks are always treasured, and now more than ever, are a lifeline for physical and emotional well-being of our residents and visitors. In times of emergency especially, we must

prioritize fundamental city services, and restroom facilities that allow park users to meet their basic human needs are critical to public health and equity for users of all ages and health conditions, many of whom are not yet a "10 minute walk" from home to a park.

We call upon the administration to ensure that the final 2021 budget definitively funds and explicitly references that the personnel, services and supplies funding in the budget is adequate for all park permanent restrooms to be open and operational for their full 2021 season, as well as to provide portable facilities (with sanitizer/handwashing wherever possible) in those parks without permanent facilities and in those parks ordinarily serviced with portable facilities during the seasons where plumbing cannot be operated. Because the science is clear that COVID-19 will be with us for the foreseeable future, even if mitigated to some unknown degree by a vaccine, we recommend conservatively assuming that COVID-19 cleaning standards would be required in 2021 when planning for these expenses.

Youth violence prevention has been and continues to be a priority of the City. However, the Safety Department is not equipped to provide the wrap-around services and supports that communities need like other city agencies can, especially neighborhoods that have been historically disadvantaged. A super-majority of council members ask the administration to transfer youth programs from the Safety Department to the Office of Children Affairs to mitigate the negative, unintended consequences of police interaction with citizens who require different services than police are able to provide.

Sincerely,



Stacie Gilmore
Council President



Jamie Torres
Council President Pro Tem

CC: Brendan Hanlon, Chief Financial Officer
 Stephanie Adams, Budget Director
 Alan Salazar, Chief of Staff
 Skye Stuart, Mayor's Legislative Director

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

Volume 1

Introduction

The Introduction contains the Mayor’s budget message and, in the final 2019 Budget Document, an overview of the City’s Strategic Framework. Changes made after the September draft are included in this section, including City Council’s memo requesting amendments and the Mayor’s reply. This section also contains information on the budget decisions making process, strategic priority areas, and innovations.

Budget Summary

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

Fund Summaries

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

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

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

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

Volume II

Agency/Program Detail

The Agency Detail section contains all department and agency budgets and a description of services. The department and agency summaries include goals for the coming year and the resources dedicated to achieving those goals. The Budget and Management Office facilitates this process on behalf of the Mayor's Office.

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

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

Department and agency narratives include the following information:

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

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

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

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

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

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

In 2021, each agency section provides **2020 Covid-19 Overview**, that describes the impact of the pandemic and stay at home orders on their business operations and services, as well as any mitigation strategies, staff redeployments, and other actions to respond to the public health and economic recovery efforts.

The **Department Budget** (large departments only) summary provides a breakout of agencies or major divisions within each department. It also breaks-down funding by source, including: General Fund, Enterprise Funds and Internal Service Funds, grants and other Special Revenue Funds, and Capital Improvement Funds. Appropriated transfers and payments are

included, where applicable. Each table in the summary compares the prior year actuals, current year appropriations, and the ensuing year recommended budget for the department's expenditures, personnel complement, and revenue.

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

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

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

Volume III

Capital Program Detail

New for 2021, the Capital Improvement Program has been moved from a tab in Volume 1 to a Capital Volume.

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

Volume IV

New for 2021 and on-line only, the Budget and Management Office will post a line-item detail budget report for all departments and cost centers, as well as a detail position costing report for all positions in the City.

The Strategic Framework

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

This framework, shown in the graphic below, illustrates Mayor Hancock's priorities for the 2021 budget as it relates to the guiding principles of ensuring the City's short- and long-term financial stability while delivering an equitable and inclusive city.

The following pages outline key strategies for priority areas and the measures used to gauge success. This includes immediate and long-term approaches to continue responding to the COVID-19 pandemic, strengthen social services for individuals experiencing homelessness and under-resourced people, keep Denver residents and neighborhoods safe, and rebuild our local economy. All of this is guided by the principles of financial stability and equity. For a more interactive experience and story-maps with updated data, visit www.denvergov.org/peakperformance.





2021 Mayor's Priorities

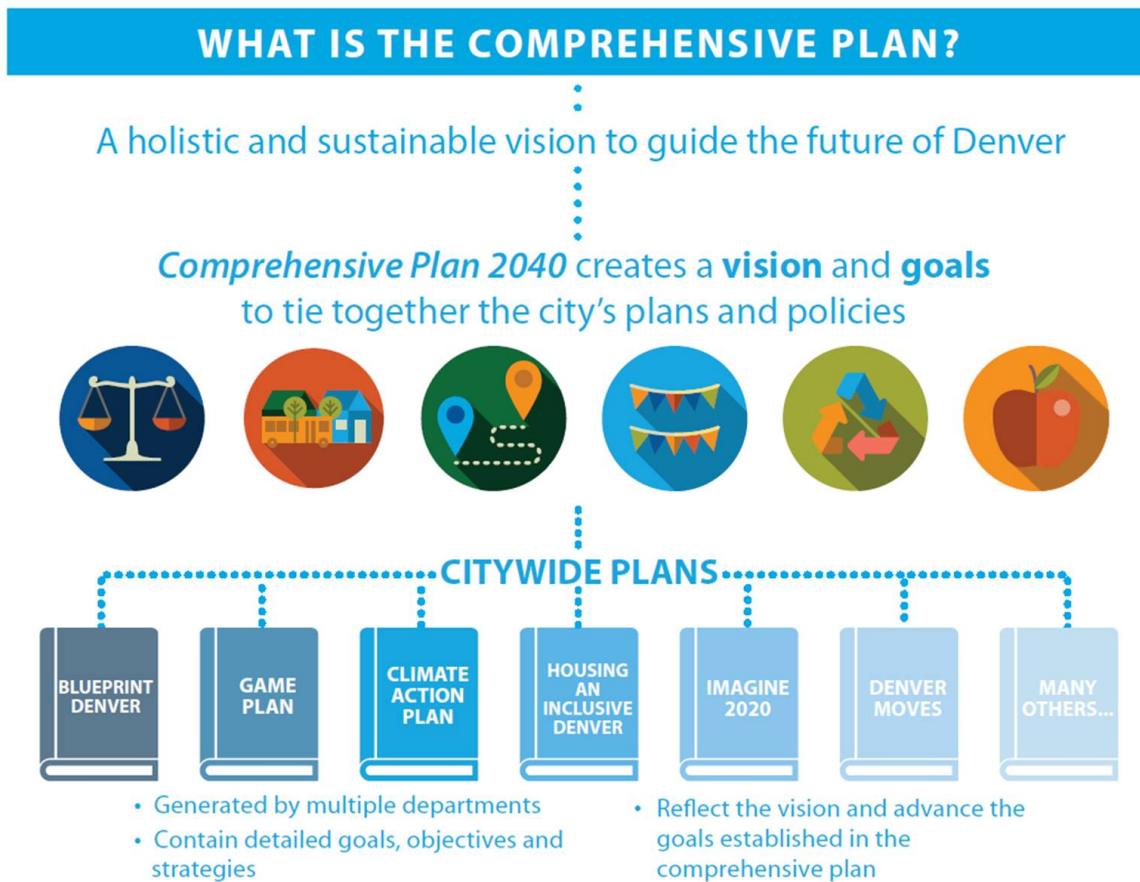
- **Continue to Recover from the COVID-19 Pandemic:** Planning, programs and services that support the City's work to respond to the COVID-19 pandemic by testing, tracing, and protecting the public from COVID-19 and planning for the eventual distribution of a coronavirus vaccine.
- **Strengthen Services for the Homeless and Under-Resourced People:** Programs and services that are directly connected to and support people experiencing homelessness and people who are under-resourced and in need of social services. Keep people who have homes housed and connect people without homes to supportive and affordable housing; connect people to healthy foods; provide childcare and early childhood learning to all children, and other initiatives that support affordability and promote economic prosperity for all Denver residents. Vital to the effort are targeted investments to serve, support, and provide pathways to stable housing for people experiencing homelessness.
- **Keep Denver Residents and Neighborhoods Safe:** Invest in maintaining Denver as one of the safest cities in America and ensure the City and County of Denver continues to lead the nation in criminal justice transformation. A truly inclusive city is composed of programs and services that foster inclusive community involvement and support safety for everyone, regardless of race, gender, socio-economic status, or beliefs. Keeping communities safe also means addressing the underlying conditions that lead to interactions with our first responders, such as the need for increased mental and behavioral health services and continuing to reform our systems.
- **Rebuild the Local Economy:** Programs and services that keep us on a path toward rebuilding our local economy in a way that is sustainable and equitable by: expanding access to good paying jobs and job training for traditionally under-resourced communities and people; creating opportunities to engage and grow our small and microbusinesses, and women- and minority-owned businesses; supporting safe operations of businesses during the pandemic; and stimulating local economic output.

Doing the Most with Every Dollar

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



Comprehensive Plan 2040 Overview



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

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

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

Learn more about Comprehensive Plan 2040 and Denveright at www.denvergov.org/denveright

The City and County of Denver has integrated the Comprehensive Plan 2040 vision elements into its deliberation process during the preparation of the Mayor's 2021 Budget to ensure that funding decisions are aligning to the community's vision for Denver.



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



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



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



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



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



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

Overview

2020 COVID Response

When the COVID-19 pandemic first emerged in Denver in 2020, City emergency management structures were activated to coordinate the response. The Public Health and Environment Departmental Operations Center (DOC), managed by the Department of Public Health and Environment, was activated on March 2, 2020 to guide and implement citywide public health strategies to control COVID-19, working in coordination with the Colorado Department of Public Health and Environment and the Centers for Disease Control and Prevention. The Emergency Operations Center (EOC), managed by the Office of Emergency Management, was activated on March 9, 2020 to coordinate citywide preparedness and response needs, coordinating with the DOC. The EOC was de-activated on June 19, 2020, at which point COVID-19 coordination responsibilities shifted to the Long-Term Recovery Committee, which continues to serve as a coordinating body among City agencies and departments as well as the community to advise the mayor on appropriate strategies.

As the pandemic evolved, the City and County of Denver used City resources and leveraged State and Federal support to engage in several efforts to prevent or mitigate adverse impacts on residents' and business' health and safety, as well as economic and housing stability. The City stood up two new shelters and hundreds of hotel rooms for people experiencing homelessness and implemented a 24/7, resource-focused service model to more easily connect shelter guests to healthcare, housing, and other needed resources. The City immediately deployed financial relief to nearly 2,000 local businesses, non-profits and artists to help keep them open, their workers employed, and support artists who experienced a severe loss of income; provided PPE, sanitization supplies, and other critical items to businesses and nonprofits; and as residents faced job losses, we were ready with rent, utility and mortgage support to help people stay in their homes. Once the rate of infections levelled, we worked to reopen our economy safely.

2021 COVID Response

From Rescue to Recovery, the City continues to monitor the evolving situation and is investing local, state, and federal resources to control the pandemic and limit its impact on Denver's communities.

Key Strategies

Denver's Citywide COVID-19 Action Plan identifies six key strategies to guide recovery actions, which will continue in 2021. Some specific objectives for each strategy are included below (note that some objectives support more than one strategy). For more details, please see the latest version of the plan, which is updated here: <https://denvergov.org/Government/COVID-19-Information/Public-Orders-Response/Response-Plans>.

- **Ensure our ability to care for the sick within our hospitals.** The DDPHE will help monitor the capacity of health care partners to manage a pandemic-related surge by monitoring key caution indicators. The City will prevent hospitalizations as much as possible through the enforcement of citywide public health protective actions outlined under 24-16 of the Denver Revised Municipal Code, as well as state and local Public Health and Face Covering Orders. Additionally, as vaccines become available in Q1, the City will coordinate with State and local partners in the distribution effort.
- **Build the capacity to protect the health and well-being of the public.** The City will increase protective health measures across all city facilities, including the county jail and detention center, by ensuring city departments and agencies have the necessary resources to address COVID-related needs to protect their

employees and serve the community. This will be achieved through the implementation of a citywide resource management process to conduct procurement, purchasing, and contracting of regularly needed products such as PPE and cleaning supplies.

- **Protect our most vulnerable communities.** The City will conduct outreach in support of vulnerable populations, such as people experiencing homelessness, long term care facilities, and communities of color.
- **Prevent infection in people who are at high risk for severe disease.** The City will provide on-site COVID-19 testing to Denver residents and facilities experiencing outbreaks. DDPHE will continue testing and contact tracing to identify cases and mitigate community spread. This includes providing testing at four established community sites, while continuing to support mobile testing and Denver Public Health pop-up testing throughout the community; initiating case investigations within 24 hours of receipt from the State; and performing contact tracing of confirmed COVID-19 cases, including sharing resources and testing information, within 24 hours of referral, not to exceed 48 hours, per State guidance.
- **Reduce social, emotional and economic disruptions.** The Mayor's Office will coordinate with several city agencies to continually develop and/or modify all rules, orders, provisions, exceptions and guidance as the pandemic and resulting risk levels evolve in order to provide clarity as well as smooth disruptions to normal life as much as possible. Decisions regarding the level of restrictions and phase determination will be informed by key indicators. Additionally, the Office of Emergency Management will begin Continuity of Operations and Continuity of Government reconstitution efforts to minimize disruptions in government agencies.
- **Protect our most vulnerable businesses.** The City will support the progressive re-opening of businesses within the City and County of Denver and long-term modifications to operations in support of the current order. Assistance will include providing health guidelines, workforce support programs, and relief funds.

Outcome Measures

As the COVID-19 pandemic continues, the following measurements will be used to track Denver's progress in managing the City's response effort:

- COVID-19 case trends over time and tracking progress towards Protect Our Neighbors status on the CDPHE COVID-19 dial/dashboard.
- Community testing at the four established community testing sites will be maintained to exceed the CDC benchmarks. Data recorded includes number of people tested, positivity rates, and certain demographic info.
- Number of COVID-19 vaccines distributed by eligible cohort and/or phase. Similar to testing, vaccination will likely be a team effort between state and local governments, as well as hospitals, clinics, and pharmacies.
- Number of warnings, citations, and temporary closures pertaining to enforcement of state and local public health orders.
- PPE requested by and distributed to external healthcare partners.
- Grant dollars received and expended.

Key 2021 COVID-19 Response Investments

In response to the COVID-19 pandemic, Denver received \$126.8M in Coronavirus Aid Relief and Economic Security Act (CARES) funding from the Federal government to support recovery efforts in conjunction with disaster support from the Federal Emergency Management Agency (FEMA). To date, the City has allocated about \$85M in CARES Act funding to support sheltering for people experiencing homeless, food assistance, rent/mortgage and utility payments, and small business recovery grants. Similar investments will continue into 2021.

CRF Disbursements Status

Phase #1 Release Date: May 19th (\$18.43M)	Phase #2 Release Date: Mid-August (\$26.69M)	Phase #3 Release Date: Mid-October (\$12.52M)	Phase #4 Release Date: Mid-Dec. (\$4.20M)	City Operations (\$41.26M)	Reserve (\$23.80M)
<ul style="list-style-type: none"> Rent, utility and mortgage assistance programs Food support for vulnerable populations Grant programs for small businesses and non-profits Testing & PPE 	<ul style="list-style-type: none"> Additional small business and non-profit support Support for artists and cultural orgs. Additional shelter space Additional food assistance Social equity and innovation support Left behind workers 	<ul style="list-style-type: none"> Shelter space Rent and utility assistance Support for non-profits Marketing of seasonal events to drive economic activity downtown Childcare Support for target populations (disabled, Native Americans, faith community, older adults, immigrants & refugees) 	<ul style="list-style-type: none"> Additional rent and utility assistance Small business grant support Support for restaurant and hotel workers 	<ul style="list-style-type: none"> Accommodates some categories of payroll expenses (public health and safety employees, unemployment, paid sick leave) Make public buildings safe Laptops, teleworking expenses Some categories of technical consultative services FEMA cost share (25% local match - \$15M) 	<ul style="list-style-type: none"> Reserve Coverage for some shelter operations until FEMA accepts/denies claim submitted in mid-September

FEMA provided Denver with a cash advance of \$22.1M. As of this writing, the City allocated \$6.1M for Personal Protective Equipment (PPE), \$10.2M for Emergency Sheltering Support, \$4.4 for Community Testing and \$1.4M for Emergency Operation Center (EOC) expenses. Denver will continue to work with the State to apply for reimbursement of COVID-19 related expenses in 2021 and over the next several years.

The 2021 budget includes the following public health investments of City General Fund and Special Revenue Fund dollars, as well as funds from federal and state grants:

- \$4.1 million in federal grants from the Center for Disease Control (CDC) for epidemiology, infection prevention and control, and testing.
- \$2.9 million will be dedicated toward public health inspectors to ensure businesses remain in compliance with public health safety measures that protect our community. Additionally, staffing resources within DDPHE and other agencies throughout the City have been reallocated to prioritize activities related to responding to COVID, such as testing, contract tracing, administering vaccinations, and emergency shelter work.
- \$2.2 million in a combination of the City Emergency SRF and the Coronavirus Relief Funds (CRF) will be deployed as a second layer of funding support for testing activities in 2021 after the testing-focused grants DDPHE manages (ELC and PHEP, specifically) are exhausted. These funds are not intended to be the ultimate home for these expenses; like our approach for Pepsi Center expenses over the 2020 summer, costs will be temporarily parked in the SRF and CRF while the City awaits a response from the State on anticipated additional funding appropriated by Congress in the 2021 Combined Appropriations and Covid-

Strategic Framework – Responding to Covid

19 Relief Act. The City may also pursue an additional claim for testing expenses via FEMA. If accepted, the costs will be shifted over to FEMA grants, minus local cost share requirements.

- \$1.4 million to sustain our mobile testing capability through the Wellness Winnie. Expanding community-based testing allows us to focus on the most impacted neighborhoods and mobile testing delivers tests to the doorsteps of people who are homebound.

The initiatives and their funding, below, began in 2020 and will continue throughout 2021:

- \$1,700,000 for two gender neutral restroom units on the 16th Street Mall. Using a combination of Coronavirus Relief Funds and CIP funding, this project is a continuation of an effort first begun in 2020. When complete, this restroom will serve as a hygiene station for the community to wash their hands in an effort to stop the spread of COVID-19.
- \$169,000 in Coronavirus Relief Funds to support the continuation of the Temporary Shared Streets program through early 2021. Since April 2020, DOTI has implemented 11 segments of Shared Streets (approx. 7 miles) providing an ability for pedestrians and bicyclists to have more space to walk and bike while maintaining a safe social distance during the pandemic.
- \$77,900 of Coronavirus Relief Funds for community case investigations aimed at stopping the spread of the virus. Funding will also support the distribution of masks, food and medical supplies to newly diagnosed residents with an identified need. This funding will continue a partnership between DDPHE, the Mayor's Office of Social Equity and Innovation and Denver Public Health which first began in 2020.
- \$70,000 in Coronavirus Relief Funds for a coordinated marketing strategy, graphic design, messaging, media planning, and community outreach plan for public health messaging specific to Covid-19. This effort first begun in 2020 and will continue in 2021 with a heightened focus on messaging regarding the Covid-19 vaccines.
- \$58,700 in Coronavirus Relief Funds to bolster efforts to enhance public health marketing materials and elevate communication strategy toward historically marginalized communities of color and First Nations/Indigenous people served through thoughtful material messaging to create equitable access to information. This funding will continue an effort first begun in 2020.
- \$54,300 for the continuation of funding for community-based flu-vaccination clinics first begun in 2020. In addition to supporting the administering of the flu vaccine, the funding also drives awareness of the importance of vaccination through a media campaign in both English and Spanish. Coronavirus Relief Funds will continue to support this partnership between DDPHE and Denver Public Health.

Overview

The 2021 budget places significant focus towards strengthening supports for people experiencing homelessness and people in under-resourced communities. We are balancing the budget through reductions in most areas, however not for social services, where we will continue to invest in efforts to support our most vulnerable by increasing our investments in shelter, housing supports, healthcare, and other vital services.

As property values, housing prices, and rental rates continue to rise—and with the COVID-19 pandemic disproportionately impacting the economic and financial health in minority and under-resourced communities—Mayor Hancock is using an equity approach to help keep Denver affordable and accessible. Denver residents live along a housing spectrum – from residents without a home to people purchasing their first home. This budget provides support for housing stability programs that help people stay in their homes, such as rent, utility and eviction assistance, as well as helping people experiencing homelessness gain housing and the support, they need to stay housed. The City will implement the first full year of the pilot program to incentivize affordable housing and sustainable development. The 2021 budget also continues funding for the *On My Way!* Program that provides free transit access for youth to access recreation, education, and jobs. The 2021 budget also provides additional technology funding for the Office of Children’s Affairs to ensure Denver families have access to crucial supports like childcare and out-of-school time programming.

Key Strategies

Below are the City’s key strategies for addressing under-resourced communities, housing affordability and people experiencing homelessness:

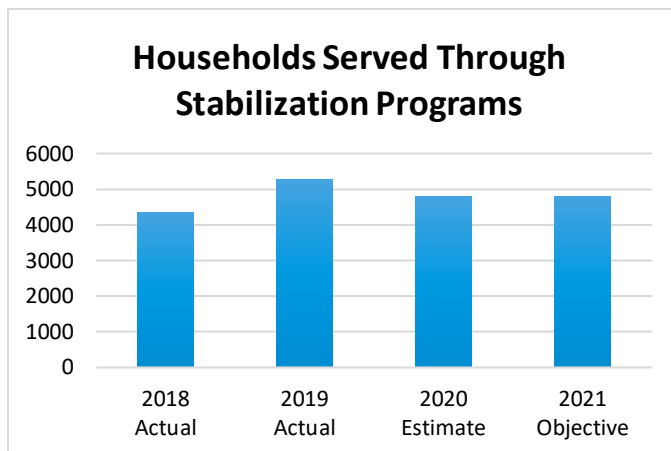
- **Expand Supportive Housing in Our Community:** As the City and County of Denver continues to actively invest in affordable housing, it is critical to continue to pair housing with supportive services to help those transitioning from a life without a home into housing. The *Housing an Inclusive Denver* plan directs 50% of funding investments toward individuals experiencing homelessness and people earning less than 30% Area Median Income (AMI), including investments in supportive housing, which combines housing units and comprehensive social and health services for long term stability. The full *Housing an Inclusive Denver* plan can be found at https://www.denvergov.org/content/dam/denvergov/Portals/housing-resources/documents/drh-three-year-shelter-strategy_web.pdf
- **Continue to support 24/7 shelter model focused on rapid rehousing:** In 2020, Denver quickly implemented a 24/7 sheltering model as a needed response measure to the COVID-19 pandemic emergency. The Department of Housing Stability (HOST) will continue to advance the vision of the three-year shelter plan to transform the sheltering system from an overnight emergency approach to around-the-clock shelter with comprehensive services aimed at supporting and rehousing guests quickly. The complete three-year shelter plan can be found at https://www.denvergov.org/content/dam/denvergov/Portals/housing-resources/documents/drh-three-year-shelter-strategy_web.pdf
- **Implementation and Advancement of Progressive Housing Policy and Regional Coordination:** The policy landscape for housing and homelessness services is ever evolving. The City will continue to explore policy solutions to some of Denver’s most challenging problems. This effort is centered on pursuing policy incentives or changes that accelerate the development of affordable housing citywide. Additionally, the City aims to coordinate its strategy and approach to housing and addressing the needs of people experiencing homelessness with regional, city, county, and state governments.

- **Land and Unit Acquisition:** Continue to support land acquisition through the Denver Housing Authority “DHA Delivers for Denver” bond initiative and coordinate within the City to incorporate affordable housing into property acquisition opportunities.
- **Prevention and Stabilization for Individuals and Families:** The City and County of Denver must also ensure individuals and families do not experience homelessness or become at risk of losing housing while actively developing solutions for those currently experiencing homelessness and those under housing cost stress. The City can support these individuals and families through programs such as the Temporary Rental and Utility Assistance (TRUA) program and DHS’ Emergency Assistance program, navigation services, financial education support and rapid resolution services to ensure people receive support for all of their needs in a timely manner.
- **Access to Information and Technology:** The network of housing and services for people experiencing homelessness can be complex. To ensure technology can support collaboration among providers, the City will continue to encourage the use of integrated data systems, such as Homeless Management Information System. To ensure performance of investments and support data-driven decision making, the City and County of Denver continues to work toward synchronizing available systems, datasets, and resources related to housing and homelessness.
- **Enhance programs that help Denver residents impacted by COVID increase economic resilience:** Denver Human Services administers various programs that provide financial support to Denver residents in need, including the Property Tax Relief Program, Temporary Assistance to Needy Families (TANF), and emergency housing assistance. DHS will expand financial support for eviction assistance and families enrolled in Temporary Assistance to Needy families by \$1,000,000 each. In addition, the City is providing \$700,000 for emergency housing assistance to further support residents facing housing instability. This is a new tactic aimed at helping those in Denver facing some of the most dire economic circumstances. DHS is also working with stakeholders, including City Council, to expand eligibility for the Property Tax Relief Program to higher income levels. In late 2020, DHS implemented a rule revision for the Property Tax Relief Program that exempted Social Security and dependents income from the eligibility and benefit calculation. This is expected to increase benefits paid out to applicants by approximately \$650,000. Looking ahead to 2021, DHS is engaging with academic researchers to determine who is using these programs then design more inclusive marketing that will lead to an increase in uptake of these services among eligible populations. Getting more people who are eligible for these programs enrolled in them will bolster housing stability and economic resilience for vulnerable communities in Denver.
- **Expand the Complex Care Team to help those facing high barriers connect to resources:** DHS’s Complex Care Team is an interdisciplinary team of Behavioral Health Navigators, Peer Navigators, and Social Workers, who provide intensive case management, supportive services, and resources for families and individuals with extensive barriers. This team is designed to support a diversity of customers, reaching across a spectrum of needs including those impacted by COVID and domestic violence as well as those experiencing homelessness, mental health barriers, supports for the elderly, individuals seeking to address substance misuse. This team began receiving referrals in February 2020, and expanded services to Denver Public Schools in the spring. The Complex Care Team provides in-person case management in the community, can walk customers through lived experiences, and provide bridge therapy until ongoing mental health services are established.
- **Partner with Denver Health and the Denver Police Department to strengthen connectivity and access to DHS’s safety net services to vulnerable communities who have been hardest hit by COVID:** The partnership with Denver Health aims to serve those who have tested positive for COVID, by connecting individuals and their families to benefits such as food assistance; medical assistance; rental, mortgage, and eviction assistance; employment resources; and connections to other community resources. DHS has an agreement in place with Denver Health’s Patient Support Team as of early December 2020 related to this work. The partnership is in direct response to COVID and uses an equity lens to reach those least likely to have a primary care physician or the resources needed during COVID. DHS is also working with the Denver Police Department’s Outreach Team to take referrals. This has allowed DHS to expand its reach and partnership to each police district where these DPD outreach workers are stationed.

- Lead and facilitate the Denver Food Security Workgroup to coordinate various communitywide efforts:** There were multiple food security workgroups put in place to respond to the impact of COVID, including: the Long Term Recovery Committee: Safety Net and Housing Workgroup and Social Safety Net Council: Food Security Task Force. Denver Human Services is supporting its community partners and other city agencies by creating and convening a group of stakeholders to coordinate the response to food access needs for all Denverites. The collaborative workgroup includes partners from Parks & Recreation, Public Health and Environment, Human Rights and Community Partnerships, the Office on Aging, the Office of Children’s Affairs, Denver Public Library, Denver Public Schools, Food Bank of the Rockies, Hunger Free Colorado, and Mile High United Way. This workgroup is collaborating to meet the needs of Denver around three significant timeframes: (1.) priority intervention for emergency and basic food needs, (2.) the long term recovery for the next six to 24 months, and (3.) creating a citywide food security strategy beyond the COVID response to address and solve food security issues for Denver.
- Increase access to and participation in quality programs and services** in the Office of Children’s Affairs through strategic partnerships, creating information hubs, and connecting families with support resources. This includes providing direct funding for afterschool programming, early childhood literacy programs, and affordable preschool and post-secondary programming, as well as maintaining electronic resources connecting families to youth programming. The Office of Children’s Affairs also administers the City’s Head Start funding and helps facilitate partnerships through various roundtables, including the Denver Afterschool Alliance and the Youth Violence Prevention Action Table.

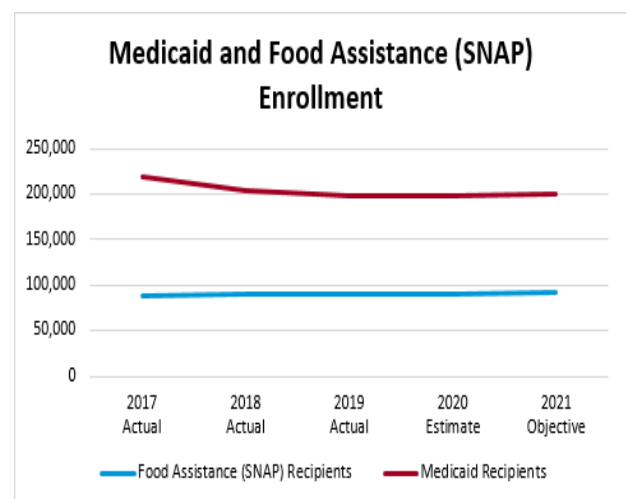
Outcome Measures

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

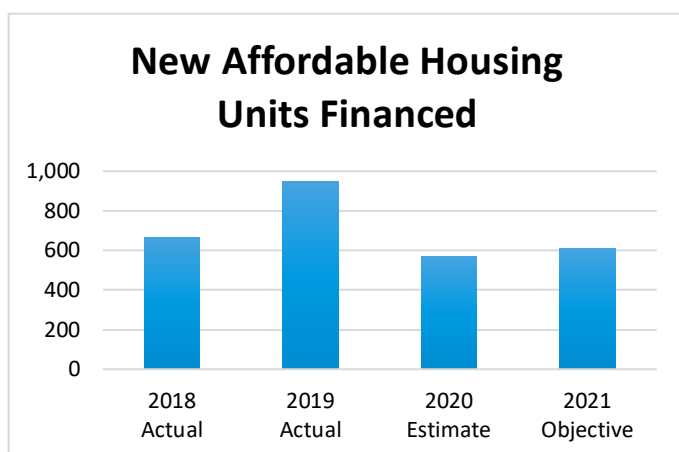
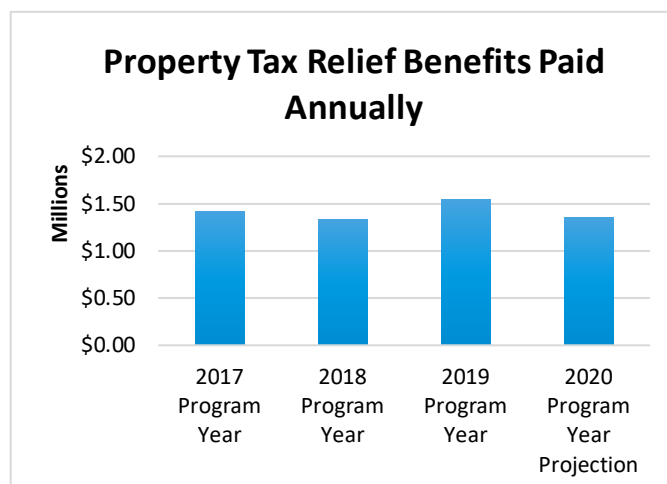


Households served through stabilization programs measures the number of households that receive services and supports from the Department’s partners to stay in the home they live in, such as temporary rental and utility assistance and eviction support.

Medicaid and Food Assistance (SNAP) Enrollment measures the number of households that enroll to receive basic food needs and Medicaid assistance.



Property Tax Relief Benefits Paid Annually measures the amount of dollars paid out to recipients of the program.



New Affordable Housing Units Financed measures the number of newly created, affordability-restricted units that the City helped partner entities to finance. HOST's budget projections for unit development and preservation in 2021 are based upon a pipeline of new construction deals anticipated through the implementation of the Intergovernmental Agreement with the Denver Housing Authority along with other projects.

Key 2021 Safety Net Investments

In 2021, Denver is continuing to make critical investments for its most vulnerable populations, including:

- Expanded street outreach, totaling \$1.5 million, to support access to shelter, housing, medical care and other services for people experiencing homelessness, especially for those in encampments.
- \$5 million invested to operate a new shelter on E. 48th Ave. to serve 400+ persons experiencing homelessness in response to the public health emergency, providing 24/7 operations with onsite services, housing connections and other supports.
- \$4.5 million designated for investments into supportive housing developments, to benefit persons exiting homelessness.
- \$187 million for Denver Human Services, including:
 - \$2 million increase to Temporary Assistance to Needy Families and eviction assistance
 - \$1 million increase for property tax refunds for families, seniors and people with disabilities and DHS will initiate work to increase eligibility to serve more families, seniors and people living with disabilities who own a home.

- \$70 million for affordable housing and high-quality supportive housing and services for people experiencing homelessness through the Department of Housing Stability
- \$2.9 million to continue the work of the innovative Health and Housing Social Impact Bonds program. Since inception, the program has helped more than 422 people exit the streets and the criminal justice system through supportive housing with most successfully remaining in housing. The original SIB program contract ends in 2020, but the City will continue the investment in 2021 through the General Fund
- \$152,000 to support maintenance and development of the [DAACConnect](#) (Denver Afterschool Alliance Connect), a free and easy online platform connecting families to youth programming near them.

Overview

For 2021, a strategic priority for Mayor Hancock is to continue to keep Denver residents and neighborhoods safe by continuing investment in criminal justice transformation, inclusive programs and services, mental and behavioral health services, and other key areas. In 2020, the Department of Public Safety launched the Office of Criminal Justice Transformation and Policy to identify and address inequities in the criminal justice system through internal review and community input. This work will continue in 2021 and beyond. The budget also dedicates funds to behavioral health and criminal justice reform including for the expansion of the pilot Support Team Assistance Response (STAR) program and continuation of the co-responder program, both of which provide mental health or social work response to certain 911 calls. Funding also continues to support peer navigators, people with lived experience who support released inmates who are re-entering the community, and for the Solution Center which will provide a treatment option for first responders treating people who are experiencing a behavioral health crisis and to reduce the number of people going to jail when they really need mental or behavioral health services. Diversion programs, Transitional Residential Treatment beds for short-term substance treatment, Pre-Trial Supervision, Competency Diversion, and other court programs also all aim to divert people from jail and into the services they need to best help their situation.

Key Strategies

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

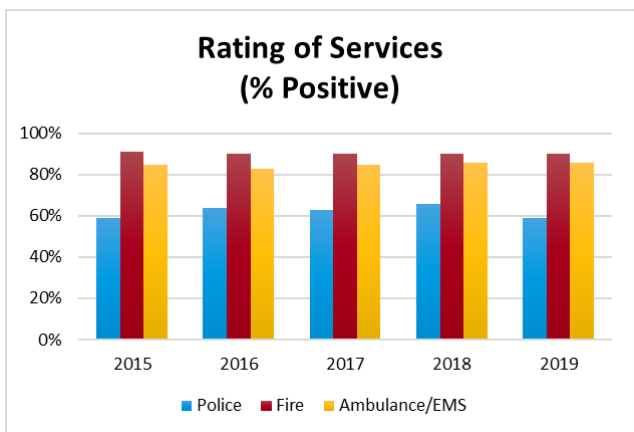
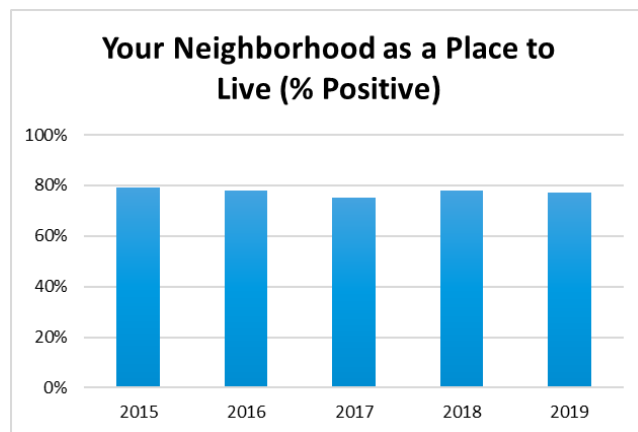
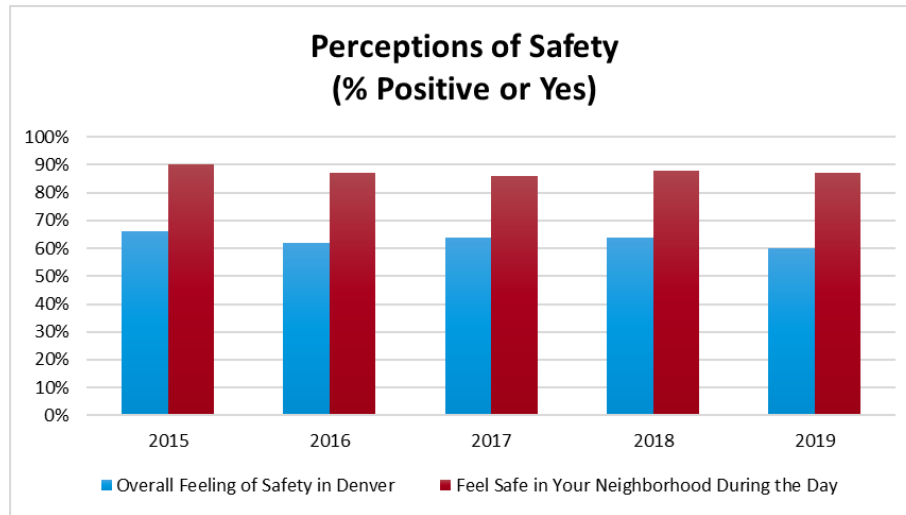
- **Public Safety Services:** Deliver upon the quality-of-life pillars that contribute to public safety: financial security, physical and mental health and assisting those who have been left behind by Denver’s recent prosperity.
- **Community Engagement:** Continue to invest in programs and resources involving all segments of our population and integrate their voices into citywide decision making.
- **Youth Programs:** Fund community-driven youth programs and comprehensive strategies to promote and develop healthy youth and productive adults.
- **Criminal Justice Reform:** Launch the Office of Criminal Justice Transformation and Policy to identify and mitigate inequities throughout the criminal justice system and to establish and implement new policies based on community input.
- **Emergency Response for Better Outcomes:** Continue programs that provide non-uniform services at the time of an emergency call, including the Support Team Assistance Response (STAR) program and the co-responder program.
- **Supportive Services:** Sustain funding for navigators who provide support to those released from jail and for the Solutions Center where mental health professionals and support staff provide high quality behavioral healthcare.

Outcome Measures

The City and County of Denver is committed to responding to and positively influencing these community outcomes. The data below is from the 2019 National Citizen Survey, which is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). More information can be found on the Department of Finance Budget and Management Office website (<https://www.denvergov.org/content/denvergov/en/denver-department-of-finance/our-divisions/budget-and-management/citizen-surveys.html>)

The outcome measures below were chosen to help the City track progress towards making a better community for all Denver residents. More information about these measures can be found at the link above.

Strategic Framework – Keeping Residents and Neighborhoods Safe



Key Resident and Neighborhood Safety 2021 Investments

In 2021, Denver continues to support successful programs in Denver's neighborhood and is actively seeking to expand resources to areas that have opportunities for improvement. Key 2021 investment include:

- \$3.4 million for the first full year of operations for the Solutions Center which provides short-term crisis stabilization to those experiencing a behavioral health or housing challenge.
- 65 new Police recruits to offset annual attrition of officers (Denver Police Department).
- \$1.65 million in additional or matching funding to continue the co-responder and STAR programs which provide appropriate services and response to those needing mental health or substance assistance during an emergency response (Denver Department of Public Health and Environment).
- Converting the part-time, limited time Civilian Report Technicians to permanent positions to ensure Denver continues to not need uniform officers for minor traffic accident reporting (Denver Police Department).
- \$516,000 to assist implementation of Denver's Comprehensive Youth Violence Prevention Plan and to develop strategic partnerships including those to facilitate Citywide events offering a fun and protective environment to youth and provide microgrants to fund community-led initiatives (Office of Children's Affairs).

Overview

The COVID-19 Coronavirus pandemic caused an immediate and rapid impact on Denver’s residents, workers, and businesses. The Denver unemployment rate reached an all-time high of 13.2% in May 2020, and in June the National Bureau of Economic Research declared that the U.S. had officially entered into a recession in February of 2020 due to the “unprecedented magnitude of the decline in employment and production, and its broad reach across the entire economy.” Businesses of all types and sizes reported impacts ranging from disruption to business operations and reduced hours to full closures, significantly impacting their revenue.

The Colorado Department of Local Affairs recently completed a survey which found that 73% of Colorado jurisdictions were deferring or canceling projects as a savings measure to address revenue losses. However, Denver’s Capital Improvement Program remains stable and able to support the City’s economic recovery. This and the following strategies will allow Denver to rebuild in 2021 toward a more prosperous outlook in 2022.

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

Key Strategies

Several key strategies, identified below, focus on economic recovery for the City of Denver, its businesses, neighborhoods, and residents through purposeful and intentional economic development. These strategies are geared toward accelerating the Elevate Denver Bond and capital improvement programs, maintaining our commitment to transportation and mobility, investing in our parks, and continuing to develop and expand programs to support the recovery of Denver’s most vulnerable businesses. For more information on each agency and other strategies, please refer to those agencies’ sections in this book.

- In 2021, we will accelerate our Elevate Denver bond program, where resources are already secured, by launching another \$170 million to support our local economic recovery. When coupled with our Capital Improvement Program, the City will invest \$478 million in capital program delivery through 2023 to support thousands of good-paying jobs for Denver residents, including job training opportunities to help people build careers in the skilled trades, and to provide opportunities for small and microbusinesses and women-and minority-owned businesses.
- Building on the successes experienced with the Better Denver Bond program, we will be accelerating our capital projects beginning in 2021 to support our recovery and provide jobs for our community. This acceleration effort will result in an estimated investment of \$262 million over three years – an additional estimated \$478 million in capital program delivery through 2023. Through this delivery plan, the City will be able to focus on meeting voter commitments by advancing Elevate Denver Bond projects and other high impact capital projects. It is anticipated that this project delivery effort will increase investment opportunities for small businesses through professional services and construction activities while retaining city personnel.
- The 2021 budget also maintains our commitment to transportation and mobility outlined in the 2017 Mobility Action Plan. With annual Capital Improvement Program and Bond Funds combined, the total 2021 capital investment in the Mobility Action Plan is \$165.6 million. Mobility options should be open to everyone and the 2021 budget includes \$5 million to increase access for people with disabilities by ensuring infrastructure is at least compliant with the Americans with Disabilities Act. Mobility investments also

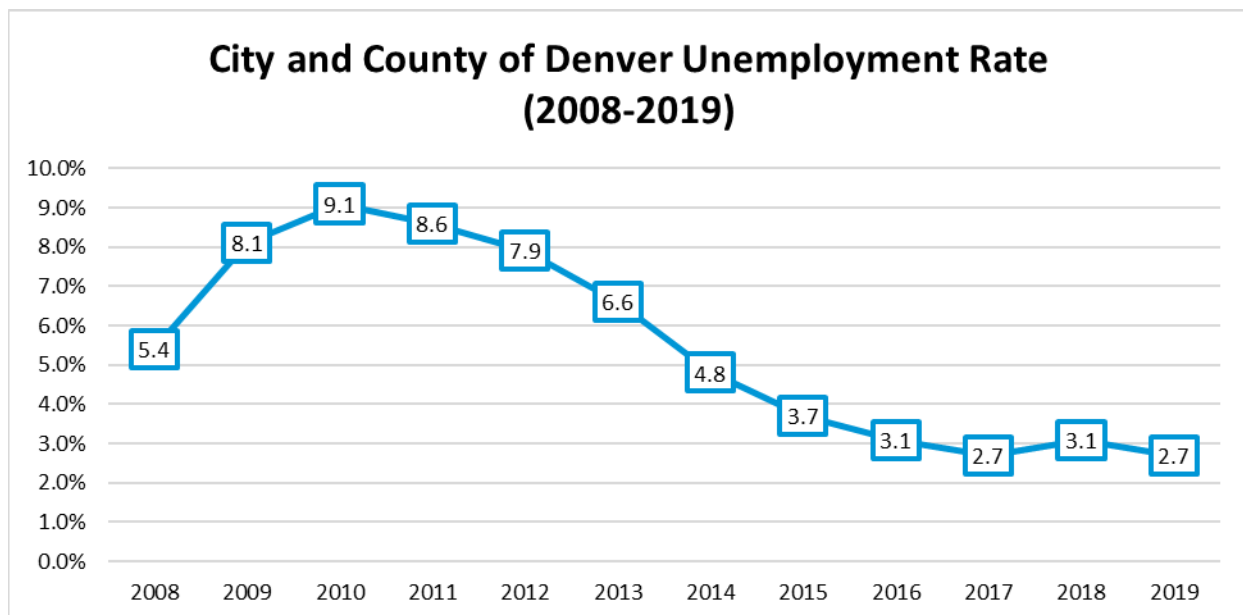
Strategic Framework – Rebuilding the Local Economy

support the mission of the Office of Climate Action, Sustainability and Resilience (CASR) by bringing effective design and construction practices to enhance environmental, economic, and social sustainability.

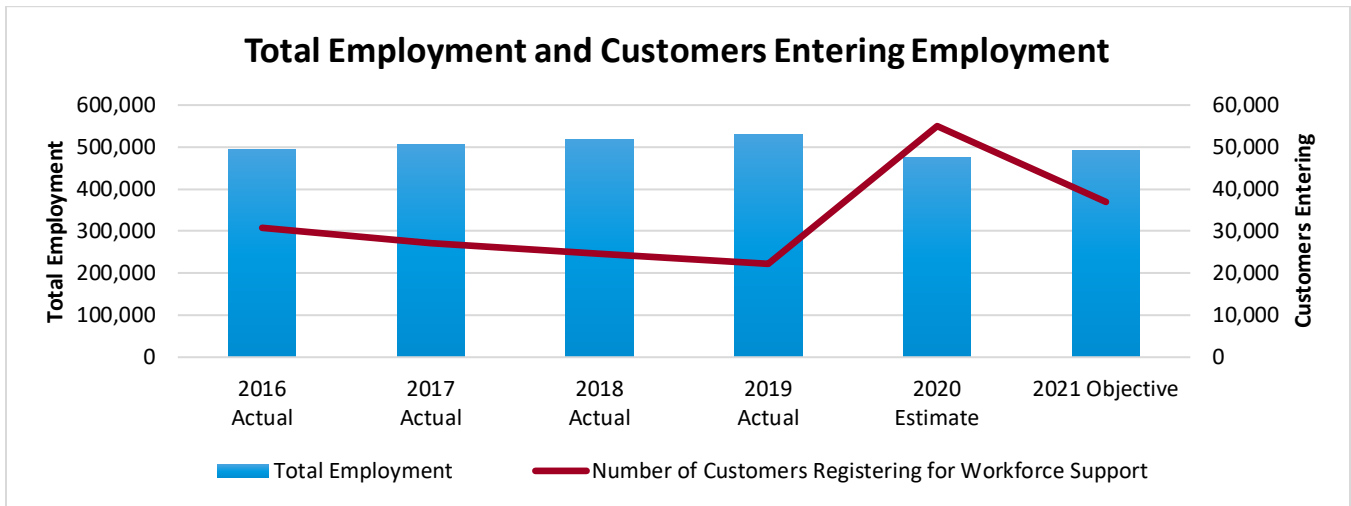
- COVID-19 exposed interconnection of environmental quality and public health, especially in Denver’s under-resourced communities and among people of color. The CASR team is shifting its strategies to focus on developing and implementing solutions to serve these communities first.
- The 2021 budget sets aside more than \$34 million for acquisition of new parkland, new parks planning initiatives and capital projects for outdoor recreation, resiliency and signature spaces, and maintaining our existing parks. Together, combined with new funds approved by voters through Measure 2A in 2018, we will dedicate \$140 million to our Parks and Recreation Department.
- The City will continue to develop and expand programs to support the recovery of Denver’s most vulnerable businesses. In 2021, the Denver Economic Development and Opportunity’s (DEDO) \$36.9 million budget and additional federal funding that may become available will be strategically used to support the stability and long-term recovery of Denver’s economy by providing equitable opportunities to residents and businesses in the City’s most under-resourced neighborhoods, addressing post-COVID-19 community needs regarding workforce training/re-training, bolstering support for small, minority, and women-owned businesses, while deploying traditional economic development tactics, to help rebuild and reinforce the City’s tax base.

Outcome Measures

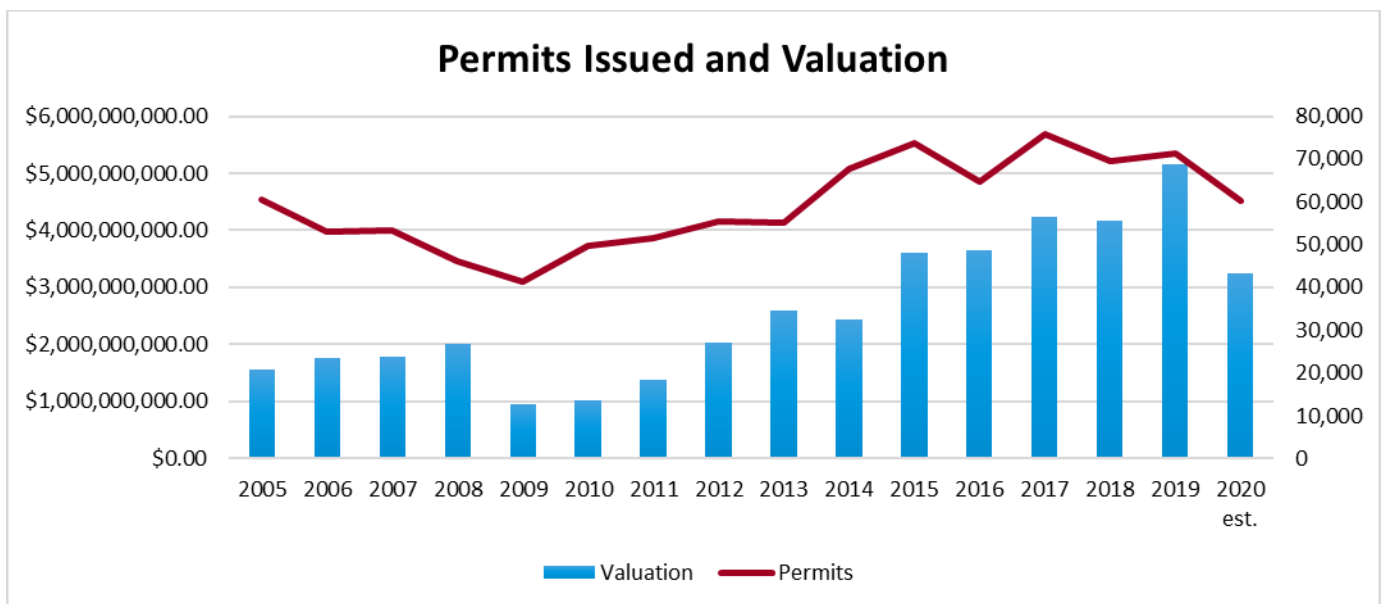
The City and County of Denver is committed to responding to and positively influencing these community outcomes. While the City is not directly responsible for measures of economic growth, being a world-class city means tracking and responding to economic measures. Annual wage growth is closely related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



Source: Bureau of Labor and Statistics (BLS), Local Area Unemployment Report, Reported Values are Yearly Average



Source: Denver Economic Development & Opportunity, Reported Values are Yearly Average



Source: Development & Planning, Reported Values are Yearly Average

Key Local Economy 2021 Investments

In 2021, Denver allocates General Fund and Capital monies in many areas and includes approximately \$411.5 million towards key investments in programs and services connected to rebuilding the economy. Key investments in Rebuilding the Economy include:

- \$170 million to accelerate our Elevate Denver bond program;
- \$165.6 million in the capital investment in the Mobility Action Plan and an additional \$5 million to increase access for people with disabilities;

Strategic Framework – Rebuilding the Local Economy

- \$34 million for acquisition of new parkland, new parks planning initiatives and capital projects for outdoor recreation, resiliency and signature spaces, and maintaining our existing parks;
- \$36.9 million will be strategically used to support the stability and long-term recovery of Denver’s economy through Denver’s Office of Economic Development and Opportunity.

Overview

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

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

iFund

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

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

While the City recognizes the importance of this fund, the reduced city budget caused by the current economic climate makes it necessary to not invest in new projects to ensure current investments are successful.

Denver Peak Academy

The Denver Peak Academy trains city employees at all levels to improve the way government works. Through innovation, employees do more with less and enhance the Denver city experience. Initially piloted via funding from the iFund, Peak Academy is housed within the Budget and Management Office in the Department of Finance. Also known as “the Peak Team,” academy staff teach the principles of “Lean,” which teaches how to eliminate waste, improve efficiency and ultimately create a higher standard of government. City employees from all levels learn how to utilize process improvement in their everyday work and how to effectively create change within their agencies, thus also giving them ownership and a personal investment in the outcome. To this end, Peak Academy teaches a monthly four-hour “Green Belt” class, a monthly week-long “Black Belt” class, and a bi-monthly four-hour “Green Belt for Leaders” class specifically tailored for managers looking to lead their team in a way that encourages innovation. Due to the impact of COVID-19 in 2020, Peak Academy launched a new, two-day virtual training called “Public Service Superhero Training.”

Black Belts Trained 2,203	Green Belts Trained 7,082	Green Belt for Leaders Trained 95	Public Service Superhero's Trained 11	Innovations Actualized 2,992
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Peak Academy also measures success through hard-dollar budget savings as well as “soft-dollar” efficiency savings realized by city employees after participating in classes and completing improvements. Soft-dollar savings is calculated by monetizing the amount of staff hours freed up as a result of process improvement changes that can then be reallocated to other programs or service delivery within the agency. Participants have actualized 2,992 innovations, resulting in a net savings to date of more than \$39,500,000 to the City and County of Denver and an additional nearly \$8,000,000 in hard-dollar and soft-dollar customer savings.

Public Service Superhero Training

Denver Peak Academy is well known and sought after for its Black Belt training. In light of social distancing requirements, the Peak team had to quickly pivot and re-imagine how to provide a similarly engaging and impactful training in an online environment and created the Public Service Superhero Training as a “new way for a new day.” This training leverages the desire of many city employees to do their part in addressing the current challenges through a two-day, hands-on format. Participants come to training with a project idea and apply the tools as they learn them directly to their own project. Participants leave with an understanding of key tools to address existing challenges, while having made meaningful progress towards their solutions. After training, participants are paired one-on-one with a Peak Partner who provides support as they implement their project. Participants are expected to share their project progress in a Superhero Summit one month after training, and then must implement their project to receive Public Service Superhero certification. Since the pilot cohort in July, the training has received positive reviews.

Office of Social Equity and Innovation Partnership

Denver Peak Academy partnered with the Mayor’s Office of Social Equity and Innovation (OSEI) with a focus on capacity building. OSEI was created in October of 2019 and sought Peak Academy’s support for developing the infrastructure to support their work including best practices in documenting employee driven equity innovations, collecting and managing data, and dashboard creation to report key metrics to OSEI’s stakeholders. Peak also collaborated with OSEI to enhance trainings offered by both offices. OSEI piloted its race and social justice training with the Peak team and is supporting Peak in incorporating equity concepts throughout Peak’s trainings. As a next phase of this partnership, Peak will be supporting OSEI in incorporating process improvement concepts into the Equity Review and other tools. OSEI will also be cross training the Peak team in delivering the race and social justice training and Peak will bring their expertise in post-training application support to respond to the increased demand for race and equity knowledge across the city.

Contractor Invoice Payment Processing Reduced from 38.4 Days to 31.3 Days

In 2019, the City and County of Denver processed nearly 170,000 invoices from over 6,200 unique businesses. Last year, business communities in Denver voiced numerous complaints about not being paid fast enough by the City. In validation of those complaints, the data showed it took an average of 38.4 days to process invoices in 2019. The City and County of Denver has a prompt payment goal of 35 days, and Peak was called in to rally a diverse team of public servants from DEN, Transportation and Infrastructure, General Services, Department of Finance, Parks and Recreation, and Technology Services to find opportunities and solutions to improve the invoice processing time. Collaboratively, the working team implemented a variety of solutions targeted at eliminating bottle-neck points, enhancing internal training on prompt payment requirements, and educating contractors on invoice requirements. As a result, the latest report shows that the average invoice processing time has improved since the start of 2020

and is now at 31.3 days. This effort began in January 2020 and continues through 2021 so the business community of Denver receives the services they deserve in challenging economic times.

Improving Processes for Emergency Management COVID-19 Activation

In 2020, the Office of Emergency Management initiated an activation of the Emergency Operation Command Center (EOC) in response to the COVID-19 pandemic. During the activation, city employees voiced frustration with paper forms and manual processes related to work being done in the EOC. These processes needed improvement so that critical services could still be provided while maintaining appropriate social distancing. As a result, paper forms and manual processes were transformed to a virtual environment and Peak was called to help with this transition. Peak, in tandem with Technology Services, convened with each EOC division to gather feedback and ideas for improvement. This resulted in the creation of automated virtual forms, greatly improved emergency response processes, consolidated data dashboards, and enhanced communication protocols. The implemented improvements also made the process of sourcing, purchasing, warehousing and delivering PPE and supplies faster and more efficient, which enhanced customer service to City agencies and the citizens of Denver.

Auxiliary Sheltering Workshops: COVID-19 Response

Peak Academy was tapped to work with the providers who came together to create a women's shelter at the Denver Coliseum to address discrepancies in the total number of guests logged at intake when compared to midnight counts. Several innovations were instituted including a one-day exiting policy, which required a 6S style evaluation of the storage area and policy, as well as creation of a standard work for the new policy and storage plans. Peak Academy also worked with city staff to help decommission the temporary men's shelter at the National Western Complex by creating a timeline that scheduled all of the moving pieces that needed to happen in succession to ensure contract requirements relating to the facility could be met within the short timeframe allowed.

Excise and Licenses: Virtual Workshopping to Improve the Shared Drive

One of Peak Academy's top priorities in 2020 was to continue to facilitate process improvement events using virtual tools such as the Peak Tools PowerPoint template, which allows for digital process mapping, fishbone diagrams, impact effort matrices, and action planning. One of Peak Academy's first virtually facilitated events was a Rapid Improvement Event focused on streamlining and reorganizing the Excise and Licenses (EXL) Shared Drive. Prior to partnering with Peak Academy on this project, the EXL Shared Drive contained 126 top level folders, 306,520 stored files, and had an average touch time of 3.25 minutes per use of the shared drive. Using virtual tools and breakout groups, we were able to completely reimagine the EXL shared drive in the span of one month. The team reduced the shared drive to 11 top level folders, 124,000 stored files, and it now has an average touch time of 1.44 minutes per use of the shared drive. This innovation led to an annual soft savings of \$72,707.70 (1,960.83 hours per year). EXL was also able to more easily transition their shared drive to the SharePoint cloud to further improve accessibility while working remotely.

Office of Children's Affairs: Emergency Feeding and Operationalizing New Strategic Plan

The Office of Children's Affairs first engaged Denver Peak Academy in a partnership to work on several initiatives including reducing waste in the Tasty Food program, operationalizing their strategic plan, and improving their Five by Five community outreach program to offer families in the Head Start program entry into five cultural institutions throughout the city by the time the child reaches five years of age. Each of these initiatives quickly shifted as COVID-19 threw Tasty Food into emergency feeding, and the strategic plan needed to reflect newly emerging priorities from the crisis, such as quality childcare for all ages as schools went virtual and finding new ways to engage young learners as cultural institutions closed. Peak is now assisting the Office of Children's Affairs in quickly reimagining and redefining the services for children in Denver during crisis.

Technology Services – Black Belt Support Group and Swat Teams

In 2020, the Technology Services Department launched an internal Black Belt Support Group. This group, consisting of 70 trained Technology Services Black Belts, meets monthly to discuss improvement opportunities within the Technology Services Department. These opportunities are then assigned to smaller sub-groups, or Swat Teams, to further analyze the opportunity and propose process change recommendations to TS leadership. Upon leadership approval, the Swat Teams work to implement their recommendations across the Department. The initial projects undertaken by the Black Belt Support Group Swat Teams include improving the TS hiring process and experience, improving the rollout and communication around internal policies, and improving the City computer asset tracking process. Once fully implemented, these combined efforts will save the City approximately \$100,000 in staff resource time and reduce technology risks within the City.

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All Funds

The total 2021 net operating budget for all appropriated funds is \$2.2 billion*, a decrease of 9.19 percent* from 2020. The budget maintains reserves in all funds according to the City's financial policies and includes approximately \$116.7 million in required debt service payments on outstanding general obligation debt. The City's main operating fund, the General Fund, is proposed to decrease to \$1.33 billion, down 2.2 percent* over the current 2020 projected expenditure amount reflected in the schedule 100, or 10.6 percent over the original appropriated budget for 2020. The Enterprise Funds operating budgets (Airport, Wastewater, Golf and Environmental Services) will decrease by 2.92 percent* to \$678.9* million from the original 2020 budget.

General Fund

Revenue: Most economists agree the U.S. entered a recession in February of 2020, ending the longest economic expansion in the nation's history. The very next month, the COVID-19 pandemic brought economic activity to a near complete halt. COVID-19 remains a real threat to public health and is expected to remain so until a vaccine is made widely available. Given this reality, social/physical distancing practices in some form are expected to remain in place, confidence in public health is not expected to be at the level it was before COVID-19 struck, and consumption patterns involving dining out, traveling, and attending special events, are expected to be curtailed.

The 2020 revised and 2021 beginning General Fund revenue forecasts factor in the above expectations, with many of the City's economically driven revenue streams reflecting a slow, drawn-out recovery into 2021. Despite this recovery outlook, many of the City's COVID-impacted revenue streams are projected to be below 2019 collection levels.

One of the ways that the City addressed this revenue shortfall in 2020 is to use \$94 million of fund balance. This use of fund balance is consistent with financial policy and does not take the fund balance below the minimum required fund balance. In fact, the fund balance for 2020 is projected to end at 12 percent, below the 15 percent goal, but above the 10 percent minimum amount. This provides the City with some room in the event of a resurgence or other unexpected event that impacts revenue beyond current projections. The 2021 budget is developed to assure sustaining this 12 percent goal. As the City's rainy-day fund, fund balance should be used prudently, and we are not out of the storm yet.

Overall General Fund: The revised 2020 General Fund revenue estimate totals \$1,264,836,200. This represents a decrease of \$141,426,300 or 10.1 percent compared to 2019 actual collections and a \$220,673,200 or 14.9 percent decrease compared to the original forecast. The General Fund's projected year-over-year dollar change is broadly broken down as follows: a \$95,616,800 decrease in tax revenue; a \$213,300 decrease in intergovernmental revenue; a \$57,401,800 decrease in General Government collections; and a partially offsetting increase of \$11,805,600 in transfer revenue.

The General Fund revenue forecast for 2021 totals \$1,327,066,500. This is a net increase of \$62,848,400 or 5.0 percent over the 2020 revised estimate. Factors contributing to this increase include: \$116,623,400 in tax revenue growth; a \$1,108,900 increase in intergovernmental revenue; a \$28,584,200 net decrease in General Government collections; and a \$26,299,800 decrease in transfer revenue. Note that in 2021, revenue associated with services reimbursed by the airport and human services have been moved to a newly established special revenue fund. (All expenditures have also moved to the special revenue fund. This alleviated the General Fund contingency and fund balance of over \$7 million.) If these revenues are factored out of the projections, the General Fund revenue is actually increasing by more than 9 percent.

*Numbers with an * were modified from the original September book to reflect changes made in the October draft of the Budget.

Budget Highlights – Budget Summary

Sales and Use Tax Revenue: The 2020 revised sales and use tax estimate totals \$636,629,600. This is a decrease of \$83,791,600 or 11.6 percent compared to 2019 actual collections and a decrease of \$122,265,800 or 16.1 percent compared to the original 2020 forecast. Roughly 90 percent of budgeted 2020 sales and use tax revenue is comprised of core sales and use tax, with the remaining 10 percent coming from audits, aviation fuel tax, and the City's annual Stapleton Retained Tax payment. All four of these General Fund sales tax components have been negatively impacted by COVID-19.

The 2021 sales and use tax projection totals \$733,835,200, representing a \$97,205,600 or 15.3 percent increase over the 2020 revised estimate. Core collections comprise 90 percent of this estimate and are projected to increase by \$87,747,700 or 15.3 percent year-over-year. Most of this growth is attributable to continued recovery from COVID-19 impacts on consumer spending, including the rolling back of mass gathering restrictions, gradual improvements in employment, and an improved public health outlook among local consumers, businesses, and tourists. Note, however, that even with these improvements, 2021 consumer spending is projected to be below 2019 levels.

Property Tax: The 2020 estimate for property tax totals \$151,697,700 representing a \$20,440,400 or 15.6 percent increase over 2019 actual collections. Roughly half of this growth is attributable to transferring 0.4949 mills from Human Services to the General Fund. These mills were transferred to help fund the newly created Department of Housing Stability, which is housed in the General Fund.

Property tax to the General Fund is projected to increase by \$11,931,400 or 7.9 percent in 2021 to \$163,243,200. Factored into this growth is a projected increase in the City's 2020 assessed valuation, incremental property tax associated with two expiring Tax Increment Financing districts returning to the General Fund, and 0.448 credited mills being restored in the General Fund to enable property tax growth up to the 2A allowable growth cap. The additional increase in property tax associated with this mill activation for the median household will be \$18 per household per year.

For a more detailed explanation of the 2020 revised revenue and 2021 projected revenue, please refer to the 'Discussion of General Fund Revenues' section. Note that General Government revenue is reflected in the agency detail section.

Expenditures: General Fund appropriation is proposed to decrease 2.2 percent* overall in 2021 over revised 2020 appropriations. However, the 2021 Budget was built upon the original budgeted expenditures for 2020. Compared to the original budgeted expenditures, the 2021 budget reflects a 10.6 percent decrease.

Personnel is approximately 70 percent of General Fund expenditures and had to be carefully considered when developing the 2021 budget. The 2021 proposed Budget reflects the following for personnel expenditures and are reflected in agency budgets:

- An increase of over \$4 million so that the City can absorb the 1 percent increase for the Denver Employee Retirement Plan (DERP) that was scheduled to be contributed by City employees in 2021. In 2020, DERP required an increase of 3.5 percent in contributions. The plan was to split the increase between the City and employees in 2021. Instead, the City as the employer will absorb the 1 percent that was planned to go to City employees. Employees did increase their contribution by 0.75 percent in 2020 and that will be maintained in 2021.
- The minimum wage ordinance passed in 2019, increasing minimum wage for City employees with the goal of reaching \$15 per hour by July 1, 2021. The 2021 budget includes approximately \$3 million for all affected employees to reach this goal.
- Given the current financial and market situation, no merit is budgeted for career service authority positions in 2021.
- Increases to uniformed personnel are budgeted in accordance with collective bargaining agreements, and for 2021 as follows:
 - For the Police Collective Bargaining Agreement – no increase or decrease has been budgeted contingent upon the outcome of concessions, which had not concluded in time to be included in the 2021 Budget.

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- For the Fire Collective Bargaining Agreement, the overall increase is 3.0 percent is currently budgeted.
- For the Sheriff Collective Bargaining Agreement – no increase or decrease has been budgeted contingent upon the outcome of collective bargaining scheduled to start in the fourth quarter of 2020 and were not concluded in time to be included in the 2021 Budget.
- The 2021 Budget includes furlough savings in the amount of \$12.8 million. These furloughs will be distributed based upon salary. The maximum number of furloughs for career service employees will be eight. Employees making below the average salary will take fewer furlough days. More details are available through the Office of Human Resources. Detailed information was provided directly to employees.
- There is no budgeted change to health insurance contributions or health savings accounts.
- The 2021 budget maintains the subsidy for the employee EcoPass program, which continues to provide the opportunity for City employees to purchase the EcoPass for \$10 per month. This is to encourage use of public transportation.
- The Education Tuition Reimbursement program is suspended for 2021.
- Additional and specific significant increases are identified in the appropriate expending department or agency in the Agency Detail section of this budget book.

Full Time Equivalent (FTE) Decreases: The City recognizes the importance of being prudent, particularly during an uncertain economic outlook. And it is through employees that the City is able to maintain essential services to the community.

In 2021, the General Fund will see a decrease of approximately 315 permanent positions. These positions will be vacant as a result of regular turnover or the special retirement incentive program. There is an increase of three uniform positions that are included in the total General Fund full time equivalent as a result of the creation of technicians in the Fire Department. It is vital to acknowledge that the workload for most City employees has not decreased and in some cases, has increased. In 2021, city employees will be tasked with servicing the public with fewer colleagues to support the workload.

Limited Positions: The City over the years has established limited positions to allow flexibility when workload declines or when a project has completed. While some vacant limited positions will be expiring in 2020, the 2021 budget extends and converts approximately 80 limited positions to unlimited positions. This decision was based upon the continuing nature of many of these positions.

Special Incentive Program for retirement: The City implemented the Special Incentive Program for employees who are eligible to retire. The goal of the program was to incentivize employees who were eligible to retire. The expectation is that many of these positions would not be backfilled to achieve savings from the vacant positions.

- There were 868 eligible employees across all funds
- 40% of eligible employees per fund could opt in the program
- 181 GF employees opted in the program
- 102 non-GF employees opted in the program
- 283 employees participated across all funds

The projected savings in 2020 after payouts for employees is approximately \$700,000 for the General Fund. The projected 2021 savings, after incentive payments, is \$10 million. The anticipated increase in unfunded liability is approximately \$3.7 million. The 2021 Budget reflects a payment in 2021 for the unfunded liability increase, which will be reconciled based upon an actuarial study.

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2021 Budget Process

In early March 2020, the Department of Finance began implementation of several actions to both measure and mitigate the impact of COVID-19 on our city operations:

- All non-essential travel was suspended, and the City tightened spending on discretionary items;
- Hiring of all non-essential and non-priority positions for the General Fund was slowed and, in some cases, suspended;
- Agencies identified approximately \$40 million in total savings from the 2020 budget and this budget savings was sequestered;
- The City partnered with emergency response agencies, Denver Health, and Denver International Airport to submit requests for federal reimbursements for some COVID-19 expenditures.

In April, City agencies identified an additional 4.5 percent of savings from their 2020 agency budget. All proposals were reviewed as part of a deliberative process and those budget savings that could be implemented with low impact to services were sequestered in the General Fund.

Additionally, eight furlough days were initiated in June of 2020 to save \$16 million. And the Department of Finance identified other savings that were not agency specific, such as reducing or eliminating transfers such as those from the General Fund to the capital improvement program or fleet replacement. The Department of Finance continues to work to close the \$220 million gap for 2020. As of the issuance of the 2021 Budget, the Department of Finance was working to identify an additional \$18 million to balance the 2020 budget. It is anticipated that appropriately leveraging both the Coronavirus Emergency Response special revenue fund which includes General Fund contingency funds and Federal funding will be vital to this solution. This is only possible if federal reimbursement is available to absorb expenditures in the special revenue fund currently.

While continuing to solve for the 2020 gap, the 2021 budget process kicked off in May. General Fund agencies were asked to submit reductions that were approximately 11.5 percent of their budget. Additionally, the City initiated the special retirement incentive program to create flexibility and savings for 2021. Upon the evaluation of the projected 2021 gap and the review of initial proposals, it was determined that additional savings proposals were needed. Several agencies submitted additional reductions totaling \$19 million.

Although there is still a need to identify \$13 million in savings for 2021, the proposed budget is balanced without impacting any General Fund supported filled positions. This was primarily possible because of the additional reduction proposals and the retirement program.

Because the budget process is a deliberative process, not all reduction proposals were implemented. Although agencies received primarily the same percent reduction target, the final 2021 budget does not take across the board equal reductions. The details of reduction proposals are listed within each agency section.

The City's Office of Equity and Social Innovation (OSEI) was engaged in the budget process and evaluated potential mitigation of reductions to limit or avoid impacting historically marginalized communities of color, First Nations/Indigenous people, and under-resourced communities. Agency proposals were accompanied by a series of questions to consider impacts and the OSEI team reviewed individual proposals, trained the budget and management team, and guided agency leadership on mitigation strategies.

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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 12.0 percent of projected expenditures, or \$160.1 million, by the end of 2021. The annual General Fund contingency is being budgeted at \$26.1 million and the Capital Improvement Fund has \$7.4 million budgeted for unbudgeted expenditures that meet the criteria for supplemental appropriation in accordance with the financial policies.

Capital Projects

The 2020 revised revenue estimates for the annual CIP indicate a \$25.4 million shortfall from the original projections, primarily attributable to reductions in seat tax and the planned \$15 million General Fund transfer. This is an over 13 percent decline in expected revenues. Restrictions on mass gatherings have kept performance venues closed and halted the generation of seat tax revenues from March 2020 through the end of the year. Additionally, as a citywide savings measure, the CIP will not receive a planned \$14.6 million transfer from the General Fund. In 2020, the annual CIP is able to absorb these losses through rescinding of completed projects and use of fund balance.

In 2021, original revenue projections continue to show a constrained financial position compared to prior years due to COVID-19 with revenue growth flat from the 2020 revised estimates, excluding real estate sales and transfers. The Capital Improvement Fund is anticipated to experience minimal growth in 2021, as it is a non-reassessment year of property tax, and there is no planned General Fund transfer. The annual funding sources that support parks and recreation—Winter Park, Lottery, and the Parks, Trails and Open Space Fund—have a slight decrease related to a smaller transfer from the Parks, Trails, and Open Space operating special revenue fund. And finally, it is anticipated that 2021 seat tax revenues will perform better than the \$2.5 million received in 2020 but will still be considerably lower than pre-COVID years.

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

The funding for capital projects is based on annual appropriations from revenue sources such as property tax, sale of real estate, highway users' trust fund, sales tax increment, state lottery revenues, and facilities development admission taxes. The CIP is also supported by other funding sources such as general obligation and revenue bonds, tax increment financing, federal and state grants, and certificates of participation. **The 2021 CIP includes \$483 million for capital projects, with \$156 million appropriated from annual capital revenue sources (not including contingency).** Of the annual capital improvement funding, expenditures are grouped into three expenditures categories: financial obligations, capital maintenance programs, and system enhancements programs/projects.

There are cases when supplemental funding may be needed mid-year to address unforeseen circumstances. To protect against uncertainty of revenues in 2021, approximately **\$7.4 million or five percent** of annual capital revenues remain in unappropriated contingency (fund balance).

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Marijuana-Related Budget in Detail

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

In 2018, Denver City Council approved a two percent increase to the special 3.5 percent retail marijuana sales tax, bringing the total tax rate for the special retail marijuana sales tax to 5.5 percent. This additional increment of tax funds is dedicated to the funding of affordable housing programs. Per ordinance, these funds shall be remitted to the Affordable Housing Fund.

Below are budget highlights showing the City’s 2021 budgeted allocations of the projected special retail tax revenue and State Shareback tax revenue across City agencies. In 2021, the City will continue to fund regulation and enforcement at levels slightly higher and education at a significantly higher level than 2020. The 2021 marijuana budget supports City agencies with personnel and services and supplies for the following:

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

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

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

Affordable Housing: There are two sources of retail marijuana tax revenues supporting affordable housing in 2021. The first source is a portion of the 3.5 percent special retail marijuana tax. A transfer from the General Fund is made to the Affordable Housing SRF. This allows the General Fund to meet the commitment to affordable housing that is not supported by the linkage fee and property tax projections. The second source is the dedicated two percentage point increase to the special retail marijuana sales tax passed by City Council that went into effect in late 2018. The revenue from both sources is appropriated into the Affordable Housing Fund, which is in the new Department of Housing Stability’s budget. The Affordable Housing Fund supports land acquisition, unit development/production, housing assistance, and supportive housing services.

Homelessness Services: These funds provide: 1) day shelter services for individuals experiencing homelessness in the community shelter system, including both City-owned and non-City-owned facilities; 2) shelter operations and services for the new 48th street facility, for which a lease was approved by City Council in August 2020; and 3) outreach, referral, and support services for individuals experiencing homelessness.

City Services: As outlined in the authorizing ordinance for the special tax rate for retail marijuana, these funds can be used for operating and improving the City. In 2021, this includes one-time funds for equipment for recreation centers, support of food insecurity and connectedness programs in the Office of Aging, and legal fees to support the City Attorney’s opioid litigation. It also includes funding to support the upkeep and maintenance of DAACONnect, a website administered by the Office of Children’s Affairs to provide an easy and accessible way for Denver families to connect with and compare youth programming.

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Budget Highlights – Budget Summary

STAR Program Pilot/Implementation: The City will continue the pilot for implementation of the Support Team Assisted Response (STAR) program in 2021. This program aims to provide an alternative to police dispatch through appropriate behavioral and mental health responses to certain 911 calls. It is hoped that there will be a match to further expand this program in 2021.

Youth Violence Prevention: Includes funding for 1) Safe Zone pop-up events, which provide a weekly fun and safe evening event for youth; 2) community microgrants to community organizations offering prevention and intervention services to youth; and 3) a new Youth Violence Prevention Program Administrator position to coordinate these and other youth violence prevention activities.

Sheriff Department Body Worn Cameras: This 2021 funding will be used to purchase approximately 130 body worn cameras for Sheriff Intake and Emergency Response Unit employees.

West Denver Renaissance Collaborative: These funds will support engagement with historically disenfranchised Denver residents regarding neighborhood planning and projects, updating the 2017 Affordable Housing Assessment and Needs Study, and connecting residents to programs to address home maintenance and repairs.

Immigrant Legal Services Fund: This 2021 funding will provide additional resources for the Denver Immigrant Legal Services Fund within the Office of Immigrant and Refugee Affairs.

***Note on Changes from October Draft:** Approximately \$1 million was erroneously attributed to the same expenditure within the marijuana-related budget highlights detail in the October 2021 budget draft. This has been reconciled for this final book. Additionally, some funding erroneously classified as supporting regulation activities in the October 2021 budget draft has been reclassified as supporting education activities

Budget Highlights	2021 Recommended
Revenue	
3.5% Special Retail Marijuana Tax	16,806,493
2% Dedicated Affordable Housing Marijuana Tax	9,603,711
State Shareback	7,009,359
Total Special Marijuana Tax Revenues	33,419,563
Expenditures	
Regulation	
Excise and Licenses	683,673
Community Planning and Development	175,336
Department of Public Health and Environment	744,676
Fire	942,684
Finance	86,607
Total Regulation	2,632,976
Enforcement	
Police	1,245,016
Parks and Recreation	175,000
City Attorney's Office	1,156,467
Total Enforcement	2,576,483
Education	
Excise and Licenses	210,000
Parks and Recreation	98,303

Budget Highlights – Budget Summary

Budget Highlights	2021 Recommended
Children's Affairs	1,517,742
Behavioral Health	750,000
Total Education	2,576,045
Total Expenditures for Regulation, Enforcement, and Education	7,785,504
Affordable Housing	
General Fund Transfer	3,700,000
Dedicated 2% Sales Tax	9,603,711
Total Expenditures for Affordable Housing	13,303,711
Leases	2,145,000
Homelessness Services	
48th Street Operating	5,000,000
Encampment Outreach	1,500,000
Shelter Operating Costs	1,000,000
Total Homelessness Services	7,500,000
STAR Program Pilot/Implementation	1,000,000
Sheriff Department Body Worn Cameras	248,154
Youth Violence Prevention	516,066
Equipment	250,000
Immigrant Legal Services Fund	300,000
Youth Program Locator Software Maintenance	152,000
Opioid Litigation Legal Fees	50,000
Office of Aging Support Funding	32,320
West Denver Renaissance Collaborative	150,000
Total Expenditures	33,432,755
Personnel Complement (Budgeted)	
Excise and Licenses	5.50
Community Planning and Development	2.00
Department of Public Health and Environment	8.00
Fire	7.00
Finance	1.00
Police	10.00
City Attorney's Office	8.50
Parks and Recreation	7.40
Behavioral Health	1.00
Children's Affairs	1.00
Total Personnel Complement	51.40

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Acknowledgements

City Leaders: Thank you, to City leaders and your team members. You were simultaneously responding to an emergency and maintaining core services – often in new ways; addressing employee concerns in an uncertain environment and identifying budget savings not once but in some cases four times over the last six months. You and your staff have been facing increased and changing demands from community members with fewer staff and resources and your commitment to public service is steadfast. Thank you for your service and dedication.

Capital Project and Programs: Thank you for your extra time reviewing the budget book pages and providing the budget team with feedback to make this book a better document. Thank you for helping us on the operating side of the world manage through this challenge with your support and innovative strategies.

Peak Team: Thank you for jumping in with your process improvement heart to support agencies as they thought through the best way to address the challenging budget situation. They will continue to need your support and thoughtful guidance and we are lucky to have you

Office of Equity and Social Innovation Team: Thank you for your wisdom and patience as the City and its leaders worked through one of the most challenging budget experiences in history. Thank you, especially, for keeping historically marginalized communities of color, First Nations/Indigenous people, and under-resourced communities at the front of the budget conversation.

The Budget and Management Team and their families: This budget and this City could not have continued to meet the demands of our community without your tireless efforts. You have all put in 50 to 60-hour (and beyond) weeks for months. Your empathy for your assigned agencies, for city employees and our current financial challenge has put a strain on you and your families, especially as you work from home surrounded by family members or tending to family members. Know that in this time in history, as public servants, you have made a difference. Your work and heart have sustained a City facing some of its most difficult challenges. This City is forever indebted to all of you and your families. My deepest appreciation to all of you and the family and friends who sustained you through this time.

Overview

The novel coronavirus (COVID-19) pandemic hit the United States and triggered the biggest health crisis in a century, and caused what may be one of the biggest, most sudden economic downturns the nation has ever seen. To date¹, over 190,000 of our fellow Americans have lost their lives, including more than 1,900 Coloradans and over 400 Denver residents. It is not yet known what the full extent of the pandemic's impact will be on Denver residents, businesses and city government; however, we remain optimistic that our great city will be able to rebound while retaining its place as one of the nation's best places to live and work. Mayor Michael Hancock, city employees, business partners, and residents are committed to staying together, staying healthy, rebuilding our economy, protecting the city's most vulnerable and keeping our neighborhoods safe.



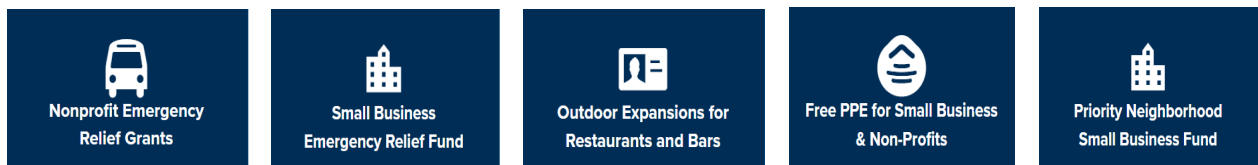
Recovery Guidance and Planning

The City has implemented a phased recovery approach and regularly updates the City's guidance for residents and businesses in collaboration with Denver Department of Public Health and Environment (DDPHE), the Colorado Department of Public Health and Environment (CDPHE), and guidance from the Centers for Disease Control (CDC). Safer at Home policies have assisted in lowering COVID-19 infection rates across the city while allowing people to enjoy our beautiful public spaces, support local businesses, and safely engage in other everyday activities. For more information on changes in city services, testing information, and other citywide recovery strategy efforts, please visit <https://www.denvergov.org/content/denvergov/en/covid-19/recovery-guidance.html>

Recovery Support & Resources

With many businesses reopening, the City continues to work in partnership with local nonprofit, philanthropic and private industry partners to serve Denver's needs. For additional assistance, please contact 311/211.

Resources for Denver Businesses



The City recognizes that fostering local business recovery is paramount in our local economic recovery. In response to the COVID-19 pandemic, Denver received \$126.8M in Coronavirus Aid Relief and Economic Security Act (CARES) funding from the Federal government to support recovery efforts in conjunction with disaster support from the Federal Emergency Management Agency (FEMA). To date, the city has allocated \$46M in CARES Act funding to support sheltering for people experiencing homeless, food assistance, rent/mortgage and utility payments, and small business recovery grants.

1. Note that "to date" is as of developing and finalizing the September draft of this document in August/September, 2020.

CARES Funding Planned Distributions

Phase #1 Release Date: May 19th (\$20M) <ul style="list-style-type: none"> · Rent, Utility, and Mortgage Assistance · Food support for vulnerable populations · Grant programs for small businesses & non-profits · Community Health programs & PPE 	Phase #2 Release Date: Late August (\$25M) <ul style="list-style-type: none"> · Additional small business & non-profit support · Support for artists & cultural orgs · Additional shelter space · Additional food assistance · Social Equity & Innovation support 	City Operations (\$25M) <ul style="list-style-type: none"> · Accommodate some categories of payroll expenses (public health & safety, unemployment, paid sick leave) · Laptops, teleworking expenses · Some categories of technical consultative services 	Reserve + FEMA Cost Share (\$57M) <ul style="list-style-type: none"> · Preserve funds for potential resurgence response · Flexibility for future needs and programs · FEMA Cost Share (25%)
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FEMA provided Denver with a cash advance of \$17.7M. The city allocated \$6M for Personal Protective Equipment (PPE), \$10M for Emergency Sheltering Support, and \$1.5M for Emergency Operation Center (EOC) expenses. Denver will continue to work with the State to apply for reimbursement of COVID-19 related expenses over the next several years.

Resources for Residents



Mile High United Way has teamed up with the city to provide disaster relief and facilitate community assistance programs for impacted neighborhoods, families, small businesses and non-profits. To learn more about the numerous programs and to apply for assistance please visit <https://www.denvergov.org/content/denvergov/en/covid-19/support-services.html>

In June, Denver partnered with DDPHE and LabCorp Technologies to offer free COVID-19 testing at the Pepsi Center. Since then, testing site locations have expanded to five community-based sites at the Centers for African-American Health located in North Park Hill, Montbello High School, Grace and Life Church located in Westwood, Sam's Club located in Central Park, and the National Western Complex located in Elryia/Swansea, to support communities of color with increased access to medical care. The City also rolled out the Wellness Winne, Denver's mobile assistance and resource unit, offering COVID-19 testing in various locations throughout the City at planned community testing events.

Temporary Rental and Utility Assistance (TRUA) program has seen a 270% increase in the number of applications received on average prior to COVID-19.

Testing numbers as of August 31, 2020:

LOCATIONS	TESTS ADMINISTERED
Community Testing Sites	1,075
Wellness Winnie	3,136
Pepsi Center	95,030

The City has offered free, drive-up testing at the Pepsi Center location 7-days per week (excluding holidays) from May 22 through the end of September. The City will transition to a community-based testing model when the Pepsi Center testing site closes.



Local Preparation and Coordination

The Denver Department of Public Health & Environment is coordinating with other local public health agencies, the Colorado Department of Public Health & Environment (CDPHE), and the Centers for Disease Control & Prevention (CDC) regarding the Novel Coronavirus (COVID-19). Our goal is to ensure accurate and timely information is provided to the public.

SAFER AT HOME
Links, FAQs and Resources



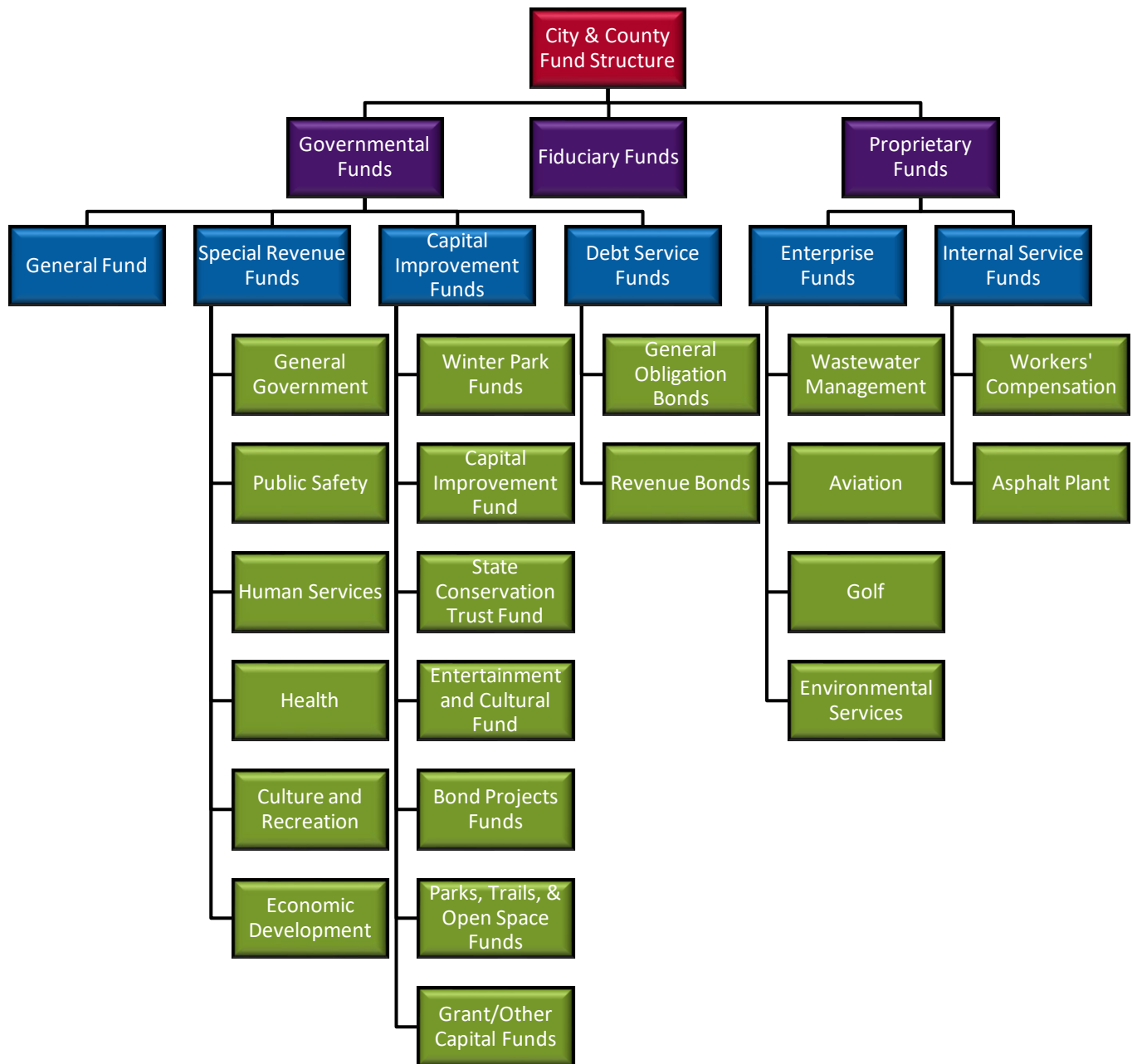
The Citywide COVID-19 Action Plan defines the city's objectives and strategies for the pandemic's impacts on the Denver community. It can be found here:

<https://www.denvergov.org/content/dam/denvergov/Portals/428/documents/Denver-COVID-19-Action-Plan.pdf>

For a comprehensive list of additional plans and public orders please visit:

<https://www.denvergov.org/content/denvergov/en/covid-19/local-preparation-coordination.html>

City and County Fund Structure



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 within a specific fund. This plan was designed to conform to the recommendations of the National Council on Governmental Accounting as outlined in their publication *Governmental Accounting, Auditing, and Financial Reporting (GAAFR)*, the standard accounting guide for local governments.

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

Governmental Funds

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

General Fund

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

Special Revenue Funds

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

Capital Improvement Funds

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

Debt Service Fund

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

Enterprise Funds

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

Internal Service Funds

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

Fiduciary Funds

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

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

On or before May 1

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

April through June

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

On or before July 1

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

July through August

- The Budget and Management Office reviews the operating budget proposals, and the Capital Planning and Programming Office reviews the capital improvements budget proposals. Both the operating and the capital budget teams meet 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

- The Mayor must submit to the City Council, after receiving and considering City Council's recommendations, a proposed budget including, but not limited to:
 - A general statement describing the important features of the budget.
 - Statements by fund showing estimates of expenditures, receipts, and opening and closing balances compared with the last completed fiscal year and the current year.
 - Statements of expenditures and work programs of the various agencies, offices, departments, boards, commissions, and other spending agencies.
 - The amount to be raised by taxation to pay interest on general obligation bonded indebtedness and to provide for the Debt Service Fund.

- The amounts to be expended during the ensuing year for capital improvement projects and the sources of revenue for financing such projects.
- Revenue estimates must be based on already enacted ordinances, excluding the ordinance to establish the mill levy.
- Expenditures must not exceed the estimated opening balances and anticipated income.
- In the General Fund, the budget estimates must include an amount as a year-end closing balance that cannot be expended except for emergencies. Those expenditures must be approved by a two-thirds vote of the Council.
- In the General Fund, the budget estimates must include an amount not less than two percent of the total estimated expenditures for the payment of any unforeseen contingency.

On or before the fourth Monday in October

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

On or before the first regular Council meeting in November

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

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

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

On or before the second regular Council meeting in November

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

On or before the fourth Monday in November

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

Overview

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

Financial Planning Policies

Balanced Budget

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

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

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

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

Long-Range Planning

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

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

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

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

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



Asset Inventory and Condition Assessment

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

Revenue Policies

Revenue Diversification

The City values a diversified mix of revenue sources to mitigate the risk of volatility. The major source of revenue for the General Fund is sales and use tax which will comprise 55% of total General Fund revenue in 2021. Since sales tax is a direct function of business cycles and inflation, it is important to evaluate opportunities to improve the diversity of the City's revenue sources.

Fees and Charges

The Structural Financial Task Force recommended the City annually review its fees and fines to ensure they are consistent with the costs they are set to recover. BMO has built this annual review into the budget process to ensure a system to reforecast, update, remove, or revise on a consistent basis. For the 2021 budget, the office reviewed fees and fines with proposed increases that impacted overall revenue projections. BMO is committed to facilitating cost recovery studies regularly to evaluate future proposed changes that impact the City's revenue or revenue policies.

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

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



The full costs of providing a service include the following:

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

Use of One-time Revenues

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

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

Use of Unpredictable Revenues

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

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

Use of Capital Improvement Fund Revenues

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

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

In addition, there are capital improvement funds that have specific revenue sources dedicated for specific purposes. These include the State Conservation Trust Fund, the Winter Park Parks and Recreation Capital Fund, 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 tools that do not significantly affect the use of annual Capital Funds.

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

Indirect Cost Charges

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

Expenditure Policies

Debt Capacity, Issuance, and Management

The key principles of the City's debt policy:

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

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

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

Planning and Conditions of Issuance of Obligations

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

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

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

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

Types and Features of Debt

General Obligation (GO) Bonds

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

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

Certificates of Participation (COP)

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

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

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

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



Revenue Bonds

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

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

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

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

Special Districts

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

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

Tax Increment Financing Districts

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

Interfund Borrowing

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

Operating/Capital Expenditure Accountability

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

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



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

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

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

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

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

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

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

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

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

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

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

Retail Marijuana Special Sales Tax and State Shareback for Retail Marijuana.

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

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

The City will maintain the commitment of leveraging the retail marijuana special sales tax of 3.5 percent for the purposes outlined in the ordinance establishing the special tax. Any revenue projected that exceeds the proposed expenditures for regulation, enforcement, and education will be subject to an annual deliberative process to determine additional eligible program uses of public health and improving city facilities. The goal is to address one-time capital needs through an annual transfer to the capital improvement program or other short-term commitments. In the event of an economic situation causing actual or revised revenue to fall short of projected revenue, the retail marijuana special tax and Shareback revenue could be allocated to maintain city services and maintain a balanced budget until a plan to address the shortfall is developed. Given the financial constraints in 2020, which are carrying forward to 2021, relatively few onetime investments are reflected in the 2021 budget and more of these dollars are being directed to ongoing expenditures. For the specific amounts of revenue and expenditures, please refer to the end of the Budget Highlights section of the annual budget document.

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

Capital Budget Monitoring and Control. The Capital Planning and Programming Division (CPP) is responsible for monitoring the implementation of the City's adopted annual capital budget, while capital project managers are expected to construct and implement projects within appropriated budgets. Project budget submittals should identify all the costs and provide sufficient contingency to meet unanticipated circumstances at the time of the original request. Capital expenditures are initiated in the City's financial system of record and are subject to approvals by the Department of Finance and/or other City agencies as defined by Fiscal Accountability Rules. No obligation or payment shall be made against any annual capital budget appropriation unless there is a sufficient unencumbered balance in the appropriation.

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

The allowable expenditures for each capital fund are defined in [Section 20-18](#) of the Revised Municipal Code. Capital expenditures are initiated in the City's financial system of record and may be subject to approvals by the Department of Finance and/or other agencies as defined by the [Fiscal Accountability Rules](#).

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

Capital Budget Contingency. Throughout the year, supplemental funds may be needed during the implementation of a capital project due to unforeseen circumstances. Each year, the annual capital budget maintains a contingency (fund

balance) of annual revenue. Justifications for a supplemental from annual capital program contingency may include but are not limited to:

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

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

Reserve Policies

General Fund Reserve Policy

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

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

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

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

Contingency Reserve

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

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

- An unexpected event such as a natural disaster or an accident.
- Large unappropriated retirement payouts or unrealized vacancy savings.
- A change in work program initiated or approved by the Mayor's Office.
- Prior year budget for a specific item that lapsed before the purchase.

- A technical correction of the original budget.
- A change in legislation creating an unfunded mandate.
- Planned one-time expenditures advancing a programmatic or financial outcome.

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

Unassigned General Fund Balance

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

Use of Reserves

A. Use of fund balance reserves above 15 percent

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

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

- Fund balance reserves above 10 percent can be used for one-time expenditures and to stabilize the City during normal economic cycles when revenue growth is below the historical average. Fund balance reserves can be used when the anticipated revenue growth is below the historical average with the following considerations:
 - Reserves should only be used to provide a short-term solution to maintaining services until projected revenue growth or necessary expenditure reductions are achieved to balance the budget. It is critical to identify and address the issues causing the budget imbalance. The City must evaluate the length and severity of economic conditions and their impact on future revenue projections to determine the extent of expenditure reductions or revenue increases required to achieve structural balance.
 - The City should first seek to offset revenue declines with expenditure reductions. Reserves should only be used when further reductions in expenditures would significantly affect essential City services. As a minimum standard, any use of fund balance should be matched by equal or greater expense reductions in times of economic downturn.
 - Fund balance reserves may only be selectively used to offset further service cuts when beginning an economic recovery and projected revenues are not yet growing at the historical average if there is a replenishment plan.
 - Reserves in this sub-category are not flexible and should only be used to offset revenue shortfalls or extraordinary expenditure demands.

C. Use of fund balance reserves below 10 percent

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



Reserve Replenishment

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

TABOR Reserve

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

Grant Administration

Applications for Federal, State, or Private Funds

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

Annual Contingency Reserves

General Fund Contingency Reserve

The City Charter requires the proposed budget for the General Fund include an amount not less than two percent of total estimated expenditures for payment after the passage of the annual appropriation ordinance of any unforeseen expense, casualty, accident or contingency. In 2021, the General Fund Contingency Reserve is \$26,095,000.

Capital Improvement Fund Contingency Reserve

The Capital Improvement Fund also maintains a contingency reserve for unanticipated expenditures and/or revenue volatility. In 2021, the Capital Improvement Fund contingency reserve is \$7,393,500.



Emergency Reserves and Undesignated Fund Balances

Tabor Reserve

The TABOR amendment to the State Constitution requires the City establish an emergency reserve fund of three percent of all covered funds. These funds cannot be used for economic conditions, revenue shortfalls, or salary or benefit increases. The TABOR reserve consists of cash and real estate assets satisfying the reserve requirements. In 2021, the estimated three percent reserve requirement is \$57.09 million. This requirement has been met as follows:

	2019	2020	2021
TABOR Reserve Special Revenue Fund	16,051,900	16,248,560	95,000
TABOR Reserve Real Estate Special Revenue Fund	33,791,155	33,791,155	55,067,763
Human Services Restricted Fund Balance	2,000,000	2,000,000	2,000,000
TOTAL	\$51,843,055	\$ 52,039,715	\$ 57,162,763

In 2021, the following properties will be used as an asset to fulfill the City's obligation to meet the TABOR reserve:

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

The Insured Value of these properties is \$55,067,763.

Undesignated Fund Balance

As outlined in this section in this Financial Policies section, undesignated fund balances provide a safeguard during economic downturns and extraordinary emergency situations. In 2021, the projected ending unassigned fund balance in the General Fund is \$160,101,000 or 12.0% of expenditures. This is below the City's goal of 15% but above the minimum of 10%. The variance provides additional capacity in the event that the public health crisis requires additional unexpected expenditures or negatively impacts the city's revenue more than projected.



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.

Exhibit 1: Governmental Funds - Financial Sources & 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 **Estimated Expenditures** 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.

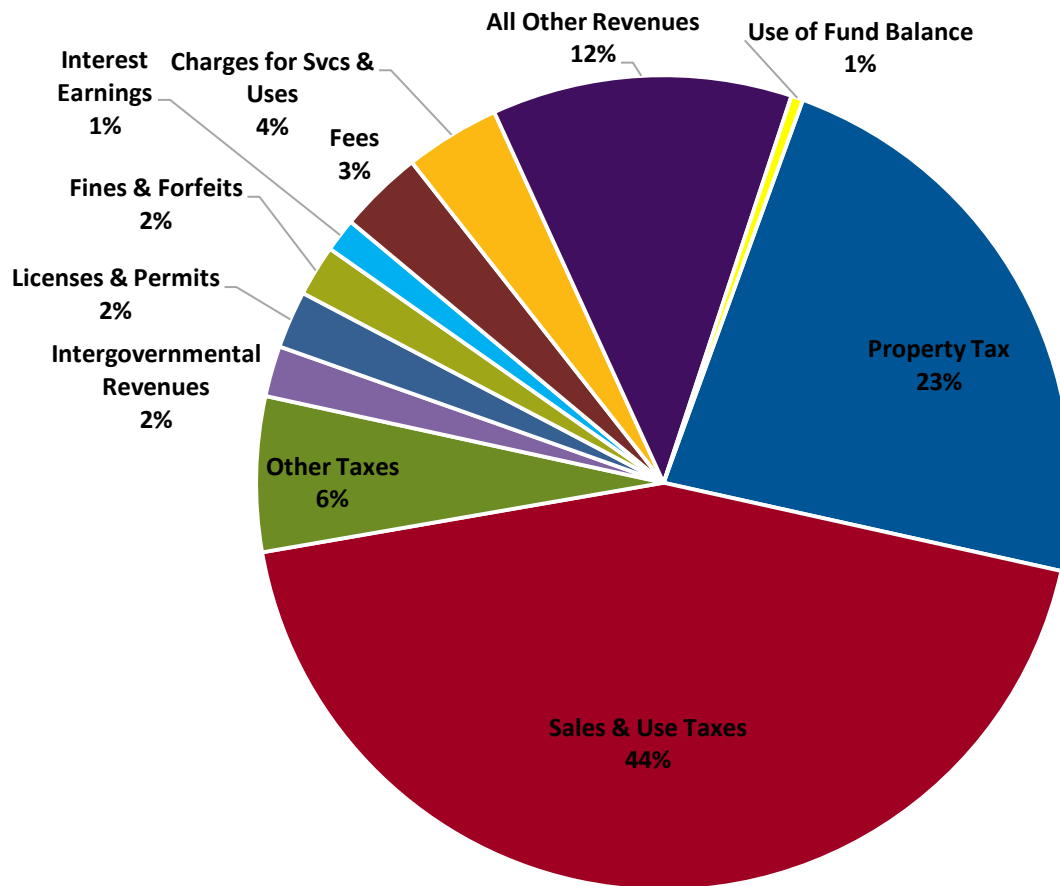
The **Fund Balance January 1** is the prior year's ending balance. This is added to the projected current year's Net Increase (Decrease) in Fund Balance and the TABOR adjustment to project the year-end fund balance.

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

Exhibit 1: Governmental Funds - Financial Sources & Uses



2021 Estimated Financial Sources – Government Funds

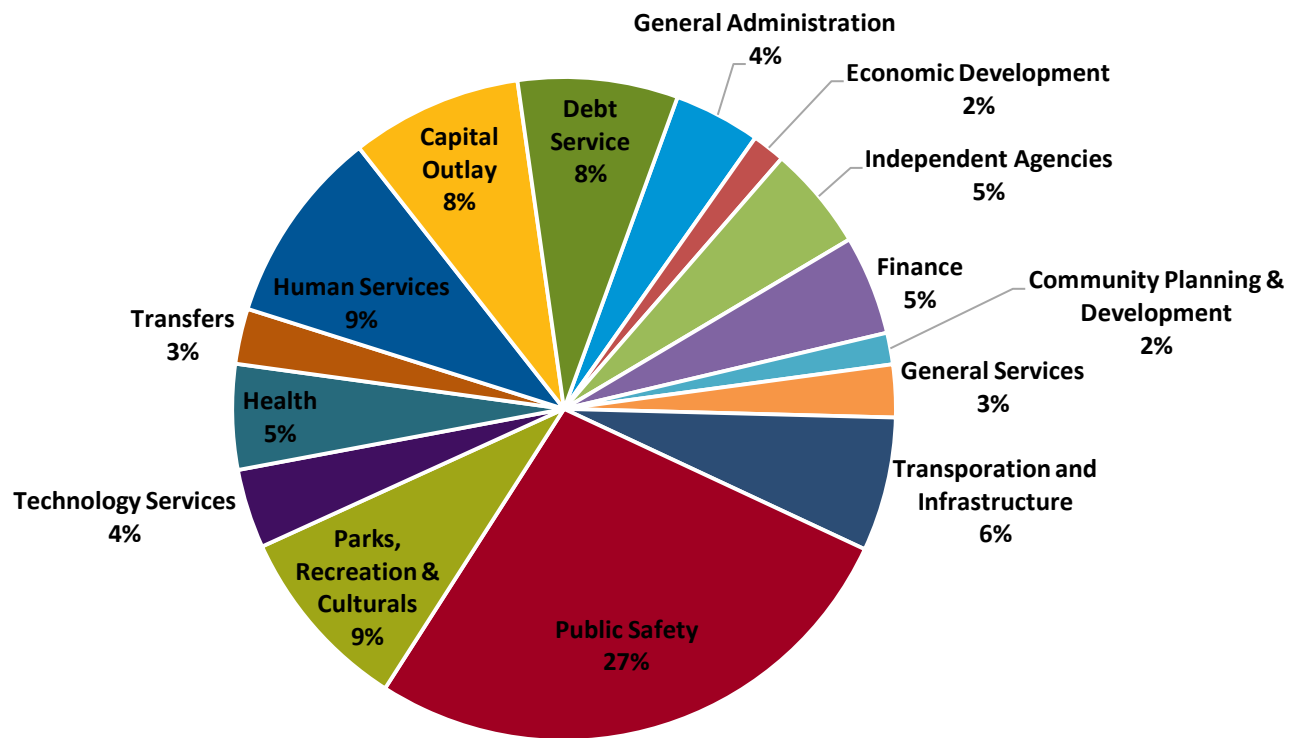


(\$ in Millions)

Source	Amount
Property Tax	\$472.84
Sales & Use Taxes	\$903.39
Other Taxes	\$126.85
Intergovernmental Revenues	\$41.44
Licenses & Permits	\$47.00
Fines & Forfeits	\$41.88
Interest Earnings	\$27.47
Fees	\$68.83
Charges for Svcs & Uses	\$77.92
All Other Revenues	\$245.56
Use of Fund Balance	(\$9.78)
	\$2,043.40

Exhibit 1: Governmental Funds - Financial Sources & Uses

2021 Estimated Expenditures – Government Funds



(\$ in Millions)

Expenditure	Amount
General Administration	\$82.82
Economic Development	\$31.55
Independent Agencies	\$99.73
Finance	\$95.00
Community Planning & Development	\$30.16
General Services	\$50.32
Transporation and Infrastructure	\$128.19
Public Safety	\$531.91
Parks, Recreation & Culturalurs	\$179.04
Technology Services	\$75.66
Health	\$100.55
Transfers	\$52.84
Human Services	\$187.02
Capital Outlay	\$163.73
Debt Service	\$153.06
Other Expenditures	\$54.72
Housing Stability	\$27.09
	\$2,043.40

Exhibit 1: Appropriated Governmental Funds

(For Budgetary Purposes Only)

(\$ in Thousands)	General Fund			Human Services Special Revenue Fund		
	2019 Actual	2020 Estimated	2021 Budget	2019 Actual	2020 Estimated	2021 Budget
Financial Sources:						
Property Tax	\$131,257	\$151,698	\$163,243	\$73,949	\$72,413	\$76,540
Sales and Use Taxes	720,421	636,630	733,835			
Other Taxes	123,415	91,148	99,021			
Intergovernmental Revenues	40,544	40,331	41,440			
Licenses & Permits	60,650	51,670	46,998			
Fines and Forfeits	45,042	31,321	41,884			
Interest Earnings	14,838	13,247	12,014			
Fees	68,899	60,491	68,829			
Charges for Svcs. & Uses	50,136	29,276	40,700	445	544	544
All Other Revenues	151,060	159,024	79,102	104,837	107,336	102,365
Total Financial Sources	\$1,406,262	\$1,264,836	\$1,327,066	\$179,231	\$180,293	\$179,449
Expenditures:						
General Administration	\$56,841	\$63,197	\$47,827			
Community Planning and Development	33,707	\$35,721	\$30,163			
Economic Development	8,406	\$8,352	\$7,602			
Finance	97,325	\$99,517	\$94,999			
General Services	51,203	\$56,842	\$50,315			
Health	51,266	\$54,061	\$51,545			
Housing Stability	0	\$21,155	\$27,094			
Independent Agencies	99,065	\$110,857	\$99,726			
Parks, Recreation and Cultural	127,710	\$133,222	\$124,758			
Public Safety	567,841	\$588,355	\$531,914			
Technology Services	74,161	\$80,733	\$75,662			
Transportation and Infrastructure	139,079	\$149,692	\$128,185			
Transfers	135,473	\$87,671	\$52,843			
Human Services				167,361	193,654	187,024
Capital Outlay						
Debt Service						
Net Other Expenditures		(129,833)	7,595	10,096	(5,721)	7,389
Total Expenditures	\$1,442,077	\$1,359,542	\$1,330,228	\$177,457	\$187,933	\$194,413
Change in Fund Balance	(\$35,815)	(\$94,706)	(\$3,162)	\$1,774	(\$7,640)	(\$14,964)
Beginning Budget Unassigned Fund Balance	\$294,121	\$257,957	\$163,251	\$82,251	\$85,500	\$78,592
Restricted, Noncash and GASB54 Adjustments	(349)	0	0	1,475	732	919
Ending Budget Unassigned Fund Balance	\$257,957	\$163,251	\$160,089	\$85,500	\$78,592	\$64,547

Exhibit 1: Appropriated Governmental Funds



(For Budgetary Purposes Only)

(\$ in Thousands)	Total Other Special Revenue Fund			Debt Service Funds		
	2019 Actual	2020 Estimated	2021 Budget	2019 Actual	2020 Estimated	2021 Budget
Financial Sources:						
Property Tax	\$7,411	\$7,982	\$8,606	\$140,809	\$132,337	\$134,640
Sales and Use Taxes	128,975	123,194	131,188	46,071	25,931	38,370
Other Taxes				53,985	18,139	26,831
Intergovernmental Revenues						
Licenses & Permits						
Fines and Forfeits						
Interest Earnings	469	0	0	9,281	8,000	8,000
Fees						
Charges for Svcs. & Uses	61,662	7,555	36,672			
All Other Revenues	21,406	12,446	6,065	5,428	5,500	5,500
Total Financial Sources	\$219,923	\$151,177	\$182,531	\$255,574	\$189,907	\$213,341
Expenditures:						
General Administration	\$34,824	\$35,949	\$34,989			
Community Planning and Development						
Economic Development	21,194	66,987	23,949			
Finance						
General Services						
Health	36,823	42,515	49,009			
Housing Stability						
Independent Agencies						
Parks, Recreation and Cultural	61,725	86,175	54,285			
Public Safety						
Technology Services						
Transportation and Infrastructure						
Transfers						
Human Services						
Capital Outlay						
Debt Service				168,093	180,844	153,058
Net Other Expenditures	17,002	(5,708)	18,745	55,280	15,137	20,995
Total Expenditures	\$171,568	\$225,918	\$180,977	\$223,373	\$195,981	\$174,053
Change in Fund Balance	\$48,355	(\$74,741)	\$1,554	\$32,201	(\$6,074)	\$39,288
Beginning Budget Unassigned Fund Balance	\$43,059	\$95,570	\$20,829	\$160,265	\$192,466	\$186,392
Restricted, Noncash and GASB54 Adjustments	4,156	0	0	0	0	0
Ending Budget Unassigned Fund Balance	\$95,570	\$20,829	\$22,383	\$192,466	\$186,392	\$225,680

Exhibit 1: Appropriated Governmental Funds

(For Budgetary Purposes Only)

(\$ in Thousands)	Appropriated Capital Funds*			Total Appropriated Governmental Funds		
	2019 Actual	2020 Estimated	2021 Budget	2019 Actual	2020 Estimated	2021 Budget
Financial Sources:						
Property Tax	\$76,397	\$88,304	\$89,808	\$429,823	\$452,734	\$472,837
Sales and Use Taxes				\$895,467	\$785,755	\$903,393
Other Taxes		1,000	1,000	\$177,400	\$110,287	\$126,852
Intergovernmental Revenues				\$40,544	\$40,331	\$41,440
Licenses & Permits				\$60,650	\$51,670	\$46,998
Fines and Forfeits				\$45,042	\$31,321	\$41,884
Interest Earnings	15,722	8,249	7,453	\$40,310	\$29,496	\$27,467
Fees				\$68,899	\$60,491	\$68,829
Charges for Svcs. & Uses	39			\$112,282	\$37,375	\$77,916
All Other Revenues	144,728	69,248	52,532	\$427,459	\$353,554	\$245,564
Total Financial Sources	\$236,886	\$166,801	\$150,793	\$2,297,876	\$1,953,014	\$2,053,180
Expenditures:						
General Administration				\$91,665	\$99,146	\$82,816
Community Planning and Development				\$33,707	\$35,721	\$30,163
Economic Development				\$29,600	\$75,339	\$31,551
Finance				\$97,325	\$99,517	\$94,999
General Services				\$51,203	\$56,842	\$50,315
Health				\$88,089	\$96,576	\$100,554
Housing Stability				\$0	\$21,155	\$27,094
Independent Agencies				\$99,065	\$110,857	\$99,726
Parks, Recreation and Cultural				\$189,435	\$219,397	\$179,043
Public Safety				\$567,841	\$588,355	\$531,914
Technology Services				\$74,161	\$80,733	\$75,662
Transportation and Infrastructure				\$139,079	\$149,692	\$128,185
Transfers				\$135,473	\$87,671	\$52,843
Human Services				\$167,361	\$193,654	\$187,024
Capital Outlay	177,696	190,717	163,727	\$177,696	\$190,717	\$163,727
Debt Service				\$168,093	\$180,844	\$153,058
Net Other Expenditures				\$82,378	(\$126,125)	\$54,724
Total Expenditures	\$177,696	\$190,717	\$163,727	\$2,192,171	\$2,160,091	\$2,043,398
Change in Fund Balance	\$59,190	(\$23,916)	(\$12,934)	\$105,705	(\$207,077)	\$9,782
Beginning Budget Unassigned Fund Balance	\$285,375	\$344,565	\$320,649	\$865,071	\$976,058	\$769,713
Restricted, Noncash and GASB54 Adjustments	0	0	0	\$5,282	\$732	\$919
Ending Budget Unassigned Fund Balance	\$344,565	\$320,649	\$307,715	\$976,058	\$769,713	\$780,414

*Does not include capital bond or grant funds.

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

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

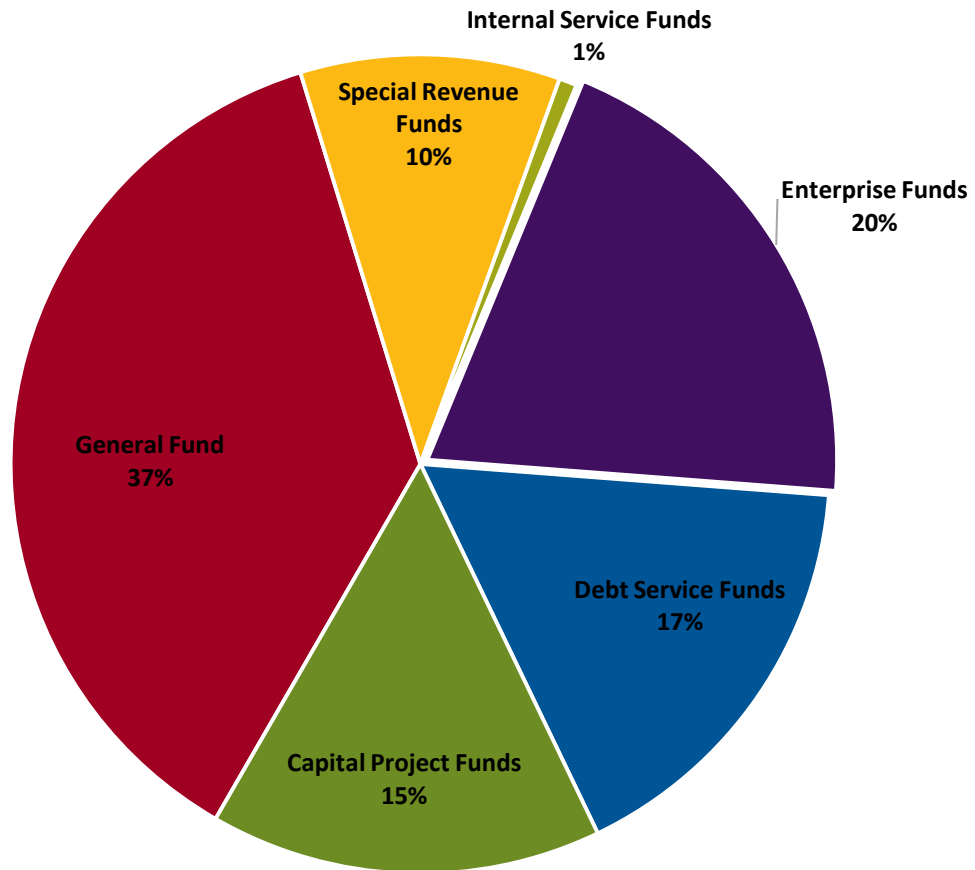
The **Reserve** for general contingencies and an estimate for Unspent Appropriations are shown for the Budgeted year and Estimated year. For the Actual year the reserves have been incorporated into the actual expenditures; any unused reserves and unspent appropriations are reflected in the year-end fund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

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

2021 Estimated Expenditures – By Fund

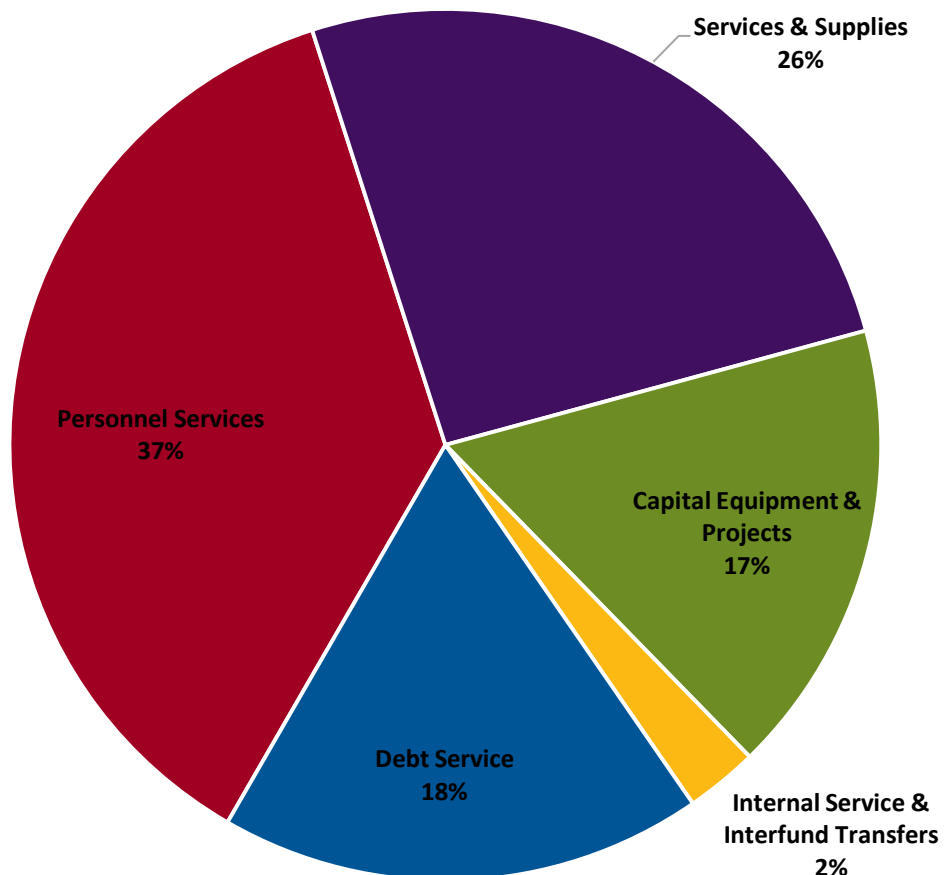


(\$ in Millions)

Fund	Amount
General Fund	\$1,330.23
Special Revenue Funds	\$369.31
Internal Service Funds	\$25.16
Enterprise Funds	\$720.12
Debt Service Funds	\$599.98
Capital Project Funds	\$556.91
	\$3,601.71

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

2021 Estimated Expenditures – All Funds Total Net Expenditures by Type



(\$ in Millions)	
Expenditure Type	Amount
Personnel Services	\$1,227.54
Services & Supplies	\$859.83
Capital Equipment & Projects	\$565.61
Internal Service & Interfund Transfers	\$89.98
Debt Service	\$599.98
	\$3,342.95

Budget Summary – Exhibit 2: Expenditures Summary



2019-2021 Expenditure Summary - Combined Funds by Year

(For Budgetary Purposes Only)

(\$ in Thousands)	2019 Actual	2020 Estimated	2021 Budgeted
General Fund			
General Administration	56,841	63,197	47,827
Community Planning and Development	33,707	35,721	30,163
Economic Development	8,406	8,352	7,602
Finance	97,325	99,517	94,999
General Services	51,203	56,842	50,315
Health	51,266	54,061	51,545
Housing Stability		21,155	27,094
Independent Agencies	99,065	110,857	99,726
Parks, Recreation, and Cultural	127,710	133,222	124,758
Public Safety	567,841	588,355	531,914
Technology Services	74,161	80,733	75,662
Transportation and Infrastructure	139,079	149,692	128,185
General Fund Total Operations	\$1,306,604	\$1,401,704	\$1,269,790
General Fund Transfers	135,473	87,671	52,843
General Contingency		16,061	26,095
Unspent Agency Appropriations			(5,000)
Sequestered and Other Budget Savings		(145,895)	(13,500)
General Fund Total Appropriations	\$1,442,077	\$1,359,541	\$1,330,228
Appropriated Special Revenue Funds			
General Government	34,824	35,949	34,989
Human Services	169,251	212,539	188,332
Health	36,823	42,515	49,009
Culture and Recreation	78,727	106,473	73,030
Community Development & Economic Opportunity	21,194	66,987	23,949
Total Special Revenue Funds	\$340,819	\$464,463	\$369,309
Internal Service Funds - Operations			
Asphalt Plant	10,438	9,293	9,248
Workers Compensation	14,178	15,620	15,911
Total Internal Service Funds	\$24,616	\$24,913	\$25,159
Enterprise Funds - Operations			
Wastewater Management	162,532	195,185	191,823
Airport	477,520	540,869	497,603
Environmental Services	14,670	17,114	17,500
Golf	10,624	13,117	13,191
Total Enterprise Funds	\$665,347	\$766,286	\$720,116
All Funds Total Operations	\$2,472,859	\$2,615,203	\$2,444,812

Budget Summary – Exhibit 2: Expenditures Summary

(\$ in Thousands)	2019 Actual	2020 Estimated	2021 Budgeted
Debt Service Funds			
GO Bonds	123,256	141,206	116,741
Excise Tax Revenue Bonds	100,117	54,775	57,312
Wastewater Management Debt Payment	9,647	11,046	11,046
Airport Debt Payment	411,468	413,615	414,885
Golf Debt Payment	52	31	-
Total Debt Service Funds	\$644,539	\$620,673	\$599,984
Capital Project Funds			
Winter Park Parks & Recreation Capital Fund	1,501	3,969	5,573
Capital Improvements Funds	149,109	146,125	120,149
State Conservation Trust (Lottery) Fund	6,482	7,893	9,837
Parks, Trails, and Open Space Capital Improvement	6,360	19,800	18,745
Bond Project Funds	227,737	188,453	170,664
Grant/Other Capital Funds	36,278	81,511	148,167
Entertainment & Cultural Capital Fund	14,244	12,930	9,423
Subtotal Capital Projects Funds	\$441,711	\$460,681	\$482,558
Wastewater Management Capital Improvement Funds	105,635	39,650	51,075
Airport Capital Improvement Funds	148,830	204,254	22,243
Environmental Services Capital Improvement Funds	2,208	714	330
Golf Capital Improvement	743	728	700
Total Capital Projects Funds	\$699,126	\$706,027	\$556,905
Total Expenditures (All Funds)	\$3,816,524	\$3,941,903	\$3,601,702
Less Duplications Budgeted			
Internal Service and Interfund Transfers	(\$345,404)	(\$311,825)	(\$258,755)
Total Net Expenditures (All Funds)	\$3,471,120	\$3,630,078	\$3,342,947

Budget Summary – Exhibit 3: Estimated Expenditures

2021 Combined Funds by Appropriation Expenditure Type

(\$ in Thousands)	Personnel Services	Services and Supplies	Capital Equipment and Projects	Internal Service and Interfund Transfers	Debt Service	Total
General Fund:						
General Administration	38,309	9,367	15	136		47,827
Community Planning and Development	28,360	1,785	0	18		30,163
Economic Development	5,252	2,332	0	18		7,602
Finance	37,544	23,815	0	33,640		94,999
General Services	11,762	37,221	4	1,328		50,315
Health	14,721	3,624	7	33,193		51,545
Housing Stability	5,594	21,475	0	25		27,094
Independent Agencies	88,608	11,031	5	82		99,726
Parks, Recreation, and Cultural	96,090	27,736	639	293		124,758
Public Safety	479,464	51,913	363	174		531,914
Technology Services	38,005	37,555	14	88		75,662
Transportation and Infrastructure	87,965	40,028	26	166		128,185
General Fund Transfers	0	0	0	52,843		52,843
General Contingency	0	0	0	26,095		26,095
Unspent and Additional Savings	(18,500)	0	0	0		(18,500)
Total General Fund	\$913,174	\$267,882	\$1,073	\$148,099	\$0	\$1,330,228
Special Revenue Funds:						
General Government	0	34,989	0	0		34,989
Human Services	101,789	72,526	495	13,522	0	188,332
Health	384	48,623	0	2		49,009
Culture and Recreation	11,529	36,367	6,072	19,062	0	73,030
Community Development & Economic Opportunity	1,528	22,421	0	0	0	23,949
Total Special Revenue Funds	\$115,230	\$214,926	\$6,567	\$32,586	\$0	\$369,309
Debt Service Funds:						
GO Bonds					116,741	116,741
Excise Tax Revenue Bonds					57,312	57,312
Total Debt Service Funds	\$0	\$0	\$0	\$0	\$174,053	\$174,053
Capital Project Funds:						
Winter Park			5,573			5,573
Capital Improvements			120,149			120,149
State Conservation Trust			9,837			9,837
Parks, Trails, and Open Space Capital Improvement			18,745			18,745
Bond Projects			170,664			170,664
Grants/Other			148,167			148,167
Entertainment and Cultural			9,423			9,423
Total Capital Project Funds	\$0	\$0	\$482,558	\$0	\$0	\$482,558
Total Governmental Funds	\$1,028,404	\$482,808	\$490,198	\$180,685	\$174,053	\$2,356,148

Budget Summary – Exhibit 3: Estimated Expenditures

(\$ in Thousands)	Personnel Services	Services and Supplies	Capital Equipment and Projects	Internal Service and Interfund Transfers	Debt Service	Total
Internal Service Funds:						
Asphalt Plant	762	8,319	0	167		9,248
Workers Compensation	6,130	9,234	0	547		15,911
Total Internal Service Funds	\$6,892	\$17,553	\$0	\$714	\$0	\$25,159
Enterprise Funds:						
Wastewater Management	33,890	70,429	52,124	86,454	11,046	253,943
Airport	145,582	281,636	22,243	70,385	414,885	934,731
Environmental Services	4,981	2,708	349	9,791	0	17,829
Golf	7,792	4,692	700	707	0	13,891
Total Enterprise Funds	\$192,245	\$359,465	\$75,416	\$167,337	\$425,931	\$1,220,394
Total Expenditures (All Funds)	\$1,227,541	\$859,826	\$565,614	\$348,736	\$599,984	\$3,601,701
Less Duplications Budgeted						
Internal Service and Interfund Transfers				(\$258,755)		(\$258,755)
Total Net Expenditures (All Funds)	\$1,227,541	\$859,826	\$565,614	\$89,981	\$599,984	\$3,342,946

* Less duplications budgeted for internal service charges and interfund transfers.

All Funds by Appropriation

Fiscal Year 2021

	2019 Actual	2020 Appropriated	2021 Estimated	% Change 20 - 21
General Administration				
Mayor's Office	1,863,691	1,974,044	1,972,065	(0.10%)
Civic Events	991,661	1,001,019	957,019	(4.40%)
Office of Children's Affairs	3,731,490	3,377,538	4,084,167	20.92%
Performance Based Infrastructure Office	1,424,196	1,697,011	305,894	(81.97%)
Office of Climate Action, Sustainability and Resiliency	0	4,898,702	4,080,858	(16.70%)
Board of Ethics	219,233	181,291	185,827	2.50%
Human Rights and Community Partnerships	4,234,684	3,991,374	4,083,117	2.30%
Division of Disability Rights	498,720	956,999	1,042,345	8.92%
Office of Independent Monitor	1,837,174	1,952,384	1,898,386	(2.77%)
Emergency Management and Homeland Security	1,559,146	1,550,998	1,466,238	(5.46%)
Office of Special Events	712,831	761,585	724,896	(4.82%)
Excise & Licenses	4,694,746	4,748,541	3,963,828	(16.53%)
City Attorney	35,073,093	36,105,871	23,062,451	(36.13%)
General Administration Total	56,840,666	63,197,357	47,827,091	(24.32%)
Community Planning and Development				
Office of the Manager	3,596,557	4,468,345	4,955,841	10.91%
Development Services	21,914,710	21,914,898	19,278,214	(12.03%)
Planning Services Division	5,962,921	6,997,710	5,929,346	(15.27%)
North Denver Cornerstone Collaborative	2,232,585	2,340,312	0	0
Community Planning and Development Total	33,706,773	35,721,265	30,163,401	(15.56%)
Economic Development				
Office of HOPE	780,364	0	0	0
Small Business Opportunity	2,279,094	3,520,879	1,720,763	(51.13%)
Neighborhoods	0	334,599	1,430,639	327.57%
Business Development Division	2,007,948	2,180,973	2,045,509	(6.21%)
Executive Office	3,338,772	2,315,822	2,404,988	3.85%
Economic Development Total	8,406,178	8,352,273	7,601,899	(8.98%)
Finance Operating Budget				
Office of the Chief Financial Officer	2,036,850	2,037,993	1,972,437	(3.22%)
Assessment Division	6,264,144	6,254,477	6,224,839	(0.47%)
Treasury Division	16,787,227	18,118,023	16,802,347	(7.26%)
Cash, Risk & Capital Funding	15,927,662	15,257,411	15,527,311	1.77%
Controller's Office	8,842,624	9,657,018	8,917,730	(7.66%)
Division of Real Estate	5,682,204	8,013,051	7,983,217	(0.37%)
Budget and Management	2,884,379	3,308,687	2,797,544	(15.45%)
Capital Planning and Programming	2,135,419	2,358,656	1,188,521	(49.61%)
Finance Subtotal	60,560,510	65,005,316	61,413,946	(5.52%)

All Funds by Appropriation

	2019 Actual	2020 Appropriated	2021 Estimated	% Change 20 - 21
DOF Citywide Payments				
Annual Rental Payments	20,126,809	21,125,645	18,899,009	(10.54%)
Downtown Historic District Tax Rebate	300,000	300,000	0	0
DPS-Stapleton Mill Levy Payment	1,057,628	2,001,600	2,242,600	12.04%
Hotel Tax Increment	1,549,487	1,834,000	475,000	(74.10%)
Special Payments	4,772,435	0	3,700,000	0
Unemployment Comp Insurance	435,193	600,000	1,200,000	100.00%
Workers' Compensation Billings	8,522,984	8,650,732	7,068,387	(18.29%)
Payments Subtotal	36,764,536	34,511,977	33,584,996	(2.69%)
Finance Total	97,325,046	99,517,293	94,998,942	(4.54%)
General Services				
General Services Administration	27,320,774	33,329,927	30,632,447	(8.09%)
Purchasing	3,020,313	3,031,272	2,406,405	(20.61%)
Office of the Executive Director	0	2,828,600	876,483	(69.01%)
Facilities Management	20,862,301	17,652,138	16,399,773	(7.09%)
General Services Total	51,203,388	56,841,937	50,315,108	(11.48%)
Public Health and Environment Operating Budget				
Community and Behavioral Health	1,700,671	3,006,724	3,848,295	27.99%
Public Health Investigations	4,200,187	4,333,258	4,276,319	(1.31%)
Denver Animal Protection	4,394,226	4,613,589	5,043,097	9.31%
Office of the Medical Examiner	3,312,066	3,673,762	3,714,925	1.12%
Environmental Quality	0	0	0	0
Division of Administration	1,319,361	1,460,651	1,507,563	3.21%
Office of Sustainability	344,321	0	0	0
Public and Environmental Health Subtotal	15,270,831	17,087,984	18,390,199	(7.62%)
DDPHE Public Health Payments				
Payment - Denver Cares	2,383,354	3,357,877	2,970,909	(11.52%)
Payment - Medically Indigent	30,777,300	30,777,300	27,700,000	(10.00%)
Payment - Park Hill Clinic Financing	32,546	150,868	150,868	0.00%
Payment - Poison Center	156,900	156,900	156,900	0.00%
Payment - Public Health Clinical	2,644,803	2,529,755	2,176,165	(13.98%)
Public Health Payments Subtotal	35,994,903	36,972,700	33,154,842	(10.33%)
Public and Environmental Health Total	51,265,734	54,060,684	51,545,041	(4.65%)
Housing Stability				
Department of Housing Stability	0	21,155,315	27,094,469	28.07%
Housing Stability Total	0	21,155,315	27,094,469	28.07%

All Funds by Appropriation

	2019 Actual	2020 Appropriated	2021 Estimated	% Change 20 - 21
Independent Agencies				
City Council	5,981,238	6,462,540	6,310,601	(2.35%)
Auditor	9,608,612	10,560,375	10,524,099	(0.34%)
Denver District Attorney	27,462,730	29,259,653	27,666,599	(5.44%)
Denver County Court	26,170,290	27,721,137	26,553,887	(4.21%)
Office of Municipal Public Defender	2,056,513	2,611,740	2,580,316	(1.20%)
Office of Human Resources	11,833,357	11,418,092	11,077,324	(2.98%)
OHR Human Resource Services	4,471,849	6,717,333	2,530,876	(62.32%)
Hearing Office	545,595	650,495	632,957	(2.70%)
Election Division	6,323,025	9,640,595	5,433,790	(43.64%)
Division of the Clerk and Recorder	2,446,003	3,434,069	4,293,125	25.02%
Board of Adjustment for Zoning Appeals	344,431	375,860	358,649	(4.58%)
Civil Service Commission	1,821,678	2,004,649	1,763,528	(12.03%)
Independent Agencies Total	99,065,321	110,856,538	99,725,751	(10.04%)
Parks and Recreation and Cultural Facilities				
Parks and Recreation Administration	4,975,658	5,315,965	5,903,970	11.06%
Parks and Planning	44,644,784	46,092,930	42,926,397	(6.87%)
Recreation Division	26,510,591	28,875,593	27,743,365	(3.92%)
Denver Public Library	51,578,794	52,937,045	48,183,819	(8.98%)
Parks and Recreation and Cultural Facilities Total	127,709,828	133,221,533	124,757,551	(6.35%)
Public Safety				
Safety Management	8,625,396	11,053,088	10,048,328	(9.09%)
Safety Programs	9,338,577	10,153,085	10,075,230	(0.77%)
Police Administration Division	42,091,655	32,727,584	32,680,979	(0.14%)
Police Airport Operations	0	18,570,336	0	0
Police Investigations Division	199,846,848	69,006,937	73,041,593	5.85%
Police Recruits	4,192,712	6,348,039	2,741,468	(56.81%)
Police Patrol Districts Division	0	127,579,469	121,064,685	(5.11%)
Fire Department Administration	31,349,387	30,809,750	28,084,552	(8.85%)
Fire Department Operations	116,096,470	122,486,250	96,074,412	(21.56%)
Sheriff Administration	23,406,767	22,324,935	22,874,887	2.46%
Sheriff Jail Operations	89,238,179	93,436,820	90,335,183	(3.32%)
Sheriff Specialized Operations and Analysis	31,688,904	32,943,533	32,480,033	(1.41%)
Sheriff Support Services	2,104,435	2,525,152	2,573,730	1.92%
911 Emergency Communications	9,861,779	8,389,675	9,838,857	17.27%
Public Safety Total	567,841,108	588,354,653	531,913,937	(9.59%)
Technology Services				
Denver Marketing and Media Services	4,142,010	4,135,697	5,860,655	41.71%
Office of the Chief Information Officer	1,644,136	1,474,602	2,367,538	60.55%
Operations	34,350,866	36,617,015	31,621,834	(13.64%)
Applications Development	31,567,302	35,914,914	27,661,913	(22.98%)

All Funds by Appropriation

	2019 Actual	2020 Appropriated	2021 Estimated	% Change 20 - 21
Program and Project Management	0	0	2,819,733	0
Data Tools and Governance	0	0	5,330,324	0
Denver 311	2,456,864	2,591,223	0	0
Technology Services Total	74,161,178	80,733,451	75,661,997	(6.28%)
Transportation and Infrastructure				
CFO Accounting	0	200,000	699,758	249.88%
CFO Finance and Administration	14,148,520	14,232,260	12,203,843	(14.25%)
CFO Fleet Management	14,528,697	16,225,180	14,623,042	(9.87%)
CFO Street Lighting	3,410,845	3,008,456	3,169,931	5.37%
Office of the Executive Director	3,687,089	5,340,921	6,217,920	16.42%
National Western Center Office	1,910,327	2,433,527	1,179,878	(51.52%)
Utilities/Solid Waste	24,232,264	26,912,385	24,068,374	(10.57%)
Community Design and Project Development	4,311,598	4,281,547	2,935,462	(31.44%)
Department of Transportation Project Delivery	2,189,779	3,075,991	2,621,993	(14.76%)
Infrastructure Project Management	10,505,485	11,358,814	2,644,222	(76.72%)
Major Projects Office	1,068,957	1,151,642	4,746,332	312.14%
Program Implementation	2,369,531	1,795,985	2,834,241	57.81%
Department of Transportation Operations	17,357,920	17,396,581	14,574,850	(16.22%)
Maintenance Operations	19,508,425	21,055,377	17,539,915	(16.70%)
Right of Way Enforcement	11,000,219	12,244,499	10,775,300	(12.00%)
Right of Way Services	8,849,339	8,979,228	7,349,970	(18.14%)
Transportation and Mobility	0	0	0	0
Transportation and Infrastructure Total	139,078,995	149,692,393	128,185,031	(14.37%)
General Fund Total Operations	1,306,604,214	1,401,704,692	1,269,790,218	(9.41%)
General Fund Transfers				
Transfer to General Government SRF	3,579,612	15,681,874	2,594,401	(83.46%)
Transfer to Alternative Transportation SRF	1,388,700	304,700	1,388,700	355.76%
Transfer to Business Incentives SRF	1,200,000	1,200,000	1,000,000	(16.67%)
Transfer to Affordable Housing SRF	10,180,000	2,742,800	3,700,000	34.90%
Transfer to Safety Special Revenue Fund	67,000	67,000	0	0
Transfer to Human Services Special Revenue Fund	5,300,000	2,100,000	2,100,000	0.00%
Transfer to Public Health and Wellness SRF	3,115,961	2,315,665	4,143,482	78.93%
Transfer to Crime Prevention and Control Commission (CPCC)	4,150,000	3,592,600	3,592,600	0.00%
Transfer to Culture and Recreation Special Revenue Fund	5,500	0	0	0
Transfer to Convention Center SRF	2,500,000	3,500,000	7,000,000	100.00%
Transfer to Economic Opportunity SRF	2,235,300	4,235,300	2,039,500	(51.85%)
Transfer to Social Impact Bonds SRF	3,870,000	65,000	2,906,000	4,370.77%
Transfer to Training SRF	75,000	75,000	0	0
Transfer to Planned Fleet SRF	22,978,900	16,669,900	7,000,000	(58.01%)
Transfer to Liability Claims SRF	4,525,000	2,000,000	2,000,000	0.00%

All Funds by Appropriation

	2019 Actual	2020 Appropriated	2021 Estimated	% Change 20 - 21
Transfer to Capital Improvement Projects Fund	36,807,762	14,560,000	0	0
Transfer to CIF - Innovation Projects	11,167,600	2,500,000	0	0
Transfer to CIF - Radio Replacement and System Upgrade	4,552,437	4,598,168	4,212,028	(8.40%)
Transfer to CIF - User Component Replacement	1,581,808	1,599,760	335,000	(79.06%)
Transfer to CIF - Infrastructure Replacement	2,040,085	1,790,085	1,314,915	(26.54%)
Transfer to CIF - Strategic Resource	4,250,000	0	0	0
Transfer to CIF - Sheriff Reform	1,404,322	0	0	0
Transfer to CIF - System Upgrades	1,000,000	750,000	518,369	(30.88%)
Transfer to Grant/Other CIF	858,468	840,000	840,000	0.00%
Transfer to National Western Center Campus Management SRF	481,803	325,000	0	0
Transfer to Art Museum	1,484,072	1,484,072	1,484,072	0.00%
Transfer to Museum of Nature & Science	1,151,006	1,151,006	1,151,006	0.00%
Transfer to Botanic Gardens	1,122,625	1,122,625	1,122,625	0.00%
Transfer to Zoological Gardens	2,276,858	2,276,858	2,276,858	0.00%
Transfer to Four Mile Historic Park	66,600	66,600	66,600	0.00%
Transfer to Municipal Band	57,000	57,000	57,000	0.00%
Transfers Total	135,473,419	87,671,013	52,843,156	(39.73%)
General Fund Annual Appropriations	1,442,077,633	1,489,375,705	1,322,633,374	(11.20%)
General Fund Contingency	0	16,061,272	26,095,000	62.47%
General Fund Total Appropriations	1,442,077,633	1,505,436,977	1,348,728,374	(10.41%)
Appropriated Special Revenue Funds				
General Government	34,824,417	35,949,302	34,989,240	(2.67%)
Community Development and Economic Opportunity	21,194,104	66,985,658	23,949,681	(64.25%)
Culture and Recreation	78,727,423	106,473,132	73,029,683	(31.41%)
Human Services	169,251,091	212,539,476	188,332,006	(11.39%)
Health	36,822,627	42,514,945	49,009,325	15.28%
Total Appropriated Special Revenue Funds	340,819,663	464,462,513	369,309,935	(20.49%)
Internal Service Funds - Operations				
Workers Compensation	14,177,471	15,620,278	15,911,259	1.86%
Asphalt Plant	10,438,450	9,292,366	9,247,941	(0.48%)
Total Internal Service Funds - Operations	24,615,921	24,912,644	25,159,200	0.99%

All Funds by Appropriation

	2019 Actual	2020 Appropriated	2021 Estimated	% Change 20 - 21
Enterprise Funds - Operations				
Wastewater Management	162,532,185	195,185,267	191,822,926	(1.72%)
Aviation	443,124,180	473,908,898	456,411,953	(3.69%)
Environmental Services	14,670,360	17,113,559	17,499,750	2.26%
Golf	10,624,454	13,117,470	13,190,951	0.56%
Total Enterprise Funds - Operations	630,951,179	699,325,194	678,925,580	(2.92%)
All Funds Total Operations	2,438,464,396	2,694,137,328	2,422,123,089	(10.10%)
Less Duplications Budgeted (All Funds)				
Internal Service and Interfund Transfers	(345,403,821)	(311,889,822)	(258,755,229)	(17.04%)
Total Net Operations (All Funds)	2,093,060,575	2,382,247,506	2,163,367,860	(9.19%)
Capital Projects Funds				
Winter Park and Recreation Funds	1,500,958	3,969,101	5,573,500	40.42%
Capital Improvements	149,108,644	146,124,997	120,149,221	(17.78%)
State Conservation Trust Funds (Lottery)	6,481,695	7,892,892	9,837,000	24.63%
Parks, Trails, and Open Space Capital Improvement	6,359,866	19,800,000	18,745,000	(5.33%)
Bond Project Funds	227,736,578	188,452,889	170,663,600	(9.44%)
Grant/Other Capital Funds	36,277,945	81,510,844	148,167,498	81.78%
Entertainment and Cultural Capital Funds	14,244,396	12,930,088	9,422,542	(27.13%)
Subtotal Capital Projects Funds	441,710,082	460,680,811	482,558,361	4.75%
Wastewater Management	105,634,550	39,650,000	51,074,587	28.81%
Aviation	148,829,666	204,254,341	22,243,244	(89.11%)
Environmental Services	2,207,661	714,400	329,600	(53.86%)
Golf	743,121	727,500	700,000	(3.78%)
Subtotal Capital Projects Funds	257,414,998	245,346,241	74,347,431	(69.70%)
Total Capital Projects Funds	699,125,081	706,027,052	556,905,792	(21.12%)

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

Personnel Comparison

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

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

The number of FTE shown for each agency includes:

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

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

Agency/Department	2019 Budgeted		2020 Appropriated		2021 Recommended		2021 Change	
	Perm	Temp	Perm	Temp	Perm	Temp	Perm	Temp
General Fund								
Mayor's Office	14.00	0.00	14.00	0.00	14.00	0.00	0.00	0.00
Office of Children's Affairs	11.30	3.10	10.30	3.35	9.80	2.50	(0.50)	(0.85)
Performance Based Infrastructure Office	2.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00
Office of Climate Action, Sustainability and Resiliency	0.00	0.00	25.12	2.50	25.00	0.50	(0.12)	(2.00)
Board of Ethics	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00
Human Rights and Community Partnerships	21.75	1.00	22.75	1.00	25.75	1.00	3.00	0.00
Division of Disability Rights	3.00	0.00	6.50	0.00	7.00	0.00	0.50	0.00
Office of Independent Monitor	15.00	0.50	15.00	0.50	15.00	0.50	0.00	0.00
Emergency Management and Homeland Security	9.00	1.50	9.00	1.50	7.00	2.37	(2.00)	0.87
Office of Special Events	6.00	0.00	6.00	0.00	6.00	0.00	0.00	0.00
Excise & Licenses	26.00	11.74	27.00	12.74	32.00	3.74	5.00	(9.00)
City Attorney	225.75	18.00	226.15	15.50	151.85	6.00	(74.30)	(9.50)
General Administration	334.80	35.84	364.82	37.09	296.40	16.61	(68.42)	(20.48)
Office of the Manager	33.00	1.00	31.58	1.00	46.75	1.00	15.17	0.00
Development Services	179.00	26.00	183.00	20.00	156.00	10.00	(27.00)	(10.00)
Planning Services Division	45.50	6.00	47.00	5.00	42.00	3.00	(5.00)	(2.00)

Personnel Comparison



Agency/Department	2019 Budgeted		2020 Appropriated		2021 Recommended		2021 Change	
	Perm	Temp	Perm	Temp	Perm	Temp	Perm	Temp
North Denver Cornerstone Collaborative	3.00	6.75	3.00	9.00	0.00	0.00	(3.00)	(9.00)
Community Planning and Development	260.50	39.75	264.58	35.00	244.75	14.00	(19.83)	(21.00)
Office of HOPE	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Small Business Opportunity	26.00	3.00	27.00	2.00	12.00	1.00	(15.00)	(1.00)
Neighborhoods	0.00	0.00	2.00	0.00	2.00	5.00	0.00	5.00
Business Development Division	13.50	0.00	12.50	0.00	11.50	0.00	(1.00)	0.00
Executive Office	13.47	1.00	13.97	0.00	12.47	0.00	(1.50)	0.00
Economic Development	57.97	4.00	55.47	2.00	37.97	6.00	(17.50)	4.00
Office of the Chief Financial Officer	8.00	1.00	8.00	1.00	7.00	1.00	(1.00)	0.00
Assessment Division	57.00	8.80	59.00	3.80	58.00	2.80	(1.00)	(1.00)
Treasury Division	185.00	0.50	182.00	0.50	172.00	0.50	(10.00)	0.00
Cash, Risk & Capital Funding	15.00	3.00	14.80	3.00	15.80	1.00	1.00	(2.00)
Controller's Office	92.00	0.00	91.00	0.00	86.00	0.00	(5.00)	0.00
Division of Real Estate	8.00	2.00	9.00	2.00	10.00	1.00	1.00	(1.00)
Budget and Management	23.50	0.00	22.50	0.00	20.75	0.00	(1.75)	0.00
Capital Planning and Programming	9.00	0.00	9.00	0.00	8.00	0.00	(1.00)	0.00
Finance	397.50	15.30	395.30	10.30	377.55	6.30	(17.75)	(4.00)
General Services Administration	11.50	0.00	17.00	0.00	18.00	0.00	1.00	0.00
Purchasing	31.75	0.00	31.00	0.00	22.00	0.00	(9.00)	0.00
Office of the Executive Director	0.00	0.00	8.25	0.00	6.25	0.00	(2.00)	0.00
Facilities Management	102.00	0.00	87.00	0.00	79.00	0.00	(8.00)	0.00
General Services	145.25	0.00	143.25	0.00	125.25	0.00	(18.00)	0.00
Community and Behavioral Health	8.00	3.50	20.00	3.00	19.00	0.00	(1.00)	(3.00)

Personnel Comparison

Agency/Department	2019 Budgeted		2020 Appropriated		2021 Recommended		2021 Change	
	Perm	Temp	Perm	Temp	Perm	Temp	Perm	Temp
Public Health Investigations	37.00	5.00	36.10	5.00	41.10	0.00	5.00	(5.00)
Denver Animal Protection	47.00	8.06	47.00	7.49	49.67	5.49	2.67	(2.00)
Office of the Medical Examiner	21.00	3.76	21.00	4.76	21.00	3.76	0.00	(1.00)
Division of Administration	8.00	2.60	8.50	3.10	10.00	1.65	1.50	(1.45)
Office of Sustainability	1.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00
Environmental Health	122.00	24.92	132.60	23.35	140.77	10.90	8.17	(12.45)
Department of Housing Stability	0.00	0.00	51.10	1.00	48.14	0.00	(2.96)	(1.00)
Housing Stability	0.00	0.00	51.10	1.00	48.14	0.00	(2.96)	(1.00)
City Council	56.00	1.00	57.00	0.00	57.00	0.00	0.00	0.00
Auditor	70.00	1.00	74.00	1.00	76.40	1.00	2.40	0.00
Denver District Attorney	221.58	1.75	229.00	1.00	228.00	1.00	(1.00)	0.00
Denver County Court	247.50	3.65	257.53	3.55	246.00	3.55	(11.53)	0.00
Office of Municipal Public Defender	16.50	1.00	16.60	1.00	16.75	1.00	0.15	0.00
Office of Human Resources	126.00	2.00	130.00	2.00	97.00	0.00	(33.00)	(2.00)
Hearing Office	4.00	0.00	4.00	0.00	4.00	0.00	0.00	0.00
Election Division	23.00	29.39	26.00	64.00	21.00	30.00	(5.00)	(34.00)
Division of the Clerk and Recorder	27.00	2.50	31.00	2.50	36.00	2.50	5.00	0.00
Board of Adjustment for Zoning Appeals	4.25	0.12	4.25	0.12	4.25	0.12	0.00	0.00
Civil Service Commission	10.00	4.50	10.00	5.25	10.00	5.25	0.00	0.00
Independent Agencies	805.83	46.91	839.38	80.42	796.40	44.42	(42.97)	(36.00)
Parks and Recreation Administration	37.75	2.55	39.00	3.05	34.75	1.90	(4.25)	(1.15)
Parks and Planning	326.00	148.07	327.51	144.62	321.12	134.82	(6.39)	(9.80)
Recreation Division	144.50	319.61	145.00	321.07	137.72	320.74	(7.28)	(0.33)
Denver Public Library	587.00	21.75	584.06	14.85	525.75	15.75	(58.31)	0.90
Parks and Recreation and Cultural Facilities	1,095.25	491.99	1,095.57	483.60	1,019.34	473.22	(76.23)	(10.39)

Personnel Comparison

Agency/Department	2019 Budgeted		2020 Appropriated		2021 Recommended		2021 Change	
	Perm	Temp	Perm	Temp	Perm	Temp	Perm	Temp
Safety Management	50.20	1.00	71.20	1.00	66.20	1.00	(5.00)	0.00
Safety Programs	62.60	42.50	62.60	38.50	70.60	34.50	8.00	(4.00)
Police Administration Division - Civilian	242.25	3.69	190.25	3.00	146.25	1.00	(44.00)	(2.00)
Police Administration Division - Uniform	89.00	0.00	69.00	0.00	110.00	0.00	41.00	0.00
Police Investigations Division - Civilian	93.00	18.13	131.00	17.88	144.01	0.00	13.01	(17.88)
Police Investigations Division - Uniform	1,467.00	0.00	475.00	0.00	368.00	0.00	(107.00)	0.00
Police Patrol Districts Division - Civilian	0.00	0.00	14.00	1.25	23.63	0.00	9.63	(1.25)
Police Patrol Districts Division - Uniform	0.00	0.00	1,052.00	0.00	986.00	0.00	(66.00)	0.00
Fire Department Administration - Civilian	43.58	0.00	45.00	0.00	42.00	0.00	(3.00)	0.00
Fire Department Administration - Uniform	143.00	0.00	138.00	0.00	138.00	0.00	0.00	0.00
Fire Department Operations - Civilian	2.00	0.00	2.00	0.00	1.00	0.00	(1.00)	0.00
Fire Department Operations - Uniform	904.00	0.00	924.00	0.00	788.00	0.00	(136.00)	0.00
Sheriff Administration - Civilian	13.75	0.00	11.75	0.00	11.75	0.00	0.00	0.00
Sheriff Administration - Uniform	5.00	0.00	5.00	0.00	7.00	0.00	2.00	0.00
Sheriff Jail Operations - Civilian	146.00	0.00	151.83	0.00	140.00	0.00	(11.83)	0.00
Sheriff Jail Operations - Uniform	641.77	0.00	672.19	0.00	670.19	0.00	(2.00)	0.00
Sheriff Specialized Operations and Analysis - Civilian	96.00	2.00	77.00	2.00	56.00	2.00	(21.00)	0.00
Sheriff Specialized Operations and Analysis - Uniform	189.00	0.00	170.67	0.00	172.34	0.00	1.67	0.00
Sheriff Support Services - Civilian	3.00	0.00	3.00	0.00	3.00	0.00	0.00	0.00
Sheriff Support Services - Uniform	13.00	0.00	10.00	0.00	10.00	0.00	0.00	0.00
911 Emergency Communications	107.33	0.00	92.66	0.00	118.66	0.00	26.00	0.00

Personnel Comparison



Agency/Department	2019 Budgeted		2020 Appropriated		2021 Recommended		2021 Change	
	Perm	Temp	Perm	Temp	Perm	Temp	Perm	Temp
Public Safety	4,311.48	67.31	4,368.15	63.63	4,072.62	38.50	(295.53)	(25.13)
Denver Marketing and Media Services	23.00	8.54	23.00	8.54	50.00	11.64	27.00	3.10
Office of the Chief Information Officer	3.00	0.00	3.00	0.00	3.00	0.00	0.00	0.00
Operations	121.00	0.00	118.00	0.00	102.00	0.00	(16.00)	0.00
Applications Development	133.00	3.00	132.00	3.00	94.00	0.00	(38.00)	(3.00)
Program and Project Management	0.00	0.00	0.00	0.00	17.00	0.00	17.00	0.00
Data Tools and Governance	0.00	0.00	0.00	0.00	21.00	0.00	21.00	0.00
Denver 311	36.00	3.10	36.00	3.10	0.00	0.00	(36.00)	(3.10)
Technology Services	316.00	14.64	312.00	14.64	287.00	11.64	(25.00)	(3.00)
Office of the Executive Director	166.75	2.34	177.75	2.34	162.75	6.34	(15.00)	4.00
National Western Center Office	2.00	6.00	2.00	6.00	2.00	6.00	0.00	0.00
Utilities/Solid Waste	191.33	24.87	202.50	22.87	183.00	22.87	(19.50)	0.00
Department of Transportation Project Delivery	113.00	25.00	125.00	23.75	125.00	23.75	0.00	0.00
Department of Transportation Operations	528.34	25.48	520.00	25.48	465.00	16.48	(55.00)	(9.00)
Transportation and Infrastructure	1,001.42	83.69	1,027.25	80.44	937.75	75.44	(89.50)	(5.00)
Total General Fund	8,848.00	824.35	9,049.48	831.46	8,383.94	697.03	(665.54)	(134.44)
General Fund Civilian and Uniform								
Civilian	5,396.23	824.35	5,533.62	831.46	5,134.41	697.03	(399.21)	(134.44)
Uniform	3,451.77	0.00	3,515.86	0.00	3,249.53	0.00	(266.33)	0.00
Internal Service Funds								
Workers Compensation	19.00	2.00	19.00	2.00	20.00	2.00	1.00	0.00
Asphalt Plant	8.00	0.00	8.00	0.00	8.00	0.00	0.00	0.00

Personnel Comparison



Agency/Department	2019 Budgeted		2020 Appropriated		2021 Recommended		2021 Change	
	Perm	Temp	Perm	Temp	Perm	Temp	Perm	Temp
Total Internal Service Funds	27.00	2.00	27.00	2.00	28.00	2.00	1.00	0.00
Enterprise Funds								
Wastewater Management	310.33	13.05	320.50	9.55	315.50	8.55	(5.00)	(1.00)
Aviation	1,270.00	38.25	1,274.00	38.25	1,274.00	38.25	0.00	0.00
Environmental Services	46.60	8.25	37.46	4.75	36.33	6.25	(1.13)	1.50
Golf	55.00	56.13	58.17	53.13	59.00	54.13	0.83	1.00
Total Enterprise Funds	1,681.93	115.68	1,690.13	105.68	1,684.83	107.18	(5.30)	1.50
Special Revenue Funds								
General Government	22.95	7.15	27.55	10.98	405.25	19.47	377.70	8.49
Community Development and Economic Opportunity	60.29	7.00	58.93	9.50	61.14	18.00	2.21	8.50
Public Safety	105.28	28.19	127.29	30.50	130.54	42.23	3.25	11.73
Human Services	1,190.00	52.38	1,189.00	60.38	1,179.67	58.88	(9.33)	(1.50)
Health	40.40	14.17	38.19	24.45	31.46	18.93	(6.73)	(5.52)
Culture and Recreation	122.25	39.23	141.74	40.96	130.42	38.48	(11.32)	(2.48)
Grant/Other Capital Funds	0.00	1.00	2.00	1.00	0.00	3.00	(2.00)	2.00
Total Special Revenue Funds	1,541.17	149.12	1,584.70	177.77	1,938.48	198.99	353.78	21.22
Total Other Funds	3,250.10	266.80	3,301.82	285.46	3,651.31	308.17	349.48	22.72
Total Citywide Personnel (All Funds)	12,098.10	1,091.15	12,351.30	1,116.92	12,035.25	1,005.20	(316.05)	(111.72)
All Funds Civilian and Uniform								
Civilian	8,630.33	1,091.15	8,821.44	1,116.92	8,498.72	1,005.20	(322.73)	(111.72)
Uniform	3,467.77	0.00	3,529.86	0.00	3,536.53	0.00	6.67	0.00



Position Moves Between Funding Sources

There are several agencies within the City that provide direct services to other funds such as Enterprise Funds and Human Services Special Revenue Funds, and these other funds are required to fully pay for these services. For 2021, positions that are dedicated to providing direct services to Denver International Airport (DEN) and Human Services have been reallocated to a new Special Revenue Fund from which the positions will be budgeted and expensed, and the billings process transacted. There will be no impact to services.

For 2021, this change will result in a significant decrease in FTE and budget in the General Fund for these agencies and an increase in Special Revenue Funds. Please note that the cost centers will remain the same, and the respective agencies will continue to have authority to manage their positions. The table below shows the agency cost centers with positions that have moved from the General Fund to the new SRF and their budget.

Agency / Cost Center	FTE Count
0110000-Denver Economic Development and Opportunity	12.00
3020200-General Services - Procurement	4.00
7021000-General Parks Citywide	4.00
0601000-Office of Human Resources - DHS Service Group	12.00
0601000-Office of Human Resources - DIA Service Group	13.00
3510000-Police Department - DPD Airport Operations	132.00
3520000-Fire Department - DFD Airport Operations	134.00
4511000-City Attorney's Office - Employment and Labor Law	4.80
4511000-City Attorney's Office - Airport Legal Services	20.00
4511000-City Attorney's Office - Human Services Legal Services	48.00
Total FTE and Budget Moved from General Fund to new Internal Billings and Reimbursement SRF	383.80

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 50 percent of the fund revenue.

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

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

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

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

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

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

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

The **Identified/Sequestered Savings** (identified budget savings in the prior year) are subtracted from total possible expenditures to reflect planned savings resources. This amount reflects the amount of appropriation that is sequestered in the financial system.

The **Additional Budget Reductions** represents savings that are pending in either the prior year or budget year.

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

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

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

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

CAFR Reconciliation includes prepaid items and other assignments of fund balance per Governmental Accounting Standards Board (GASB) Statement No. 54. For more detailed information on the CAFR, please refer to <https://www.denvergov.org/content/denvergov/en/denver-department-of-finance/financial-reports/comprehensive-annual-financial-reports-cafr-.html>

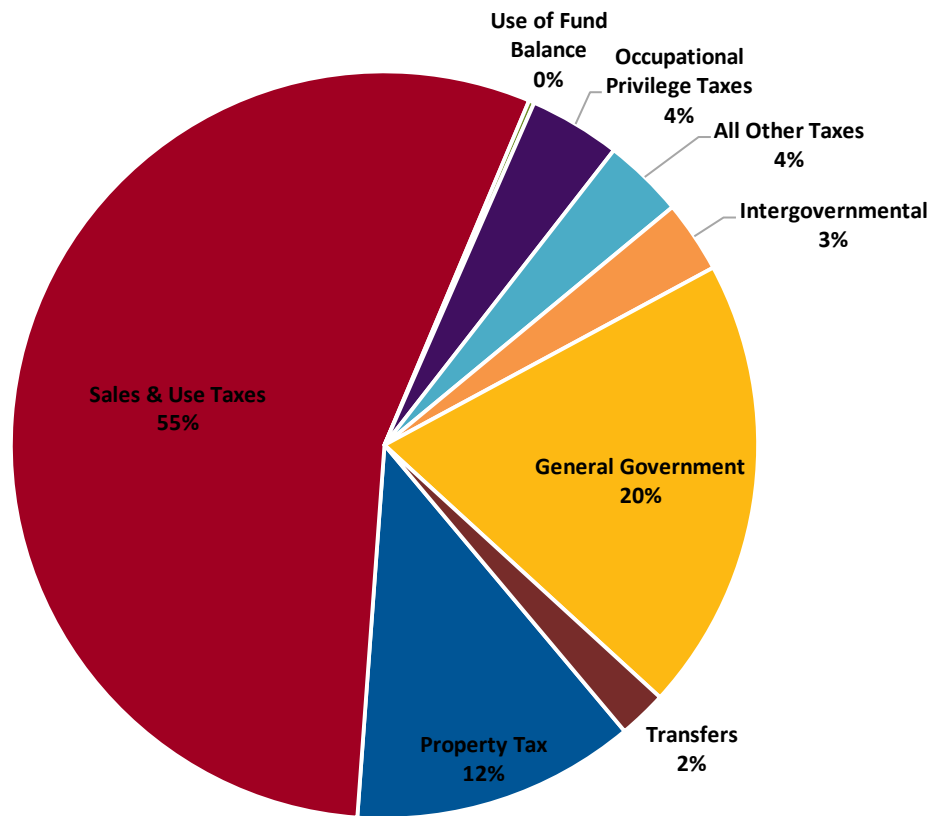
The **Ending CAFR Fund Balance** includes the total of unassigned and reserved portions of the General Fund Balance. According to GASB Statement No. 54, unassigned fund balance is “the residual classification for the government’s general fund and includes all spendable amounts not contained in the other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

General Fund Financial Summary, Schedule 100

(\$ in thousands)

	2017 Final	2018 Final	2019 Final	2020 Revised	2021 Recommended
Financial Resources					
Fund Revenues	\$1,268,978	\$1,305,295	\$1,363,980	\$1,210,748	\$1,299,277
Transfers	40,455	39,583	42,283	54,088	27,789
Total	\$1,309,433	\$1,344,878	\$1,406,262	\$1,264,836	\$1,327,066
Uses of Resources					
Annual Appropriations	\$1,303,073	\$1,376,626	\$1,442,078	\$1,489,376	\$1,322,633
General Contingency				16,061	26,095
Estimated Unspent Appropriations				0	(5,000)
Identified/Sequestered Savings				(127,895)	0
Additional Budget Reductions				(18,000)	(13,500)
Total	\$1,303,073	\$1,376,626	\$1,442,078	\$1,359,542	\$1,330,228
Net Increase/(Decrease) in Fund Balance	\$6,360	(\$31,748)	(\$35,815)	(\$94,706)	(\$3,162)
Beginning Budget Unassigned Fund Balance	\$316,570	\$323,006	\$294,121	\$257,957	\$163,251
Change in Fund Balance	6,360	(31,748)	(35,815)	(94,706)	(3,162)
Increase/Decrease in Restricted	76	2,863	(349)	0	0
Ending Budget Unassigned Fund Balance	\$323,006	\$294,121	\$257,957	\$163,251	\$160,089
Ending Percent Fund Balance				12.0%	12.0%
CAFR Reconciliation					
Ending CAFR Fund Balance:	\$394,059	\$384,780	\$370,081		
GASB 54 Funds Balance	57,048	74,981	93,402		
Restricted	22,252	19,387	19,737		
Net Non-Cash Adjustment	(8,247)	(3,709)	(1,015)		
Ending Budget Unassigned Fund Balance	\$323,006	\$294,121	\$257,957		

Revenue Summary Chart, Schedule 100A



(In Millions)	
Revenue Type	Amount
Property Tax	\$163.24
Sales & Use Taxes	\$733.84
Use of Fund Balance	\$3.16
Occupational Privilege Taxes	\$52.68
All Other Taxes	\$46.34
Intergovernmental	\$41.44
General Government	\$261.74
Transfers	\$27.79
	\$1,330.23

General Fund – Estimated Revenues Schedule 100A

	2019 Actuals	2020 Revised	2021 Projected
Taxes			
Property	131,257,333	151,697,735	163,243,164
Sale and Use	720,421,281	636,629,639	733,835,234
Lodgers	34,967,953	11,749,232	17,658,816
Occupational Privilege	54,939,515	48,940,120	52,679,145
Motor Vehicle Own Tax/Fee	32,020,266	29,458,644	27,985,712
Telecommunications	1,486,272	1,000,446	697,179
Taxes Subtotal	975,092,619	879,475,816	996,099,250
Intergovernmental			
Payment In Lieu of Taxes	37,066	45,500	45,500
Highway Users	22,710,374	19,386,695	20,300,393
Cigarette	1,762,526	1,662,973	1,569,044
Miscellaneous Other	16,034,010	19,235,535	19,524,691
Intergovernmental Subtotal	40,543,976	40,330,703	41,439,628
General Government			
Licenses and Permits	60,649,797	51,669,988	46,998,038
Fines and Forfeits	45,042,447	31,321,493	41,883,518
Cable Franchise	6,984,441	6,419,905	6,509,412
Interest Income	14,837,936	13,246,569	12,013,930
Fees	68,899,089	60,490,875	68,829,279
Charges for Services	17,582,045	15,945,857	16,384,975
Use Charges	32,553,846	13,330,241	24,315,206
Internal Service and Indirect Cost	94,558,980	91,655,349	37,825,480
Investment Service	1,677,028	1,711,859	1,711,859
Miscellaneous Other	5,557,383	5,149,134	5,267,274
General Government Subtotal	348,342,992	290,941,270	261,738,971
Transfers			
Excise Tax	40,370,974	41,719,365	18,994,829
Miscellaneous Other	1,911,830	12,369,032	8,793,808
Transfers Subtotal	42,282,804	54,088,397	27,788,637
General Fund Total Revenues	1,406,262,390	1,264,836,186	1,327,066,486



Economic Overview

On December 31, 2019, the Municipal Health Commission in Wuhan, China reported discovery of a novel coronavirus connected to a cluster of pneumonia cases in the city. On January 4, 2020 the World Health Organization confirmed the information from the Wuhan Municipal Health Commission. Just six days later, the WHO issued guidance on how to detect, test, and manage cases along with steps to protect health workers when caring for patients. On January 23, the Central China government announced it was placing Wuhan under lockdown with no traffic allowed in or out of the city. Despite these actions, headlines quickly emerged, disclosing confirmation of cases in locations outside of China. In early February, the World Health Organization declared the new virus a public health emergency of international concern and gave the disease the official name, COVID-19. Hotspots began to pop up internationally, most notably in South Korea, Iran, and Italy. By March 11, COVID-19 had spread around the world and the World Health Organization formally designated it as a pandemic.

In the U.S., these alarming international events became local threats when the first cases were confirmed on U.S. soil. In late February, California announced the first case in the U.S. with no clear source of exposure. Soon thereafter, more cases were confirmed in other parts of the United States, prompting a not-seen-in-our-lifetime level of public health concern. In early March, organizers started to cancel or postpone highly visible and popular events, such as NBA basketball games and March Madness, and the Center for Disease Control issued guidance that across America, events attended by 50 or more people should be canceled or delayed. The President issued a national state of emergency on March 13 along with travel restrictions for 26 European countries, and encouraged all residents to avoid discretionary travel, to restrict their gatherings to fewer than 10 people and to avoid restaurants and bars. States across the U.S. began to announce school closures and San Francisco issued the first stay-at-home order in the country to slow the spread of the virus.

On March 5, Governor Polis announced the first case of COVID-19 in Colorado. Health officials identified more cases soon thereafter and policy-makers and residents started to take life-altering actions to help “flatten the curve.” On March 23, in an attempt to lessen the spread in Denver and avoid overwhelming the city’s critical healthcare centers, Mayor Hancock issued a stay-at-home order. Just two days later, Governor Polis issued a stay-at-home order for all of Colorado. Onsite food and drinking consumption was banned, schools were suspended, gatherings were restricted to 10 or fewer people, in-person workforce was reduced by 50 percent, and residents were told to stay home except for traveling to an essential workplace, grocery store, medical facility, or going outside to exercise. The impact on the State and local economy was immediate and unsurprisingly severe. During the month of April, the first full month with the shelter-in-place order in effect, the number of passengers coming through Denver International Airport was down 94 percent year-over-year. Occupancy rates in Denver-area lodging facilities totaled 16 percent compared to 75 percent in April 2019. The total number of small businesses open in Colorado fell by more than 30 percent compared to the beginning of the year. And April unemployment in Denver shot up to 13.2 percent, compared to a low of 2.8 percent in January.

Over the course of the spring and summer months, as the number of cases of COVID-19 flattened and began to decline, state and local leaders began scaling back and lifting restrictions, enabling the economy to slowly open back up. However, at the writing of this publication, COVID-19 remains a real threat to public health and is expected to remain so until a vaccine is made widely available. Given this reality, social distancing practices in some form are expected to remain in place, confidence in public health is not expected to be at the level it was before COVID-19 struck, and consumption patterns involving dining out, traveling, and attending special events, are expected to be curtailed.

The 2020 revised and 2021 beginning General Fund revenue forecasts factor in the above expectations, with many of the City’s economically driven revenue streams reflecting a slow, drawn-out recovery into 2021. Despite this recovery outlook, many of the City’s COVID-impacted revenue streams are projected to be below 2019 collection levels.



Revised 2020 General Fund Estimate

The revised 2020 General Fund revenue estimate totals \$1,264,836,200. This represents a decrease of \$141,426,300 or 10.1 percent compared to 2019 actual collections and a \$220,673,200 or 14.9 percent decrease compared to the original forecast. The General Fund's projected year-over-year dollar change is broadly broken down as follows: a \$95,616,800 decrease in tax revenue; a \$213,300 decrease in intergovernmental revenue; a \$57,401,800 decrease in General Government collections; and a partially offsetting increase of \$11,805,600 in transfer revenue.

Tax revenue in 2020 is projected to total \$879,475,800, representing a net decrease of \$95,616,800 or 9.8 percent compared to 2019 actual collections and a \$156,250,100 or 15.1 percent decrease compared to the original forecast. Sales and use tax, representing close to three quarters of tax revenue, is the largest contributor to the General Fund's declining tax revenue in 2020, decreasing by a projected \$84 million or 11.6 percent year-over-year. Lodgers' tax, which in 2019 represented just under 4 percent of the General Fund's total tax revenue, reflects the most severe year-over-year percentage drop, falling by a projected 67 percent in 2020. With this decrease, lodgers' tax share of total tax revenue in 2020 stands at only 1.3 percent. Other areas reflecting year-over-year decreases include occupational privilege tax, motor vehicle ownership tax, and the City's telecommunications business tax. Partially offsetting declining tax revenue in 2020 is growth in the General Fund's property tax revenue due to valuation growth realized during the 2019 re-appraisal and due to the transfer of mills from the Human Services special revenue fund to the General Fund.

The 2020 estimate for intergovernmental revenue totals \$40,330,700, reflecting a net decrease of \$213,300 or 0.5 percent compared to 2019 actual collections. Underlying this net change is a \$3.3 million dollar decrease in the City's highway users tax revenue due largely to COVID-19 impacts on travel and commuting patterns. This decrease, and other smaller miscellaneous decreases, is largely offset by cost allocation revenue from the State being deposited in the General Fund starting in 2020. Previously, this revenue was deposited in the Human Services special revenue fund to support homeless services. Beginning in 2020, staffing and programming dollars directly associated with homeless services are being transferred to the General Fund to the newly created Department of Housing Stability. Therefore, the cost allocation revenue from the State is shifting to the General Fund to support these services.

General government revenue includes a broad mix of revenue streams, including licenses and permits, fines and forfeits, and fees for services. In 2020, none of these subcategories have been left unscathed by the events of COVID-19, resulting in an overall general government revenue decrease of \$57,401,800 or 16.5 percent year-over-year. Areas experiencing significant declines include parking fines, parking meters, parking lots, recreational fees, traffic fines, construction-related permitting, and the City's franchise fee revenue from Xcel Energy.

In 2020, transfer revenue is estimated to increase by \$11,805,600 or 27.9 percent compared to 2019 actual collections. This includes transfer revenue from the Environmental Quality enterprise fund in support of the new Office of Climate Action, Sustainability, and Resilience, one-time transfer revenue from the Dental Self-Insurance Fund, an increase in the City's excise tax transfer, transfer revenue from the 911 Trust Fund, and one-time transfers from Human Services and the Capital Fund.



Beginning 2021 General Fund Forecast

The General Fund revenue forecast for 2021 totals \$1,327,066,500. This is a net increase of \$62,230,300 or 4.9 percent over the 2020 revised estimate. Factors contributing to this increase include: \$116,623,400 in tax revenue growth; a \$1,108,900 increase in intergovernmental revenue; a \$29,202,300 net decrease in General Government collections; and a \$26,299,800 decrease in transfer revenue.

The 2021 forecast for tax revenue is increasing by \$116,623,400 or 13.3 percent over the 2020 revised forecast. Close to 90 percent of this growth is attributable to growth in sales tax and lodgers' tax, due largely to continued recovery from COVID-19 impacts on consumer spending and travel, including the rolling back of mass gathering restrictions, gradual improvements in employment, and an improved public health outlook among local consumers, businesses, and tourists. Sales tax collections are also projected to be positively impacted in 2021 due to incremental sales tax from expiring Tax Increment Financing Districts returning to the City and due to new sales tax revenue associated with out-of-state (OOS) retailers starting to flow to the City in 2021. Property tax is also projected to contribute to growth in 2021 based on an uptick in the City's 2020 valuation, incremental property tax associated with two expiring Tax Increment Financing districts returning to the General Fund, and 0.448 credited mills being restored in the General Fund to enable property tax growth up to the 2A allowable growth cap.

Intergovernmental revenue in 2021 is projected to increase by \$1,108,900 or 2.7 percent. This increase is driven by projected recovery in highway users tax collections and growth in retail marijuana shareback revenue from the State.

General government revenue is projected to decrease by \$29,202,300 or 10.0 percent in 2021. Starting in 2021, budgeted expenses associated with staff who provide services to Denver International Airport and Human Services are shifting out of the General Fund and into a newly-created special revenue fund. As part of this, reimbursement revenue from Denver International Airport and Human Services for these services will start flowing to the new special revenue fund instead of the General Fund. This shift of revenue out of the General Fund is partially offset by growth in other areas of general government revenue that are projected to show recovery from the events of COVID-19, including parking-related revenue, parks and recreation fees, and traffic court fines. In addition, an increase in revenue is expected due to the Courts adjusting their research fee schedule to better align with the State and due to a credit card processing fee being instituted so that the City no longer absorbs costs associated with certain online credit card transactions.

The 2021 forecast for transfer revenue is decreasing by \$26,299,800 or 48.6 percent compared to the 2020 revised estimate. Driving this decrease is a drop in the General Fund's excise tax transfer due to severe COVID-19 impacts on the City's excise tax revenue streams. Transfer revenue is also projected to decrease due to miscellaneous one-time transfers not carrying forward into 2021. Decreasing transfer revenue in 2021 is partially offset by new one-time transfers from the City's Sidewalk special revenue fund, Energy Conservation capital project fund, and Medical Self-Insurance Program fund.

Taxes

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 general sales tax, use tax, aviation fuel tax, short-term car rental tax, prepared food and beverage tax, and the special sales tax on retail marijuana.

The general sales tax is levied on the purchase price of tangible personal property sold at retail. Exempt items include sales to governments and eligible charitable organizations, cigarettes, motor fuel, un-prepared food sold by grocers, and sales to purchasers outside of the City when delivery is outside the City. Denver's sales tax rate is 4.31 percent, with 3.50 percent distributed to the General Fund, and the remaining 0.81 percent distributed to five special revenue funds that support the following programs: Denver Preschool Program (0.15 percent); Parks, Trails, and Open Space (0.25 percent); Caring for Denver (0.25 percent); Healthy Foods for Denver's Kids (0.08 percent); and College Affordability (0.08 percent).

The use tax is levied on the purchase price of tangible personal property that is used, stored, distributed or consumed in the City when there has been no previous payment of a legally imposed sales or use tax equal to or greater than the Denver rate. Denver's use tax is 4.31 percent and is distributed in the same way as sales tax.

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

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

The prepared food and beverage tax applies to food or drink served by or furnished in restaurants, cafes, lunch counters, hotels, drugstores, etc. The tax rate is 4.0 percent. Of that percentage, 3.5 percent is directed to the General Fund. The remaining 0.5 percent is pledged to the repayment of City's outstanding excise tax bonds.

The special sales tax on retail marijuana totals 5.5 percent and is in addition to the 4.31 percent general sales tax that is also applied to retail marijuana purchases. Of the 5.5 percent retail marijuana sales tax, 3.5 percent is distributed to the General Fund and 2.0 percent is distributed to the Affordable Housing Fund.

2020 Estimate

The 2020 revised sales and use tax estimate totals \$636,629,600. This is a decrease of \$83,791,600 or 11.6 percent compared to 2019 actual collections and a decrease of \$122,265,800 or 16.1 percent compared to the original 2020 forecast. Roughly 90 percent of budgeted 2020 sale and use tax revenue is comprised of core sales and use tax, with the remaining 10 percent coming from audits, aviation fuel tax, and the City's annual Stapleton Retained Tax payment. All four of these General Fund sales tax components have been negatively impacted by COVID-19.

Through the first six months of 2020, core sales and use tax collections are down by 11.5 percent year-over-year and are projected to end the year down 12.8 percent. Enhanced unemployment benefits and stimulus payments helped to prop up consumer spending during the second quarter, which in turn helped to soften the decreases realized in the City's year-to-date sales tax revenue. However, the forecast assumes that in the second half of the year, consumer spending will be scaled back due to unemployment and stimulus payments dropping off.

For the year, the most negatively impacted components of core sales and use tax are projected to be short-term auto rental and food and beverage sales tax due to severe impacts being sustained in the tourism and dining industries. These industries have been in the trenches, so to speak, weathering hits from multiple fronts, including shelter-in-place requirements, mass gathering restrictions, on-going social distancing measures, shifting workplace patterns, and a not-seen-in-our-lifetime level of public health concern. Also negatively impacted, though to a lesser extent, are core sales associated with the General Fund's regular sales tax base, which includes sales from construction and building materials,

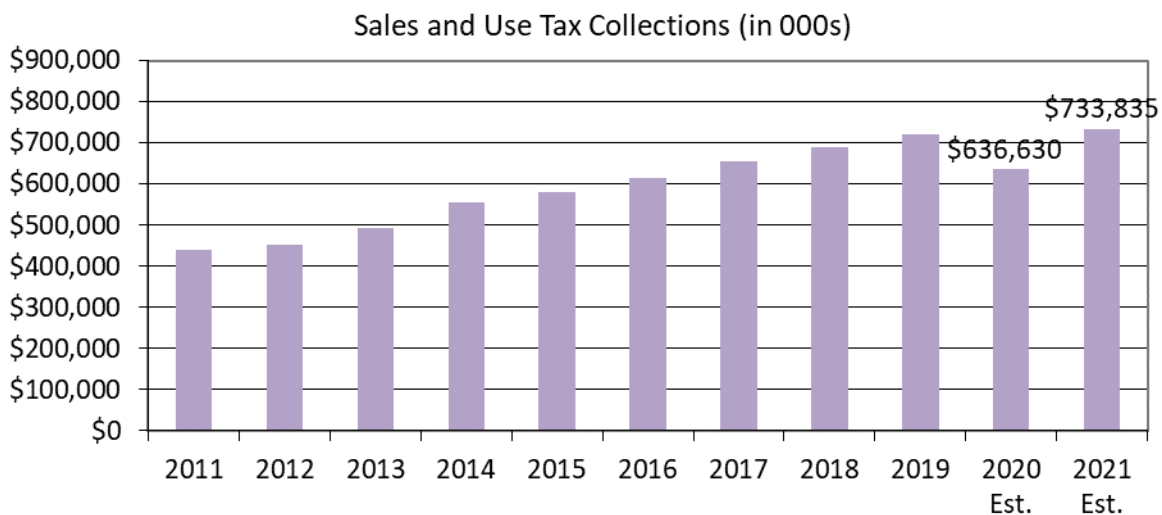
public utilities, motor vehicle and auto parts, and a broad spectrum of retail purchases. Recovery in the General Fund's regular sales tax base is expected to be slow through the remainder of the year as Denver continues to experience sustained levels of high unemployment and as large swaths of business workers continue to work from home, thereby avoiding retail spending close to where they work. The 2020 sales and use tax forecast is modeled to show a slow and drawn-out recovery but does not assume a virus resurgence in the fall.

2021 Forecast

The 2021 sales and use tax projection totals \$733,835,200, representing a \$97,205,600 or 15.3 percent increase over the 2020 revised estimate. Core collections comprise 90 percent of this estimate and are projected to increase by \$87,747,700 or 15.3 percent year-over-year. Most of this growth is attributable to continued recovery from COVID-19 impacts on consumer spending, including the rolling back of mass gathering restrictions, gradual improvements in employment, and an improved public health outlook among local consumers, businesses, and tourists. Note, however, that even with these improvements, 2021 consumer spending is projected to be below 2019 levels.

Also factored into the 2021 core growth projection is anticipated new sales tax revenue associated with out-of-state (OOS) retailers. This new revenue relates to Denver's planned integration with the State's Sales and Use Tax System (SUTS), which will enable Denver to start collecting sales tax from third-party sellers on large online platforms. The forecast assumes this new OOS revenue will start flowing to the City in the second quarter of 2021, generating an estimated \$14.3 million in sales tax revenue in 2021.

Another new source of core sales tax revenue that is expected in 2021 is incremental sales tax associated with the expiring Adams Mark, Mercantile Square, and Pavilion Tax Increment Financing (TIF) districts. This sales tax revenue is projected to contribute \$2.7 million to budgeted cores sales and use tax revenue in 2021. Backing out both the new OOS and expiring TIF incremental sales tax revenue, core sales and use tax revenue in 2021 reflects year-over-year growth of 12.3 percent and represents a 2.1 percent decrease compared to 2019 core sales and use tax actuals.





Lodgers' Tax

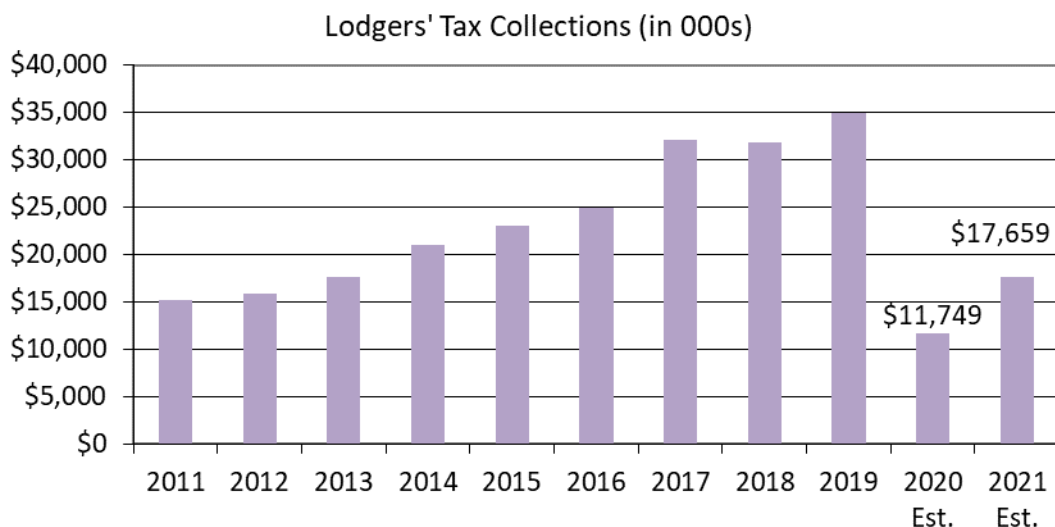
Guests staying in Denver lodging facilities for fewer than 30 consecutive days pay a lodgers' tax on the purchase price of their lodging. Primary exemptions include governmental, religious, and charitable organizations. Denver's lodgers' tax rate is 10.75 percent. Of the total revenues collected at this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

2020 Estimate

Lodgers' tax is projected to total \$11,749,200 in 2020. This reflects a \$23.2 million or 66.4 percent decrease compared to 2019 actual collections. COVID-19 has severely impacted Denver's tourism industry to-date. In the Denver metro area, occupancy rates through July have averaged 40.4 percent, down from 74.9 percent last year. Average daily room rates through July are also down significantly, reflecting a 26.7 percent year-over-year decrease. Following the shelter-in-place mandate that was in effect in April, occupancy rates have shown gradual and modest improvement. Denver-area occupancy rates averaged 15.7 percent in April and as of July, they are averaging 43 percent. Working closely with Visit Denver, the 2020 forecast assumes lodging activity through the remainder of the year will be greatly suppressed. This is based on recent consumer sentiment studies showing a rising concern about taking a trip in the next few months and mandates being in place on meeting and gathering size that have stifled the meeting industry.

2021 Forecast

The 2021 lodgers' tax forecast totals \$17,658,800, representing an increase of \$5,909,600 or 50.3 percent over the 2020 revised estimate and a 49.5 percent decrease relative to 2019 actual collections. Mandates on gathering size continuing into 2021 and ongoing concerns over the safety of travel are expected to restrict growth in the City's lodgers' tax revenue in 2021. These assumptions are informed by Visit Denver's expectations for 2021.





Property Tax

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

Per state statute, all assessable real property must be re-appraised every two years and personal property must be re-appraised annually. Property taxes collectable in 2021 are based on values established during the 2019 re-appraisal and reflect any physical changes to property, including new construction, completed prior to January 1, 2019.

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. In 2020, the residential assessment rate totals 7.15 percent.

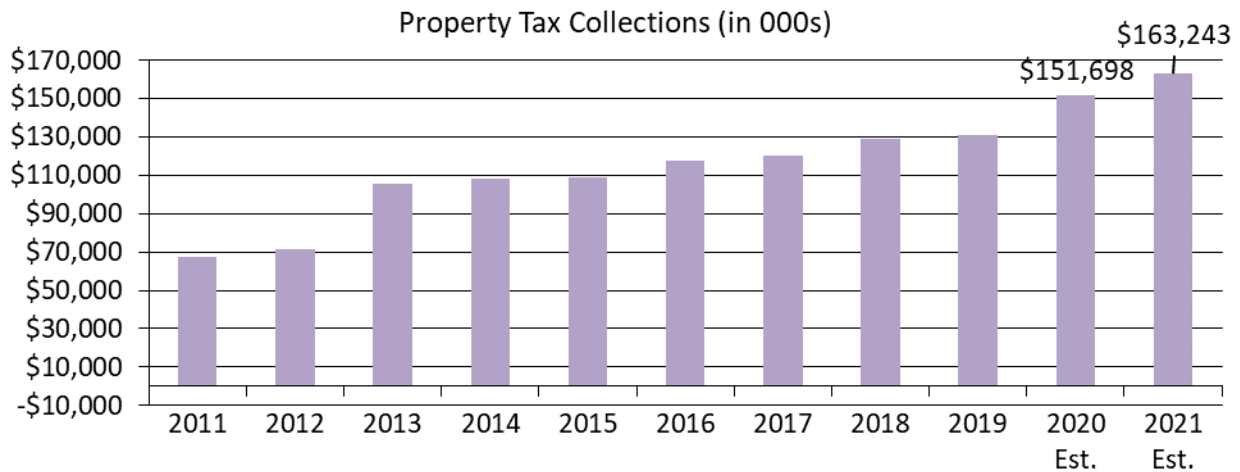
In November 2012, voters approved ballot measure 2A, eliminating TABOR growth restrictions on the City's property tax revenue. In place of the TABOR growth cap, property tax revenue to the General Fund and other affected funds is subject to a cap equal to 6 percent plus local growth. For property taxes due in 2021, a projected 0.448 mills are being restored in the General Fund to enable property tax growth up to the 2A allowable growth cap.

2020 Estimate

The 2020 estimate for property tax totals \$151,697,700 representing a \$20,440,400 or 15.6 percent increase over 2019 actual collections. Roughly half of this growth is attributable to transferring 0.4949 mills from Human Services to the General Fund. These mills were transferred to help fund the newly-created Department of Housing Stability, which is housed in the General Fund. Growth in 2020 property tax revenue is also attributable to property valuation growth that was realized during the 2019 re-appraisal. As a result of this valuation growth, 0.931 General Fund mills were credited to ensure 2020 property tax collections did not exceed the 2A growth limitation.

2021 Forecast

Property tax to the General Fund is projected to increase by \$11,545,429 or 7.6 percent in 2021 to \$163,243,200. Factored into this growth is a projected increase in the City's 2020 assessed valuation, incremental property tax associated with two expiring Tax Increment Financing districts returning to the General Fund, and 0.448 credited mills being restored in the General Fund to enable property tax growth up to the 2A allowable growth cap.



Occupational Privilege Tax

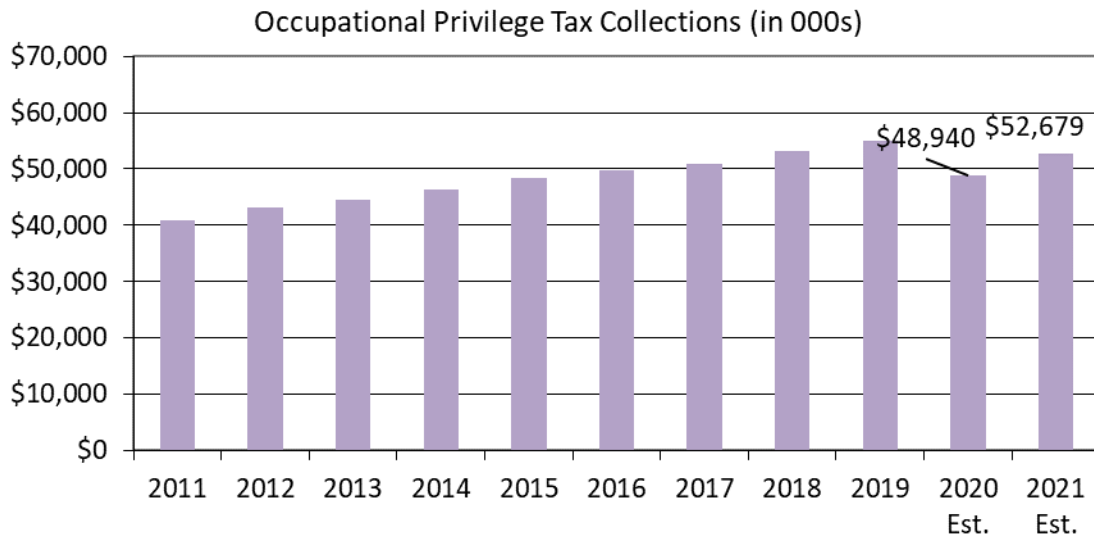
The occupational privilege tax is levied on any person employed within Denver city limits receiving \$500 or more a month for services performed and on any business having a fixed or transitory location within the City. Primary exemptions include religious and charitable organizations. In these cases,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

2020 Estimate

The 2020 revised estimate for occupational privilege tax (OPT) is \$48,940,100, representing a \$5,999,400 or 10.9 percent decrease compared to 2019 actual collections. Roughly 40 percent of OPT revenue comes from three NAICS codes: miscellaneous store retailers, which is primarily comprised of small businesses, professional and scientific services, and food and drinking services. Miscellaneous retail and food and drinking services have been the hardest hit sectors as a result of COVID-19, with July OPT collections reflecting a drop of 35 percent year-over-year. Lost OPT revenue from these sectors has been partially offset by slight growth in the professional and scientific sector. However, this growth has not been large enough to entirely offset losses in other industries.

2021 Forecast

In 2021, occupational privilege tax is projected to total \$52,679,100, a \$3,739,000 or 7.6 percent increase over the 2020 revised estimate. This growth assumes continued, gradual improvement in Denver employment but not to the extent needed for OPT collections to align with pre-COVID levels.



Motor Vehicle Ownership Tax (Auto A & B)

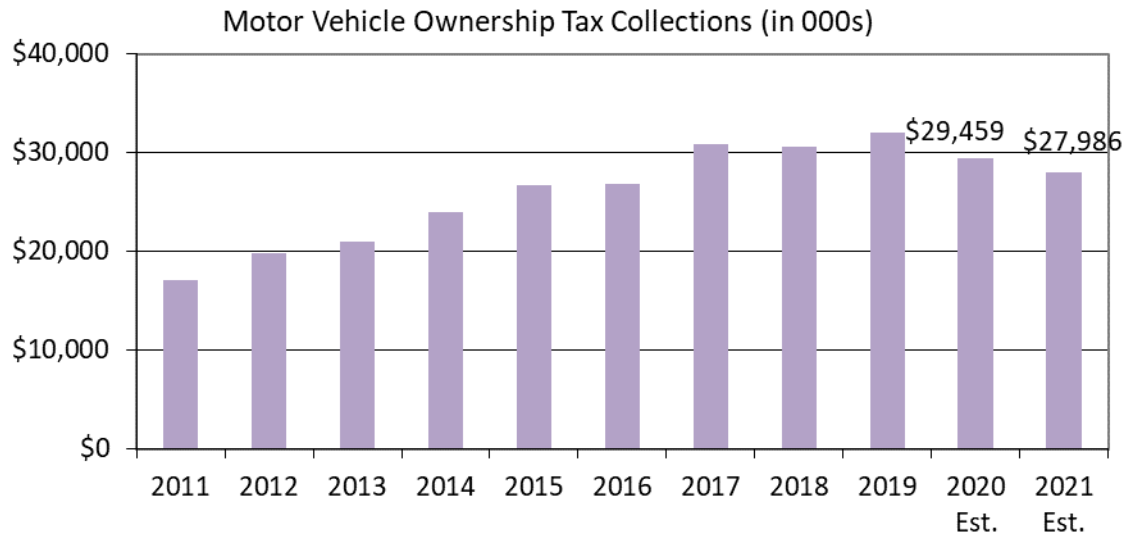
The motor vehicle ownership tax (auto A & B) is levied annually on vehicle ownership and collected when new vehicles are registered or when license plates are renewed. Denver's motor vehicle ownership tax is derived from vehicles that are registered in Denver, regardless of where the vehicle is purchased.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

2020 Estimate

The 2020 motor vehicle ownership tax estimate totals \$29,458,600, a decrease of 8.0 percent compared to 2019 actual collections. This projection assumes motor vehicle ownership tax will experience the same rate of decrease that was realized in 2009 during the Great Recession.

2021 Forecast

In 2021, motor vehicle ownership tax is projected to decline further, totaling \$27,985,700. This decrease is based in part on the expectation that consumers will put off new vehicle purchases in 2021, resulting in lower tax rates being assessed. The 2021 forecast reflects a year-over-year decrease of 5.0 percent, which is the same rate of decrease realized in 2010 when Denver was still experiencing the effects of the Great Recession.



Telecommunications Business Tax

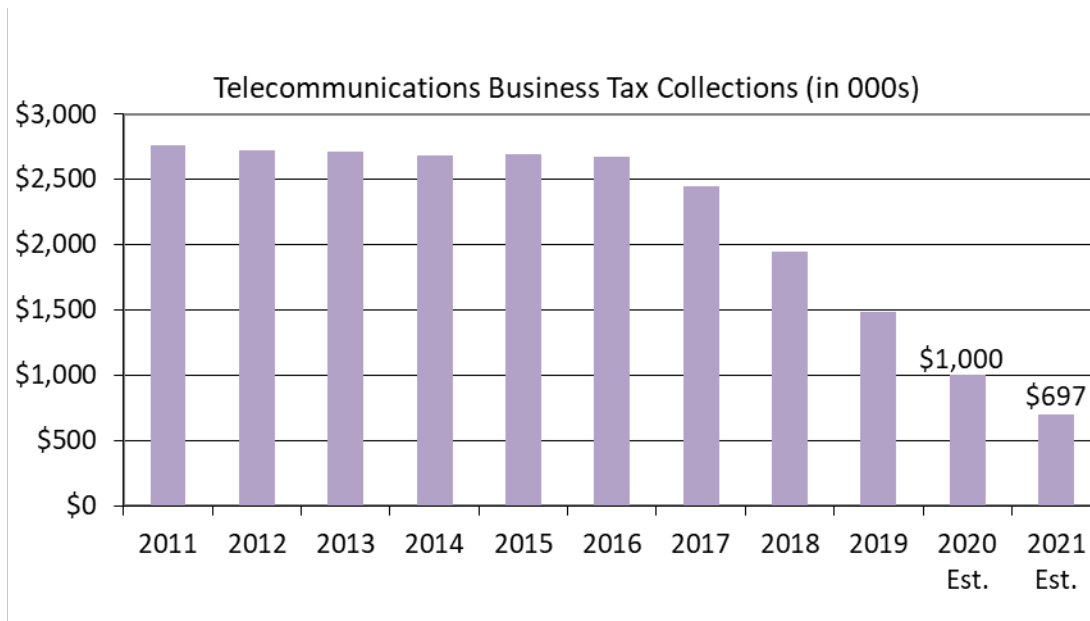
The telecommunications business tax is imposed on all companies that provide local exchange telecommunication service to Denver customers. It is a flat tax of \$1.12 per account per month.

2020 Estimate

The 2020 telecommunications business tax estimate is \$1,000,400, representing a year-over-year decrease of \$485,800 or 32.7 percent. This decrease is largely attributable to a tax filer erroneously remitting telecommunications tax and this error being corrected in 2020.

2021 Forecast

In 2021, telecommunications business tax is projected to decrease further to \$697,200. This is due in part to the increasing prevalence of wireless communication, which is not subject to the telecommunications business tax.



Intergovernmental

Highway Users Trust Fund (HUTF)

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

2020 Estimate

In 2020, the General Fund's share of highway users tax is projected to total \$19,386,700, reflecting a decrease of 14.6 percent compared to 2019 actuals collections. This forecast factors in June year-to-date actuals and the Colorado Municipal League's expectations for Denver's share of highway users tax in the remaining half of the year.

2021 Forecast

Highway users tax distributed to the General Fund is estimated to total \$20,300,400 in 2021, reflecting a year-over-year increase of \$913,700 or 4.7 percent. This projection is in line with the Colorado Municipal League's 2021 forecast for Denver's share of highway users tax.

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 equals \$0.84 for a 20-count pack and \$1.05 for a 25-count pack.



2020 Estimate

The cigarette tax rebate estimate for 2020 is \$1,663,000, reflecting a year-over-year decrease of 5.6 percent. Since 2015, this revenue stream has declined annually, with the compound annual growth rate totaling -5.6 percent during the 2015-2019 period.

2021 Forecast

The 2015-2019 compound annual growth rate of -5.6 percent is being applied to the 2021 forecast, bringing the estimate to 1,569,000.

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.

2020 Estimate

In 2020, miscellaneous other intergovernmental revenue is estimated to total \$19,235,500, a \$3,201,500 or 20.0 percent increase over 2019 actual collections. This growth is largely attributable to cost allocation revenue from the State being deposited in the General Fund starting in 2020. These dollars were previously deposited in the Human Services special revenue fund to support homeless services. However, beginning in 2020, Human Services is transferring all staff and programming directly connected to homeless services to the General Fund's newly-created Department of Housing Stability. Partially offsetting this revenue increase is local and state intergovernmental revenue not carrying forward into 2020.

2021 Forecast

Miscellaneous other intergovernmental revenue is forecast to increase by \$289,200 or 1.5 percent to \$19,524,700 in 2021. This growth is mainly attributable to an increase in projected retail marijuana shareback revenue from the State.

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.

2020 Estimate

The 2020 estimate for licenses and permits totals \$51,670,000, representing an \$8,979,900 or 14.8 percent decrease compared to 2019 actual collections. Significantly contributing to this decrease is a projected \$5.9 million or 40 percent drop in construction and excavation permitting revenue. Historically, this revenue stream has fluctuated dramatically in



response to changing economic conditions. For example, in 2009, during the Great Recession, collections fell by 50 percent year-over-year and in 2015, during Denver's construction boom, collections increased by 50 percent. With the uncertainty that has been brought on by COVID-19 and the national economy officially entering into a recession in February 2020, it is not surprising that Denver's construction activity is following suit. Supporting the lowered expectations for construction permitting revenue in 2020 are year-to-date decreases in the City's permit counts and valuations, as well as a decrease in year-to-date permitting revenue actuals. Other areas contributing to decreasing licensing and permit revenue in 2020 include decreases in special occupancy permits and fire permit fee revenue due to COVID-19 impacts that have resulted in cancelled events and closed businesses.

2021 Forecast

In 2021, revenue from licenses and permits is projected to decrease by \$4,672,000 or 9.0 percent to \$46,998,000. Lowered revenue expectations associated with street occupancy permits and parking meter sacking due primarily to a projected decrease in on-the-ground construction projects in 2021 are the main drivers of this decrease. Construction-related permitting revenue is projected to be below pre-COVID levels but is also expected to show some improvement over 2020 collection levels.

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.

2020 Estimate

In 2020, fines and forfeits are projected to total \$31,321,500, which is \$13,721,000 or 30.5 percent lower than 2019 actual collections. Most of this decrease is attributable to lower parking fine revenue in 2020 due to COVID-19 impacts related to the shelter-in-place order, a shift in commuter patterns, and the City scaling back enforcement of certain types of violations. Other factors drawing down on fines and forfeits revenue in 2020 include decreased traffic court fine revenue and some revenue being reclassified in 2020.

2021 Forecast

The 2021 forecast totals \$41,883,500, a \$10,562,000 or 33.7 percent increase over the 2020 estimate. A significant contributor to this growth includes recovery in parking fine revenue, which is showing year-over-year growth of 41 percent in 2021. Note, however, that this growth is calculated off a severely depressed 2020 estimate such that parking fine revenue in 2020 and 2021 is projected to be at its lowest level since 2008. These lowered revenue expectations for parking fines are due in part to a continued shift in commuter patterns extending into 2021. The 2021 forecast for fines and forfeits also factors in growth in traffic court fines, which is due in part to enhancing the City's traffic operations.

Cable Franchise Fee

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



2020 Estimate

The 2020 estimate for cable franchise fee revenue totals \$6,419,900. This estimate reflects a \$564,500 or 8.1 percent decrease compared to 2019 actual collections. The 2020 estimate factors in a lowering of franchise fees to compensate subscribers for overpaying the City in prior years. Collections in 2020 are also expected to be constrained as a result of subscribers continuing to shift towards internet-based service. June year-to-date actuals align with the 2020 estimate.

2021 Forecast

In 2021, cable franchise fee revenue is projected to total \$6,509,400, reflecting a 1.4 percent increase over the 2020 estimate. This growth is not reflective of growth in subscribers, but rather is primarily due to backing out the impact of compensating subscribers in 2020 for their overpayment.

Interest Income

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

2020 Estimate

The 2020 revised estimate for interest income is \$13,246,600, representing a decrease of \$1,591,400 or 10.7 percent compared to 2019 actual collections. This estimate factors in a reduction in the amount of general pool monies that are available for investment as well as slight decreases in yields.

2021 Forecast

In 2021, investment income is projected to total \$12,013,900, down \$1,232,600 or 9.8 percent compared to the 2020 revised estimate. Continued declines in projected yields and reduced general pool monies are contributing to this year-over-year decrease.

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.

2020 Estimate

In 2020, the revised estimate totals \$60,490,900, which is an \$8,408,200 or 12.2 percent year-over-year decrease. A wide swathe of fee categories reflects year-over-year decreases in 2020, illustrating the broad impact that COVID-19 has had on the City’s services and corresponding fee revenue. Areas reflecting year-over-year decreases include fire annual inspection fees, traffic court costs, miscellaneous motor vehicle fees, plan checking revenue, and the City’s franchise fee revenue from Xcel Energy.

2021 Forecast

Fee revenue is projected to increase by \$8,338,400 or 13.8 percent to \$68,829,300 in 2021. Significantly contributing to this growth is an increase in revenue due to instituting a credit card processing fee so that the City no longer absorbs the costs associated with certain online credit card transactions. In addition, an update to the Court’s fee schedule that brings Denver’s research fees into alignment with the State’s is also expected to positively impact fee revenue in 2021. Outside of



these two factors, growth in 2021 fee revenue is distributed across several areas that were negatively impacted by COVID-19 in 2020, including traffic court costs, miscellaneous motor vehicle fees, and plan checking revenue.

Charges for Services

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

2020 Estimate

The estimate for 2020 is \$15,945,900, representing a year-over-year decrease of \$1,636,200 or 9.3 percent. Administrative penalties, street cut permit fees, and storage charges are the largest contributors to this category's decreased revenue in 2020.

2021 Forecast

In 2021, charges for services reflects growth of 2.8 percent, growing by \$439,100 to \$16,385,000. Administrative citation revenue and increased revenue associated with the Denver Fire Department providing protective services to jurisdictions outside of the city are contributing to this growth. Partially offsetting charges for services growth in 2021 is a projected decrease in street cut permit fees.

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, and recreation center and athletic field fees.

2020 Estimate

User fees are projected to total \$13,330,200 in 2020, down \$19,223,600 or 59.1 percent compared to the prior year. A perfect storm of COVID-related events transpired to bring about this precipitous drop in revenue, including the shelter-in-place order, recreational facilities being closed, temporary deactivation of parking meters, changes in work and commuter patterns, mass gathering restrictions, and ongoing social distancing efforts. The greatest contributors to the year-over-year decrease in 2020 user fee revenue include recreation membership fees, parking meters, parking lot revenue, parks and recreation and athletic fees, and facility lease rental fees.

2021 Forecast

The 2021 forecast for user fees is \$24,315,200, representing a \$10,985,000 or 82.4 percent year-over-year increase. This projection reflects improvement in COVID-impacted revenue streams. Note, however, that the 2021 estimate remains below pre-COVID collection levels, as mass gathering restrictions, social distancing efforts, and changes in commuter and work patterns are expected to continue to negatively impact revenue.



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.

2020 Estimate

The 2020 estimate totals \$91,655,300, reflecting a decrease of \$2,903,600 or 3.1 percent compared to 2019 actuals. A decrease in the General Fund's indirect cost billings from the Airport enterprise fund, partially offset by miscellaneous increases in reimbursement revenue from non-General Fund agencies, is driving this category's overall decrease in 2020.

2021 Forecast

The 2021 forecast is decreasing by \$53,829,900 or 58.7 percent to \$37,825,500. Beginning in 2021, budgeted expenses associated with staff who provide services to Denver International Airport and Human Services are shifting out of the General Fund and into a newly-created special revenue fund. As part of this, reimbursement revenue from Denver International Airport and Human Services for these services will start flowing to the new special revenue fund instead of the General Fund. This is the primary factor contributing to this category's decrease in 2021. Lowered revenue expectations for internal billings revenue due to 2020 budget reductions are also contributing to this category's year-over-year decrease.

Investment Service Fees

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

2020 Estimate

The 2020 estimate for investment service fee revenue is \$1,711,900.

2021 Forecast

Investment service fees are projected to total \$1,711,900 in 2021.

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.

2020 Estimate

The 2020 revised estimate totals \$5,149,100, or \$408,200 below 2019 actuals. This decrease is due to decreasing the revenue budgets for surplus vehicle sales, surplus material sales, and miscellaneous other revenue.



2021 Forecast

Miscellaneous other general government revenue is projected to grow slightly in 2021 to \$5,267,300.

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.

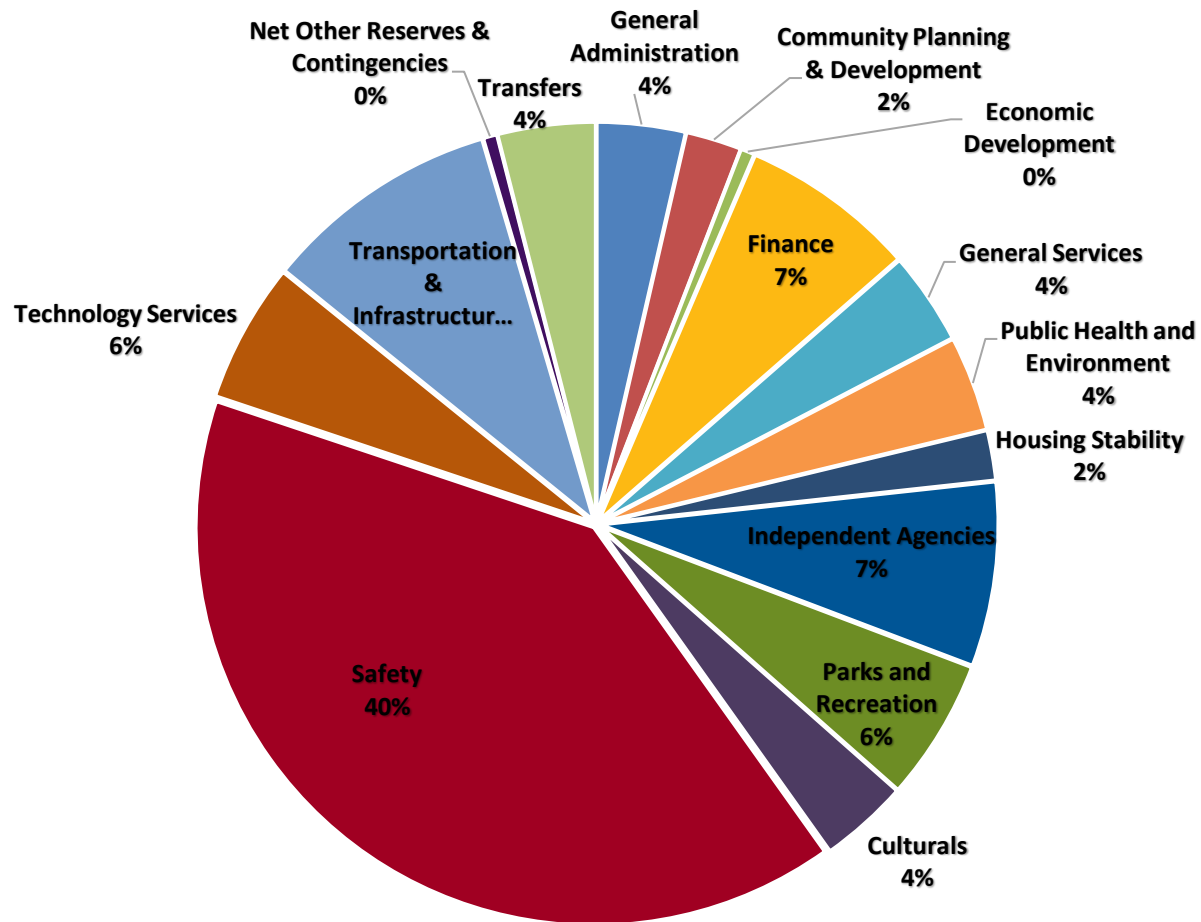
2020 Estimate

Transfer revenue in 2020 is projected to total \$54,088,400. This is an \$11,805,600 or 27.9 percent increase over 2019 actual collections. Contributing to this growth is transfer revenue from the Environmental Quality enterprise fund in support of the new Office of Climate Action, Sustainability, and Resilience, one-time transfer revenue from the Dental Self-Insurance Fund, an increase in the City's excise tax transfer, transfer revenue from the 911 Trust Fund, and one-time transfers from Human Services and the Capital Fund.

2021 Forecast

The 2021 forecast totals \$27,788,600, a \$26,299,800 or 48.6 percent decrease compared to the 2020 revised estimate. Driving this decrease is a \$22.7 million or 54.5 percent year-over-year decrease in the General Fund's excise tax transfer due to severe COVID-19 impacts on the City's excise tax revenue streams. Other negative impacts on transfer revenue in 2021 include one-time transfers not carrying forward into 2021, including transfers from the Dental Self-insurance fund, Human Services fund, Capital fund, and various special revenue funds. Partially offsetting lost transfer revenue to the General Fund in 2021 are transfers from the City's Sidewalk special revenue fund, Energy Conservation capital project fund, and Medical Self-Insurance Program fund.

Expenditure Summary by Agency - Schedule 100B



(In Millions)	
Agency	Amount
General Administration	\$47.83
Community Planning & Development	\$30.16
Economic Development	\$7.60
Finance	\$95.00
General Services	\$50.32
Public Health and Environment	\$51.55
Housing Stability	\$27.09
Independent Agencies	\$99.73
Parks and Recreation	\$76.57
Culturals	\$48.18
Safety	\$531.91
Technology Services	\$75.66
Transportation & Infrastructure	\$128.19
Net Other Reserves & Contingencies	\$7.60
Transfers	\$52.84
	\$1,330.23

Estimated Expenditures, Schedule 100B

	2019 Actual	2020 Appropriated	2021 Estimated	% Change 20 - 21
General Administration				
Mayor's Office	1,863,691	1,974,044	1,972,065	(0.10%)
Civic Events	991,661	1,001,019	957,019	(4.40%)
Office of Children's Affairs	3,731,490	3,377,538	4,084,167	20.92%
Performance Based Infrastructure Office	1,424,196	1,697,011	305,894	(81.97%)
Office of Climate Action, Sustainability and Resiliency	0	4,898,702	4,080,858	(16.70%)
Board of Ethics	219,233	181,291	185,827	2.50%
Human Rights and Community Partnerships	4,234,684	3,991,374	4,083,117	2.30%
Division of Disability Rights	498,720	956,999	1,042,345	8.92%
Office of Independent Monitor	1,837,174	1,952,384	1,898,386	(2.77%)
Emergency Management and Homeland Security	1,559,146	1,550,998	1,466,238	(5.46%)
Office of Special Events	712,831	761,585	724,896	(4.82%)
Excise & Licenses	4,694,746	4,748,541	3,963,828	(16.53%)
City Attorney	35,073,093	36,105,871	23,062,451	(36.13%)
General Administration Total	56,840,666	63,197,357	47,827,091	(24.32%)
Community Planning and Development				
Office of the Manager	3,596,557	4,468,345	4,955,841	10.91%
Development Services	21,914,710	21,914,898	19,278,214	(12.03%)
Planning Services Division	5,962,921	6,997,710	5,929,346	(15.27%)
North Denver Cornerstone Collaborative	2,232,585	2,340,312	0	0
Community Planning and Development Total	33,706,773	35,721,265	30,163,401	(15.56%)
Economic Development				
Office of HOPE	780,364	0	0	0
Small Business Opportunity	2,279,094	3,520,879	1,720,763	(51.13%)
Neighborhoods	0	334,599	1,430,639	327.57%
Business Development Division	2,007,948	2,180,973	2,045,509	(6.21%)
Executive Office	3,338,772	2,315,822	2,404,988	3.85%
Economic Development Total	8,406,178	8,352,273	7,601,899	(8.98%)
Finance Operating Budget				
Office of the Chief Financial Officer	2,036,850	2,037,993	1,972,437	(3.22%)
Assessment Division	6,264,144	6,254,477	6,224,839	(0.47%)
Treasury Division	16,787,227	18,118,023	16,802,347	(7.26%)
Cash, Risk & Capital Funding	15,927,662	15,257,411	15,527,311	1.77%
Controller's Office	8,842,624	9,657,018	8,917,730	(7.66%)
Division of Real Estate	5,682,204	8,013,051	7,983,217	(0.37%)
Budget and Management	2,884,379	3,308,687	2,797,544	(15.45%)
Capital Planning and Programming	2,135,419	2,358,656	1,188,521	(49.61%)
Finance Operating Subtotal	60,560,510	65,005,316	61,413,946	(5.52%)

Estimated Expenditures, Schedule 100B

	2019 Actual	2020 Appropriated	2021 Estimated	% Change 20 - 21
DOF Citywide Payments				
Annual Rental Payments	20,126,809	21,125,645	18,899,009	(10.54%)
Downtown Historic District Tax Rebate	300,000	300,000	0	0
DPS-Stapleton Mill Levy Payment	1,057,628	2,001,600	2,242,600	12.04%
Hotel Tax Increment	1,549,487	1,834,000	475,000	(74.10%)
Special Payments	4,772,435	0	3,700,000	0
Unemployment Comp Insurance	435,193	600,000	1,200,000	100.00%
Workers' Compensation Billings	8,522,984	8,650,732	7,068,387	(18.29%)
DOF Payments Subtotal	36,764,536	34,511,977	33,584,996	(2.69%)
Finance Total	97,325,046	99,517,293	94,998,942	(4.54%)
General Services				
General Services Administration	27,320,774	33,329,927	30,632,447	(8.09%)
Purchasing	3,020,313	3,031,272	2,406,405	(20.61%)
Office of the Executive Director	0	2,828,600	876,483	(69.01%)
Facilities Management	20,862,301	17,652,138	16,399,773	(7.09%)
General Services Total	51,203,388	56,841,937	50,315,108	(11.48%)
Public Health and Environment Operating Budget				
Community and Behavioral Health	1,700,671	3,006,724	3,848,295	27.99%
Public Health Investigations	4,200,187	4,333,258	4,276,319	(1.31%)
Denver Animal Protection	4,394,226	4,613,589	5,043,097	9.31%
Office of the Medical Examiner	3,312,066	3,673,762	3,714,925	1.12%
Environmental Quality	0	0	0	0
Division of Administration	1,319,361	1,460,651	1,507,563	3.21%
Office of Sustainability	344,321	0	0	0
Public and Environmental Health Subtotal	15,270,831	17,087,984	18,390,199	(7.62%)
DDPHE Public Health Payments				
Payment - Denver Cares	2,383,354	3,357,877	2,970,909	(11.52%)
Payment - Medically Indigent	30,777,300	30,777,300	27,700,000	(10.00%)
Payment - Park Hill Clinic Financing	32,546	150,868	150,868	0.00%
Payment - Poison Center	156,900	156,900	156,900	0.00%
Payment - Public Health Clinical	2,644,803	2,529,755	2,176,165	(13.98%)
Public Health Payments Subtotal	35,994,903	36,972,700	33,154,842	(10.33%)
Public and Environmental Health Total	51,265,734	54,060,684	51,545,041	(4.65%)
Housing Stability				
Department of Housing Stability	0	21,155,315	27,094,469	28.07%
Housing Stability Total	0	21,155,315	27,094,469	28.07%

Estimated Expenditures, Schedule 100B

	2019 Actual	2020 Appropriated	2021 Estimated	% Change 20 - 21
Independent Agencies				
City Council	5,981,238	6,462,540	6,310,601	(2.35%)
Auditor	9,608,612	10,560,375	10,524,099	(0.34%)
Denver District Attorney	27,462,730	29,259,653	27,666,599	(5.44%)
Denver County Court	26,170,290	27,721,137	26,553,887	(4.21%)
Office of Municipal Public Defender	2,056,513	2,611,740	2,580,316	(1.20%)
Office of Human Resources	11,833,357	11,418,092	11,077,324	(2.98%)
OHR Human Resource Services	4,471,849	6,717,333	2,530,876	(62.32%)
Hearing Office	545,595	650,495	632,957	(2.70%)
Election Division	6,323,025	9,640,595	5,433,790	(43.64%)
Division of the Clerk and Recorder	2,446,003	3,434,069	4,293,125	25.02%
Board of Adjustment for Zoning Appeals	344,431	375,860	358,649	(4.58%)
Civil Service Commission	1,821,678	2,004,649	1,763,528	(12.03%)
Independent Agencies Total	99,065,321	110,856,538	99,725,751	(10.04%)
Parks and Recreation and Cultural Facilities				
Parks and Recreation Administration	4,975,658	5,315,965	5,903,970	11.06%
Parks and Planning	44,644,784	46,092,930	42,926,397	(6.87%)
Recreation Division	26,510,591	28,875,593	27,743,365	(3.92%)
Denver Public Library	51,578,794	52,937,045	48,183,819	(8.98%)
Parks and Recreation and Cultural Facilities Total	127,709,828	133,221,533	124,757,551	(6.35%)
Public Safety				
Safety Management	8,625,396	11,053,088	10,048,328	(9.09%)
Safety Programs	9,338,577	10,153,085	10,075,230	(0.77%)
Police Administration Division	42,091,655	32,727,584	32,680,979	(0.14%)
Police Airport Operations	0	18,570,336	0	0
Police Investigations Division	199,846,848	69,006,937	73,041,593	5.85%
Police Recruits	4,192,712	6,348,039	2,741,468	(56.81%)
Police Patrol Districts Division	0	127,579,469	121,064,685	(5.11%)
Fire Department Administration	31,349,387	30,809,750	28,084,552	(8.85%)
Fire Department Operations	116,096,470	122,486,250	96,074,412	(21.56%)
Sheriff Administration	23,406,767	22,324,935	22,874,887	2.46%
Sheriff Jail Operations	89,238,179	93,436,820	90,335,183	(3.32%)
Sheriff Specialized Operations and Analysis	31,688,904	32,943,533	32,480,033	(1.41%)
Sheriff Support Services	2,104,435	2,525,152	2,573,730	1.92%
911 Emergency Communications	9,861,779	8,389,675	9,838,857	17.27%
Public Safety Total	567,841,108	588,354,653	531,913,937	(9.59%)
Technology Services				
Denver Marketing and Media Services	4,142,010	4,135,697	5,860,655	41.71%
Office of the Chief Information Officer	1,644,136	1,474,602	2,367,538	60.55%
Operations	34,350,866	36,617,015	31,621,834	(13.64%)

Estimated Expenditures, Schedule 100B

	2019 Actual	2020 Appropriated	2021 Estimated	% Change 20 - 21
Applications Development	31,567,302	35,914,914	27,661,913	(22.98%)
Program and Project Management	0	0	2,819,733	0
Data Tools and Governance	0	0	5,330,324	0
Denver 311	2,456,864	2,591,223	0	0
Technology Services Total	74,161,178	80,733,451	75,661,997	(6.28%)
Transportation and Infrastructure				
CFO Accounting	0	200,000	699,758	249.88%
CFO Finance and Administration	14,148,520	14,232,260	12,203,843	(14.25%)
CFO Fleet Management	14,528,697	16,225,180	14,623,042	(9.87%)
CFO Street Lighting	3,410,845	3,008,456	3,169,931	5.37%
Office of the Executive Director	3,687,089	5,340,921	6,217,920	16.42%
National Western Center Office	1,910,327	2,433,527	1,179,878	(51.52%)
Utilities/Solid Waste	24,232,264	26,912,385	24,068,374	(10.57%)
Community Design and Project Development	4,311,598	4,281,547	2,935,462	(31.44%)
Department of Transportation Project Delivery	2,189,779	3,075,991	2,621,993	(14.76%)
Infrastructure Project Management	10,505,485	11,358,814	2,644,222	(76.72%)
Major Projects Office	1,068,957	1,151,642	4,746,332	312.14%
Program Implementation	2,369,531	1,795,985	2,834,241	57.81%
Department of Transportation Operations	17,357,920	17,396,581	14,574,850	(16.22%)
Maintenance Operations	19,508,425	21,055,377	17,539,915	(16.70%)
Right of Way Enforcement	11,000,219	12,244,499	10,775,300	(12.00%)
Right of Way Services	8,849,339	8,979,228	7,349,970	(18.14%)
Transportation and Mobility	0	0	0	0
Transportation and Infrastructure Total	139,078,995	149,692,393	128,185,031	(14.37%)
General Fund Total Operations	1,306,604,214	1,401,704,692	1,269,790,218	(9.41%)
General Fund Transfers				
Transfer to General Government SRF	3,579,612	15,681,874	2,594,401	(83.46%)
Transfer to Alternative Transportation SRF	1,388,700	304,700	1,388,700	355.76%
Transfer to Business Incentives SRF	1,200,000	1,200,000	1,000,000	(16.67%)
Transfer to Affordable Housing SRF	10,180,000	2,742,800	3,700,000	34.90%
Transfer to Safety Special Revenue Fund	67,000	67,000	0	0
Transfer to Human Services Special Revenue Fund	5,300,000	2,100,000	2,100,000	0.00%
Transfer to Public Health and Wellness SRF	3,115,961	2,315,665	4,143,482	78.93%
Transfer to Crime Prevention and Control Commission (CPCC)	4,150,000	3,592,600	3,592,600	0.00%
Transfer to Culture and Recreation Special Revenue Fund	5,500	0	0	0
Transfer to Convention Center SRF	2,500,000	3,500,000	7,000,000	100.00%
Transfer to Economic Opportunity SRF	2,235,300	4,235,300	2,039,500	(51.85%)
Transfer to Social Impact Bonds SRF	3,870,000	65,000	2,906,000	4,370.77%
Transfer to Training SRF	75,000	75,000	0	0

Estimated Expenditures, Schedule 100B

	2019 Actual	2020 Appropriated	2021 Estimated	% Change 20 - 21
Transfer to Planned Fleet SRF	22,978,900	16,669,900	7,000,000	(58.01%)
Transfer to Liability Claims SRF	4,525,000	2,000,000	2,000,000	0.00%
Transfer to Capital Improvement Projects Fund	36,807,762	14,560,000	0	0
Transfer to CIF - Innovation Projects	11,167,600	2,500,000	0	0
Transfer to CIF - Radio Replacement and System Upgrade	4,552,437	4,598,168	4,212,028	(8.40%)
Transfer to CIF - User Component Repl	1,581,808	1,599,760	335,000	(79.06%)
Transfer to CIF - Infrastructure Repl	2,040,085	1,790,085	1,314,915	(26.54%)
Transfer to CIF - Strategic Resource	4,250,000	0	0	0
Transfer to CIF - Sheriff Reform	1,404,322	0	0	0
Transfer to CIF - System Upgrades	1,000,000	750,000	518,369	(30.88%)
Transfer to Grant/Other CIF	858,468	840,000	840,000	0.00%
Transfer to National Western Center Campus Management SRF	481,803	325,000	0	0
Transfer to Art Museum	1,484,072	1,484,072	1,484,072	0.00%
Transfer to Museum of Nature & Science	1,151,006	1,151,006	1,151,006	0.00%
Transfer to Botanic Gardens	1,122,625	1,122,625	1,122,625	0.00%
Transfer to Zoological Gardens	2,276,858	2,276,858	2,276,858	0.00%
Transfer to Four Mile Historic Park	66,600	66,600	66,600	0.00%
Transfer to Municipal Band	57,000	57,000	57,000	0.00%
Transfers Total	135,473,419	87,671,013	52,843,156	(39.73%)
General Fund Annual Appropriations	1,442,077,633	1,489,375,705	1,322,633,374	(11.20%)
General Fund Contingency	0	16,061,272	26,095,000	62.47%
General Fund Total Appropriations	1,442,077,633	1,505,436,977	1,348,728,374	(10.41%)
Sequestered and Other Budget Savings		(145,895,000)	(13,500,000)	
Estimated Unspent Appropriations		0	(5,000,000)	
		(145,895,000)	(18,500,000)	
General Fund Total Expenditures	1,442,077,633	1,359,541,977	1,330,228,374	(2.16%)

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. In 2021, the transfer will decrease by \$13.1 million due primarily to one-time supplemental appropriations in 2020 to the COVID Emergency SRF. Additionally, the \$400,000 for the 2020 Census is no longer needed. The initiatives funded through this transfer in 2021 are listed below.

- \$2.09 million to fund an investment in public campaign finance per a voter-approved ballot initiative passed in 2018.
- \$500,000 to fund the replacement of totaled vehicles and insurance deductibles for property loss.

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, Human Services Funds, the Wastewater Management Enterprise Fund, and the Environmental Services Enterprise Fund, as well as contributions from participating employees via payroll deductions and internal billings for Denver International Airport. The Office of Human Resources administers the Alternative Transportation program. In 2021, the transfer will increase by \$1.08 million due to a change in the rate structure within the City's contract with RTD in 2020 that resulted in a one-time savings. The transfer maintains the same subsidy as 2020, allowing city employees to receive a transit pass for \$10 per month.

The transfer to the **Business Incentives SRF** provides funding to encourage and develop new investment programs, support the seeding and nurturing of emerging economic and business targets, and support existing high economic impact businesses. These programs are administered by the Department of Economic Development and Opportunity to help meet job and growth requirements. In 2021, the transfer will decrease by \$200,000 for budget savings needed due to the COVID-19 impact on the economy.

The transfer to the **Affordable Housing SRF** provides funding for the purpose of supporting the development and preservation of affordable housing for low and moderate-income residents of the City and County of Denver. The General Fund transfer is one source of funding for this SRF. For more information on the Affordable Housing program, see the Housing Stability section of this budget book.

The transfer to the **Public Safety SRF** provided funding for the operations and maintenance of the Rocky Mountain Fire Academy. These obligations have been met, and the transfer is no longer needed.

The transfer to the **Crime Prevention and Control SRF** provides funding for strategies and programs that reduce crime and recidivism, facilitate coordination among justice system agencies, and support the development of a data-driven criminal justice system. Grants, donations, project incomes, interest earned, and private receipts also contribute to funding this effort. For more information, see the Department of Public Health and Environment section of this book.

The transfer to the **Culture and Recreation SRF** reflects funding for one-time items that supported existing city initiatives made in 2019. Funding originated from voluntary budget transfers made from participating City Council members' operating budgets. This transfer was not budgeted in 2020 and is not currently budgeted in 2021.

The transfer to the **Human Services SRF** provides the funding for the Property Tax Relief Program, formerly known as the Senior and Disabled Property Tax Refund Program and the Wastewater Affordability Program, which have now been combined. DHS will also begin making transfers to this fund in 2021.

The transfer to the **Public Health Special Revenue Funds** will increase in 2021 by \$1.8 million to provide full-year funding to operate the Solutions Center, which opened in the last quarter of 2020. The transfer also provides funds for Community and Behavioral Health programs including drug diversion and education, opioid response, support for the syringe access program, and a mobile health unit affectionately known as Wellness Winnie.

The transfer to the **Convention Center 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 will increase in 2021 by \$3.5 million to provide one-time additional financial support due to the impact of COVID-19 on the Convention Center's revenue.

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 Department of Economic Development and Opportunity. In particular, the Department receives support for youth employment opportunities and the City's WorkNow employment program. See the Department of Economic Development and Opportunity section for additional details on both of these programs. The transfer decreased by \$195,800 in 2021 because eligible personnel expenses for staff working on the Bond will be expensed to the Bond instead of the General Fund transfer.

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 the Social Impact Bond program will provide housing and case management for up to 300 chronically homeless individuals over the course of six years. The 2020 transfer was lower because there was sufficient capacity within the fund to continue existing service levels. For 2021, the transfer will increase by \$2.8 million to replenish the fund based upon the projected 2020 expenditures.

The transfer to the **Training SRF** provided 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. This transfer has been suspended in both 2020 and 2021 to generate budget savings due to the impact of COVID-19 on the City's revenue.

The transfer to the **Planned Fleet Replacement SRF** provides funding for vehicle replacements on a periodic cycle, as well as for expansion vehicles. Fleet Management within Transportation and Infrastructure manages this fund and partners with the Police Fleet and Fire Fleet on the vehicle replacement program. For 2021, the transfer will decrease by \$9.7 million to generate budget savings due to the impact of COVID-19 on the City's revenue. Additionally, \$12 million of the 2020 budgeted transfer was held back, and a large number of vehicle purchases were suspended in 2020.

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

General Fund Transfers to Capital Improvement Funds

The transfer to the **Capital Improvement Fund** provides funding support for the City's Capital Improvement Program (CIP). CIP funding is used to replace and maintain city assets, such as buildings, parks, and streets. Property tax, interest income, and highway users trust fund (HUTF) funding also contribute to funding this effort. In 2021, the transfer will decrease by \$14.6 million due to the impact of COVID-19 on the City's General Fund operating revenue, which is approximately 50 percent funded by sales and use tax. Additionally, the \$14.6 million transfer budgeted for 2020 was also held back. The impact to the Capital Improvements Program is expected to be minimal because the Capital Program will absorb the expenses due to prior year revenue overperformance, rescissions of completed capital projects, and fund balance. The Program also deferred some capital maintenance projects and transferred the Elevate Program Management expenses to the bond (\$3.75M).

The transfer to the **CIF – Innovation Projects** provides funding for the implementation of projects designed to improve city operations and efficiencies through automation and business process improvements. The Technology Services Department administers the Innovation Projects program with support from the Innovation Fund Committee. In 2021, the transfer will decrease by \$2.5 million. The Innovation Fund will not fund new investments in 2021 but will continue to govern and manage existing technology projects.

The transfer to the **CIF – Radio Replacement and System Upgrade** provides funding for the scheduled replacement of radios for safety and non-safety agencies and the replacement of police radar equipment within the General Fund, as well as the upgrade of radio system technology. The Technology Services Department manages the citywide radio repair and replacement program. The transfer will decrease by \$386,100 in 2021 with minimal impact to operations.

The transfer to the **CIF – User Component Replacement** provides funding for the scheduled replacement of desktop and laptop computers for agencies within the General Fund, as well as the ruggedized laptops used by safety personnel in police and fire vehicles. The Technology Services Department manages the citywide computer replacement program. In 2021, the transfer will decrease by \$1,264,760. This impact is offset by the use of Coronavirus Relief Funds in 2020 for laptop purchases.

The transfer to the **CIF – Infrastructure Replacement** provides funding for the scheduled replacement of servers, routers, and other hardware, software, and tools to support the City’s network infrastructure for agencies within the General Fund. In 2021 the transfer will decrease by \$475,200.

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

The transfer to **CIF – Sheriff Reform** provided funding for technological improvements for the Denver Sheriff’s Department, including the implementation of a jail management system (JMS).

The transfer to **CIF – System Upgrades** provides funding for technological enhancements and improvements of current citywide applications. The transfer in 2021 will decrease by \$231,600. An uptick in outages may result from this reduction.

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

The transfer to the **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 number of 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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Summary

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

The City currently has approximately 140 non-grant SRFs, with estimated expenditures totaling \$650 million in 2021. New SRFs must be established by ordinance and approved by City Council. They are set up as either appropriated funds or on a cash basis (non-appropriated). An appropriated SRF's annual budget is established for the ensuing budget year by the amount appropriated in the Long Bill or enabling ordinance, and agencies cannot spend more out of the fund than approved by Council unless the fund receives additional spending authority. Examples of appropriated SRFs include federal entitlement programs administered by Denver Human Services, Youth Programs administered by the Denver Economic Development and Opportunity Department (DEDO), and the Denver Arts and Venue operating fund, which receives ticket sales revenue from City-owned performing arts centers. Cash basis SRFs, on the other hand, are not appropriated in the Long Bill. Agencies can spend as much out of cash basis SRFs as the funds receive from their dedicated revenue source(s), provided the expenditures fall within the purpose of the fund as established by ordinance. Examples of cash basis SRFs include funds that receive and spend various fee revenue, as well as donations funds for the Denver Animal Shelter, Denver Police Department, and other agencies.

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

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

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

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

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

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

Community Development and Economic Opportunity Special Revenue Funds are for economic opportunity, community development, and housing stability purposes or activities and programs, including the administration of Community Development Block Grants, Housing and Neighborhood Development, Affordable Housing programs, and the Workforce Investment Act and Temporary Assistance for Needy Families (TANF). The Mayor or his or her designees, in particular the Director of Denver Economic Development and Opportunity and the Director of the Department of Housing Stability, are the expending authorities.

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

Special Revenue Funds Financial Summary – All Funds

	2019 Actuals	2020 Appropriated	2021 Recommended
Financial Resources			
Annually Appropriated			
Property	81,359,835	80,395,209	85,146,678
Sales and Use	128,974,749	123,193,633	131,186,645
Interest Income	468,593	0	0
Charges for Services	62,007,094	7,998,800	37,115,663
Internal Service and Indirect Cost	101,096	0	0
Miscellaneous Other	120,156,540	118,766,076	107,839,852
Total Annually Appropriated SRF Revenues	393,067,906	330,353,718	361,288,838
Uses of Resources			
Annually Appropriated			
General Government	34,824,417	35,949,302	34,989,240
Human Services	169,251,091	212,539,476	188,332,006
Health	36,822,627	42,514,945	49,009,325
Culture and Recreation	78,727,423	106,473,132	73,029,683
Community Development and Economic Opportunity	21,194,104	66,985,658	23,949,681
Subtotal Annually Appropriated SRF Funds	340,819,663	464,462,513	369,309,935
Other SRF Expenditures			
General Government	106,157,845	89,757,661	128,313,567
Public Safety	80,431,967	86,470,692	85,297,732
Human Services	3,447,276	3,866,340	3,866,340
Health	7,662,161	12,722,700	9,453,951
Culture and Recreation	40,429,249	43,546,339	39,341,902
Community Development and Economic Opportunity	12,311,789	15,392,456	14,594,471
Subtotal Other SRF Funds	250,440,286	251,756,188	280,867,963
Total SRF Expenditures	591,259,949	716,218,701	650,177,898
Personnel Complement			
General Government	18.25	17.92	404.05
Community Development and Economic Opportunity	23.36	10.25	17.25
Public Safety	101.53	114.54	135.54
Human Services	1,242.38	1,243.38	1,237.55
Health	43.42	35.95	34.34
Culture and Recreation	159.73	175.73	164.73
Total Personnel Complement	1,588.67	1,597.77	1,993.46

General Government Estimated Expenditures

			2019 FTE	2020 FTE	2021 FTE	2019 Actuals	2020 Estimated	2021 Estimated
Community Planning and Development								
Office of the Manager								
11809	0141000	Landmark Preservation Fund	-	-	-	23,768	75,000	25,000
		Subtotal	-	-	-	23,768	75,000	25,000
Economic Development								
Small Business Opportunity								
11879	0111000	Internal Billings and Reimbursements	-	-	12.00	-	-	1,311,562
		Subtotal	-	-	12.00	-	-	1,311,562
Finance								
Budget and Management								
11829	2580000	Grant Development	-	-	-	85,627	42,814	1,322
		Subtotal	-	-	-	85,627	42,814	1,322
Capital Planning and Programming								
11860	2590000	Metro Mortgage Assistance Program	-	-	-	1,214,404	-	-
11868	2590000	Tourism Improvement District Marketing and Promotion Fund	-	-	-	6,577,567	250,000	2,700,000
11835	9910000	Transfer to Colorado Convention Center Capital Fund - 11835-9938300	-	-	-	3,500,000	3,500,000	3,500,000
		Subtotal	-	-	-	11,291,970	3,750,000	6,200,000
Cash, Risk & Capital Funding								
11835	2550000	Convention Center Hotel - 11835	-	-	-	14,596,102	11,000,000	11,000,000
11860	2550000	Metro Mortgage Assistance Program	-	-	-	711,522	3,000,000	-
		Subtotal	-	-	-	15,307,624	14,000,000	11,000,000
Office of the Chief Financial Officer								
11863	2501000	Social Impact Bond Program	-	-	-	2,647,404	10,300,000	10,300,000
		Subtotal	-	-	-	2,647,404	10,300,000	10,300,000
Risk Management								
11838	2557000	Risk Management SRF	-	-	-	2,778,041	775,000	775,000
		Subtotal	-	-	-	2,778,041	775,000	775,000
Special Payments								
11878	2561000	Coronavirus Emergency Response	-	-	-	-	12,900,000	-
		Subtotal	-	-	-	-	12,900,000	-
Workers' Compensation								
11864	2558100	Firefighter Heart Benefit	-	-	-	-	50,000	50,000
		Subtotal	-	-	-	-	50,000	50,000
General Administration								
City Attorney								
11879	4511000	Internal Billings and Reimbursements	-	-	72.80	-	-	11,215,383
11827	4511000	Liability Claims	-	-	-	5,276,764	2,405,512	2,000,000
		Subtotal	-	-	72.80	5,276,764	2,405,512	13,215,383
Human Rights and Community Partnerships								
11869	0150000	2020 Census	1.00	0.67	-	273,943	400,000	-
11859	0150000	Energy Efficiency Assistance Fund	1.25	1.25	1.25	1,893,150	2,521,903	1,974,156

General Government Estimated Expenditures

			2019 FTE	2020 FTE	2021 FTE	2019 Actuals	2020 Estimated	2021 Estimated
11875	0150000	Human Rights and Community Partnerships Collaboration	-	-	-	13,297	10,000	61,703
15704	0150000	Human Rights/Community Relations	-	-	-	22,372	50,000	50,000
11713	0150000	Strategic Partnership Donation	-	-	-	1,967	10,000	10,000
		Subtotal	2.25	1.92	1.25	2,204,730	2,991,903	2,095,859
Mayor's Office								
11715	0101000	Climate Office Donations	-	-	-	257,970	-	-
		Subtotal	-	-	-	257,970	-	-
Office of Children's Affairs								
11871	0103000	College Affordability	-	-	-	11,782,921	12,044,014	11,880,804
11851	0103000	Denver Preschool Program	-	-	-	23,041,496	23,905,288	23,108,436
11704	0103000	Education / Advocacy Donations	-	-	-	24,273	5,000	5,000
		Subtotal	-	-	-	34,848,690	35,954,302	34,994,240
Office of Climate Action, Sustainability and Resiliency								
11715	0107000	Climate Office Donations	-	-	-	-	-	50,000
		Subtotal	-	-	-	-	-	50,000
General Services								
Convention & Visitors Bureau								
11845	3012000	Convention Marketing/Tourism	-	-	-	31,220,921	10,490,229	15,766,815
		Subtotal	-	-	-	31,220,921	10,490,229	15,766,815
Purchasing								
11879	3020000	Internal Billings and Reimbursements	-	-	4.00	-	-	406,298
		Subtotal	-	-	4.00	-	-	406,298
Housing Stability								
Department of Housing Stability Special Revenue Funds								
11860	0145000	Metro Mortgage Assistance Program	-	-	-	-	-	3,000,000
		Subtotal	-	-	-	-	-	3,000,000
Independent Agencies								
City Council								
11719	0201000	City Council Personal Meals Fund	-	-	-	304	-	-
11720	0201000	City Council Special Programs	-	-	-	63,175	50,000	50,000
11701	0201000	City Council Special Revenue Fund	-	-	-	516,232	200,000	200,000
		Subtotal	-	-	-	579,711	250,000	250,000
Division of the Clerk and Recorder								
11836	0702000	Electronic Filing Technology	-	-	-	175,884	85,000	85,000
		Subtotal	-	-	-	175,884	85,000	85,000

General Government Estimated Expenditures

			2019 FTE	2020 FTE	2021 FTE	2019 Actuals	2020 Estimated	2021 Estimated
Election Division								
11874	0701000	Elections Equipment and Technology SRF	-	-	-	-	1,200,000	306,000
11872	0701000	Fair Elections	-	-	2.00	-	2,000,000	2,090,320
		Subtotal	-	-	2.00	-	3,200,000	2,396,320
Office of Human Resources								
11846	0601000	Alternative Transportation	-	-	-	1,295,767	1,800,000	2,160,000
11806	0601000	Career Service Training	-	-	-	85,685	125,000	45,000
11808	0601000	City Team Week	-	-	-	31,746	-	57,313
11801	0601000	Education Refund Program	-	-	-	152,889	300,000	58,000
		Subtotal	-	-	-	1,566,086	2,225,000	2,320,313
OHR Human Resource Services								
11879	0601200	Internal Billings and Reimbursements	-	-	25.00	-	-	2,937,561
		Subtotal	-	-	25.00	-	-	2,937,561
Dental Fund Transfers*								
59500	9910000	Transfer to Arts and Venues Denver - 59500-9915100	-	-	-	-	31,800	-
59500	9910000	Transfer to Aviation - 59500-9973100	-	-	-	-	384,955	-
59500	9910000	Transfer to Environmental Services Enterprise Fund - 59500-9978100	-	-	-	-	16,140	-
59500	9910000	Transfer to General Fund - 59500-9901100	-	-	-	-	2,934,278	-
59500	9910000	Transfer to Golf - 59500-9979100	-	-	-	-	32,701	-
59500	9910000	Transfer to Human Services Special Revenue Fund - 59500-9913100	-	-	-	-	365,572	-
59500	9910000	Transfer to Special Trust and Agency Funds - 59500-9956100	-	-	-	-	5,619,400	-
59500	9910000	Transfer to Wastewater Sanitary Operations - 59500-9721110	-	-	-	-	95,155	-
		Subtotal	-	-	-	-	9,480,001	-
Medical Self-Insurance Fund Transfers*								
59700	9910000	Transfer to Arts and Venues Denver - 59700-9915100	-	-	-	-	-	16,300
59700	9910000	Transfer to Aviation - 59700-9973100	-	-	-	-	-	198,400
59700	9910000	Transfer to Environmental Services Enterprise Fund - 59700-9978100	-	-	-	-	-	8,300
59700	9910000	Transfer to General Fund - 59700-9901100	-	-	-	-	-	1,512,800
59700	9910000	Transfer to Golf - 59700-9979100	-	-	-	-	-	16,800

General Government Estimated Expenditures



			2019 FTE	2020 FTE	2021 FTE	2019 Actuals	2020 Estimated	2021 Estimated
59700	9910000	Transfer to Human Services Special Revenue Fund - 59700-9913100	-	-	-	-	-	188,400
59700	9910000	Transfer to Special Trust and Agency Funds - 59700-9956100	-	-	-	-	-	10,000
59700	9910000	Transfer to Wastewater Sanitary Operations - 59700-9721110	-	-	-	-	-	49,000
		Subtotal	-	-	-	-	-	2,000,000
Parks and Recreation and Cultural Facilities								
Parks and Planning								
11879	7021000	Internal Billings and Reimbursements	-	-	4.00	-	-	300,273
		Subtotal	-	-	4.00	-	-	300,273
Parks and Recreation Administration								
11876	7010000	Planned Capital Equipment	-	-	-	-	400,000	511,850
		Subtotal	-	-	-	-	400,000	511,850
Public Safety								
Fire Department Operations								
11879	3522000	Internal Billings and Reimbursements	-	-	134.00	-	-	19,923,107
		Subtotal	-	-	134.00	-	-	19,923,107
Police Administration Division								
11876	3511000	Planned Capital Equipment	-	-	-	-	320,586	-
		Subtotal	-	-	-	-	320,586	-
Police Airport Operations								
11879	3515000	Internal Billings and Reimbursements	-	-	132.00	-	-	18,590,248
		Subtotal	-	-	132.00	-	-	18,590,248
Sheriff Administration								
11876	3533000	Planned Capital Equipment	-	-	-	-	176,065	-
		Subtotal	-	-	-	-	176,065	-
Technology Services								
Communication Services								
11832	3072000	Communications Charges	-	-	-	376,830	-	-
		Subtotal	-	-	-	376,830	-	-
Denver Marketing and Media Services								
11706	3041000	Public Access TV Support	1.00	1.00	1.00	380,559	1,800,030	1,459,993
11841	3041000	Technology Services Fund	-	-	-	29,977	50,000	100,000
		Subtotal	1.00	1.00	1.00	410,536	1,850,030	1,559,993
Transportation and Infrastructure								
CFO Finance and Administration								
11702	5012000	City Neighborhood Partner Project	-	-	-	-	6,000	6,000
		Subtotal	-	-	-	-	6,000	6,000
CFO Fleet Management								
11804	5014000	Planned Fleet Fund	-	-	-	30,553,350	11,350,000	9,000,000
		Subtotal	-	-	-	30,553,350	11,350,000	9,000,000

General Government Estimated Expenditures



			2019 FTE	2020 FTE	2021 FTE	2019 Actuals	2020 Estimated	2021 Estimated
National Western Center Office								
11870	5041000	National Western Center Campus Management	-	-	-	61,429	325,000	325,000
		Subtotal	-	-	-	61,429	325,000	325,000
Right of Way Services								
11867	5083000	Sidewalk Repair Revolving Fund	4.00	4.00	4.00	123,793	513,769	509,242
11867	9910000	Transfer to General Fund - 11867-9901100	-	-	-	-	-	1,500,000
		Subtotal	4.00	4.00	4.00	123,793	513,769	2,009,242
Utilities/Solid Waste								
11862	5052000	Composting Fund	11.00	11.00	12.00	1,191,135	1,790,752	1,896,421
		Subtotal	11.00	11.00	12.00	1,191,135	1,790,752	1,896,421
		Total	18.25	17.92	404.05	140,982,262	125,706,963	163,302,807

*The Dental Trust Fund and Medical Self-Insurance Fund Transfers appear in the General Government Special Revenue Fund Section of this report although they are appropriated from the Special Trust Series. This Fund Series is not shown in the annual budget document.

Citywide

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

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

Community Planning and Development

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

Department of Finance

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

The **Coronavirus Emergency Response Fund** was established in 2020 to support unbudgeted expenses incurred by General Fund agencies in their response to the COVID-19 pandemic. Program expenditures include services and supplies, personnel services, and capital equipment costs incurred by General Fund agencies, as well as capital project funds for coronavirus-response projects. The 2020 estimated expenditures reflect committed, obligated and expended funds as of early October, but will likely change as the pandemic evolves and additional resources become available. While 2021 expenses are currently estimated at \$0, this is subject to change based on final 2020 expenses. This fund is cash-based and non-lapsing. Funded by General Fund transfers.

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

The **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. In 2019 this fund was transferred from the Controller's Office to the Office of Children's Affairs.

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

The **Grant Development Fund** pays for software to manage pre-application grants processes, including research databases to allow agency personnel to identify possible funding opportunities. Revenue has historically been through General Fund transfers, but no transfer is budgeted in 2021. This fund is cash-based and non-lapsing.

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 **Social Impact Bond Program** is an initiative aimed at measurably improving the lives of people most in need by driving resources towards better, more effective programs. Social Impact Bonds are a unique type of performance-based contract wherein private and/or philanthropic lenders loan funds to accomplish a specific objective and are repaid based on whether the program achieves its goals. Denver's Social Impact Bond program will use funds from lenders to provide housing and supportive case management services to homeless individuals who frequently use the city's emergency services, including police, jail, the courts, and emergency rooms. An expansion of the program launched in 2018 with the goal of serving at least 75 additional participants for a total of 325 participants. The program is based upon a proven model that combines the approaches of Housing First with a modified Assertive Community Treatment (ACT) model of intensive case management. The program is funded by a General Fund transfer, and the fund is non-lapsing. In 2020, the transfer decreased by \$3.8 million due to the initial program and related contracts nearing the end of their first iteration, and there was enough capacity within the fund to make the final payments. The program has been extended, and the increase to the 2021 transfer funds the program at the same level of service as the first term.

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

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

City Attorney

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

Human Rights and Community Partnerships

The **2020 Census Fund** supported outreach and engagement as well a marketing campaign in an effort to conduct a full and accurate count of the population of the City and County of Denver in the 2020 Census. Funded by a General Fund transfer.

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 Partnerships Collaboration Special Revenue Fund** is used for programs and services that are tied to shared initiatives between HRCF and other City agencies, such as programs to mitigate predatory lending.

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.

Housing Stability

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

Mayor's Office

The **Climate Office Donations** fund was initially established as the Mayor's Office Donations Fund to receive private grants or donations in support of Mayor's Office priorities and initiatives. The current cash balance is comprised entirely of donations supporting the City's environmental and sustainability initiatives. As such, in 2021, the Mayor's Office is transferring expending authority to the Office of Climate Action, Sustainability and Resiliency and the Fund is renamed the Climate Office Donations Fund.

Office of Children's Affairs

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

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. In 2019 this fund was transferred from the Controller's Office to the 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 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 balance in this fund will be transferred to the City Council District Special Revenue Fund in 2020 and closed.

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.

The **City Council District Special Revenue Fund** 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 and transacted through a supplemental appropriation action in the following year.

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 \$1 surcharge for each document received for recording. The funds are used to defray the costs of implementing and providing electronic filing and recording capabilities. In 2017, the law was amended extending the collection of the fee through 2026.

The **Elections Equipment and Technology Fund** is established to purchase new and replacement equipment, as well as fund equipment leases, storage and other space needs, and technology to support elections. Revenue is primarily General Fund transfers. This is a cash basis, non-lapsing fund.

The **Fair Elections Fund** was established through the Denver Fair Elections Act, which went into effect on January 1, 2020. The Fund administers a new public matching program for certified candidates' campaigns, which can receive matching funds at a rate of 9-to-1. The Fund may not exceed \$8 million and is used for both the matching program and administrative costs. The Clerk and Recorder's Office may not provide candidates with matching funds until August of 2022, but it may use the Fund to cover the administrative costs of running the new program. The fund is appropriated and non-lapsing. Funded by General Fund transfers.

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. Due to budget constraints as a result of the COVID-19 pandemic, the General Fund transfer is suspended for 2021. Funded by a transfer from the General Fund and fees paid by participating agencies.

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

The **Education Refund Program Fund** encourages full-time city employees to continue their education and enhance their careers within the City. Employee eligibility is based on criteria outlined in the Denver Revised Municipal Code. Employees can receive up to \$1,500 every calendar year for coursework deemed relevant by the Education Refund Committee. Funded by transfers from the General Fund and the Dental Self Insurance Fund in 2019 as well as contributions and reimbursements from agencies with participating staff. Due to budget constraints as a result of the COVID-19 pandemic, the program has been suspended starting in 2020 and through 2021. After all current participants receive their tuition reimbursements, remaining cash will be returned to the General Fund to offset revenue loss.

The **Dental Fund Transfers** were made from the Dental Self Insurance Fund, out of surplus reserves, to the City's major contributing funds. These transfers subsidized health savings account (HSA) matches for employees who participated in that year. Dental expenses are an eligible expense for HSAs.

The **Medical Self-Insurance Program Fund** was established in 2019 to allow the City in 2020 to begin converting part of its medical insurance benefits to self-insured through the City's contract with United Healthcare. The Fund administers this Medical Self-Insurance program and pays for insurance claims and administrative costs. Revenue includes transfers from other funds, City and employee contributions, as well as interest earned on said monies. This is an appropriated, lapsing fund.

Mayor's Office of the National Western Center

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

Department of Transportation and Infrastructure

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

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

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

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

Technology Services

The **Communications Charges Special Revenue Fund** was closed in 2019 after a transfer to the General Fund of its cash balance. This SRF provided for charge back of the cost of additions, moves, and changes to agency voice and data wiring.

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

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

Public Safety Estimated Expenditures

			2019 FTE	2020 FTE	2021 FTE	2019 Actuals	2020 Estimated	2021 Estimated
Independent Agencies								
Denver County Court								
12807	0501000	Outstanding Judgement/Warrants	2.00	2.00	1.00	144,174	226,803	103,826
12808	0501000	Public Service Programs	4.00	3.00	3.00	215,289	213,179	217,218
Subtotal			6.00	5.00	4.00	359,463	439,982	321,044
Denver District Attorney								
12701	0401000	District Attorney Donations	-	-	-	5,059	12,000	20,000
12010	0401000	Property Confiscation	-	-	-	872,716	600,000	600,000
12811	0401000	Victim Assistance-D.A.	-	-	-	143,509	51,980	100,571
12707	0401000	Victim Services Donations	1.00	-	-	152,444	114,001	55,393
Subtotal			1.00	-	-	1,173,728	777,981	775,964
Public Safety								
Fire Department Administration								
12706	3521000	Fire Prevention/Investigation Donations	-	-	-	23,218	18,915	18,915
12824	3521000	Police/Fire Pension	-	-	-	24,294,920	25,787,115	26,253,633
12819	3521000	Rocky Mountain Fire Academy	-	-	1.00	78,111	75,000	158,606
12825	3521000	Wildland Fire Reimb Fee Program	-	-	1.00	-	-	99,002
Subtotal			-	-	2.00	24,396,250	25,881,030	26,530,156
Fire Department Operations								
12825	3522000	Wildland Fire Reimb Fee Program	2.00	2.00	10.00	2,388,979	2,896,281	4,173,766
Subtotal			2.00	2.00	10.00	2,388,979	2,896,281	4,173,766
Police Administration Division								
12824	3511000	Police/Fire Pension	1.00	1.00	1.00	19,931,077	21,883,430	22,799,635
Subtotal			1.00	1.00	1.00	19,931,077	21,883,430	22,799,635
Police Patrol Districts Division								
12702	3513000	Police Donations	-	-	-	72,105	4,583	4,583
12703	3513000	Police Equestrian Patrol	-	-	-	1,450	2,488	2,488
12704	3513000	Police K-9 Unit	-	-	-	10,200	2,043	2,043
Subtotal			-	-	-	83,755	9,114	9,114
Safety Management								
56540	3501000	911 Emergency Communications Trust Fund	66.33	81.34	80.34	11,281,370	11,670,011	11,805,662
56540	9910000	Transfer to General Fund - 56540-9901100	-	-	-	-	900,000	900,000
12302	3501000	Community Correction	5.40	5.40	18.40	16,433,830	18,453,696	14,617,066
12804	3501000	Fire Regional Service	-	-	-	77,392	20,302	20,302
12805	3501000	Police Regional Service	-	-	-	2,054	50,000	50,000
12099	3501000	Undersheriff Reg Svc Projects	-	-	-	170,804	11,475	17,779
Subtotal			71.73	86.74	98.74	27,965,449	31,105,484	27,410,809

Public Safety Estimated Expenditures

			2019 FTE	2020 FTE	2021 FTE	2019 Actuals	2020 Estimated	2021 Estimated
Safety Programs								
12711	3504000	Safety Private Donations Fund	-	-	-	1,553	3,000	3,000
		Subtotal	-	-	-	1,553	3,000	3,000
Sheriff Administration								
12822	3533000	Inmate Processing Fees	-	-	-	240,312	132,300	128,500
12816	3533000	Sheriff Inmate Welfare and Recreation Fund	1.80	1.80	1.80	1,858,716	1,163,741	1,085,825
12009	3533000	Sheriff Regional Service	18.00	18.00	18.00	2,032,685	2,178,349	2,059,919
		Subtotal	19.80	19.80	19.80	4,131,712	3,474,390	3,274,244
		Total	101.53	114.54	135.54	80,431,967	86,470,692	85,297,732

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 eight percent employer contribution for current police officers and firefighters. This change eliminated the General Fund contribution for the City's new-hire Police and Fire pension. For more information, please see the complete details under the Appendices Tab, Police/Fire Pension Plan of this document. This fund is appropriated annually and lapses at year-end. This is for the Fire portion of the pension.

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

Fire Operations

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

Police Administration

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

Police Operations

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

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

Safety Management

The **911 Emergency Communications Trust Fund** provides funding for operating the 911 Communications Center and is funded by a surcharge on all telephone bills of citizens. This fund is set up on a cash basis and does not lapse.

The **911 Emergency Communications Trust Fund Transfer to the General Fund** reflects a repayment to the General Fund for a cash transfer to the Trust Fund in 2018 to address a shortfall. In January of 2019, the Trust Fund began receiving additional revenue from an increase in customers' monthly phone surcharge, approved by the Colorado Public Utilities Commission. This additional revenue allows the Trust Fund to cover Emergency Communications expenses and, over several years, complete the \$6.3M repayment to the General Fund from 2018. The Trust Fund began repayments in 2019. This amount is reflected in the \$11.28M in Trust Fund expenses for that year and not in this transfer org, as it is in 2020 and 2021.

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

The **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. This includes the Rocky Mountain Fire Academy program.

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

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

Safety Programs

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

Sheriff Administration

The **Inmate Processing 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.

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.

Human Services Estimated Expenditures

			2019 FTE	2020 FTE	2021 FTE	2019 Actuals	2020 Estimated	2021 Estimated
Appropriated Special Revenue Funds								
Child Welfare Services								
13005	5533000	Child Welfare Services	350.00	356.00	354.83	36,335,608	43,418,123	42,883,471
13005	5532000	Family Crisis Center	-	-	-	1,027,476	1,202,156	286,228
Subtotal			350.00	356.00	354.83	37,363,084	44,620,279	43,169,699
Service Delivery and Administration								
13008	5511000	Human Services Administration	34.00	31.00	31.83	20,918,278	27,665,564	29,189,721
13008	5515000	Information System and Technology	9.00	9.00	9.00	1,262,899	2,052,186	1,920,248
13008	5516000	Financial Services	58.28	54.28	53.53	6,123,097	6,774,996	6,626,459
13008	5517000	Performance Improvement and Accountability	127.11	131.11	124.11	9,658,746	11,906,136	11,470,744
13008	5521000	Family and Adult Assistance Services	412.99	416.99	417.49	34,354,640	40,165,978	40,114,949
13008	5522000	Child Support Enforcement	129.00	132.00	129.00	9,377,435	10,723,342	10,119,708
13008	5523000	Adult Protection Services	23.00	23.00	23.00	2,051,495	2,243,015	2,254,871
13008	5526000	Community Outreach and Resource Engagement	72.00	70.00	74.75	6,683,623	6,482,889	6,773,207
			865.38	867.38	862.71	90,430,211	108,014,106	108,469,907
Transfers from Service Delivery and Administration								
13008	9910000	Transfer to Affordable Housing SRF - 13008-9911810	-	-	-	1,500,000	1,000,000	-
13008	9910000	Transfer to Alternative Transportation SRF - 13008-9911410	-	-	-	144,900	30,100	144,900
13008	9910000	Transfer to Capital Improvement Projects Fund - 13008-9931100	-	-	-	-	9,000,000	-
13008	9910000	Transfer to Crime Prevention and Control Fund - 13008-9913210	-	-	-	170,500	-	-
13008	9910000	Transfer to General Fund - 13008-9901100	-	-	-	-	1,913,300	163,000
13008	9910000	Transfer to Human Services Special Revenue Fund - 13008-9913100	-	-	-	-	-	1,000,000
Subtotal			-	-	-	1,815,400	11,943,400	1,307,900
Child Care								
13017	5524000	Child Care	14.00	14.00	14.00	2,948,213	4,533,889	4,498,449
Subtotal			14.00	14.00	14.00	2,948,213	4,533,889	4,498,449
Human Services State and Local Programs								
13302	5543000	Aid to the Blind	-	-	-	10	1,000	1,000
13303	5541000	Aid to Needy Disabled	-	-	-	631,320	1,000,000	1,000,000

Human Services Estimated Expenditures



			2019 FTE	2020 FTE	2021 FTE	2019 Actuals	2020 Estimated	2021 Estimated
13304	5553000	Developmental Disabilities	-	-	-	14,262,665	24,544,383	22,346,410
13305	5551000	General Assistance	2.00	2.00	2.00	1,984,629	1,510,015	1,485,176
13306	5552000	Office of Community Impact	6.00	-	-	7,161,880	1,800,000	-
13812	5557000	Homeless Services	-	-	-	10,668,718	1,574,617	-
13812	9910000	Transfer to General Fund - 13812-9901100	-	-	-	-	918,380	-
13812	9910000	Transfer to Housing and Neighborhood Development - 13812-9916100	-	-	-	-	6,023,237	-
13813	5581000	Property Tax Relief Program	4.00	4.00	4.00	1,882,003	5,556,170	6,053,465
13813	9910000	Transfer to General Government SRF - 13813-9911100	-	-	-	75,000	-	-
13813	5582000	Wastewater Affordability Program	-	-	-	27,958	500,000	-
Subtotal			12.00	6.00	6.00	36,694,183	43,427,802	30,886,051
Total Appropriated SRFs			1,241.38	1,243.38	1,237.55	169,251,091	212,539,476	188,332,006
Non-Appropriated Special Revenue Funds								
13811	5511000	Assistance Incentive Program	-	-	-	195,051	300,000	300,000
13310	5511000	Child Welfare Services	-	-	-	-	2,778,340	2,778,340
13706	5511000	DHS Volunteer Services Donation Fund	-	-	-	20,096	33,000	33,000
13703	5511000	Drug Strategy Donations	-	-	-	7,955	-	-
13808	5511000	Energy Assistance	-	-	-	94,239	125,000	125,000
13704	5511000	Homeless Services Donations	1.00	-	-	84,464	-	-
13502	5511000	Integrated Care Management Incentive	-	-	-	296,442	230,000	230,000
13301	5511000	Parental Fees Incentive	-	-	-	161,033	400,000	400,000
Subtotal			1.00	-	-	859,279	3,866,340	3,866,340
Office of Behavioral Health Strategies								
13821	5554000	Crime Prevention and Control Fund	-	-	-	2,587,997	-	-
Subtotal			-	-	-	2,587,997	-	-
Total Non-Appropriated SRFs			1.00	-	-	3,447,276	3,866,340	3,866,340
Total			1,242.38	1,243.38	1,237.55	172,698,367	216,405,816	192,198,346

Note: Fund 13821 moved to the Denver Department of Public and Environmental Health in 2019. For 2019 and 2020 estimated expenditures, please reference the Health series of special revenue funds.

Appropriated in the Long Bill

The **Family Crisis Center** provided short-term therapeutic shelter and residential care for children removed from their homes due to abuse or being behaviorally beyond the control of their caretakers. It was licensed to serve up to 64 youth. The Family Crisis Center closed in mid-2015, but other DHS services continued out of this location through early 2020.

Child Welfare Services provides services to children and youth in need of protection and develops permanency planning options for children who cannot be returned to their homes. Funded by a combination of state/federal allocations and local property tax revenue.

Service Delivery and Administration is the primary operating fund of Denver Human Services. It encompasses functions such as eligibility determination, child support services, financial services, performance improvement, and facilities/security management. Funded by a combination of state/federal allocations and local property tax revenue.

Transfer – Affordable Housing SRF provided funding to Denver Economic Development and Opportunity, and subsequently the Department of Housing Stability to support affordable housing. Funded by local property tax revenue. In 2021 the local property tax that funded this transfer was moved to the General Fund.

Transfer - Alternative Transportation SRF provides the DHS share of funding for the Alternative Transportation Program, which encourages City employees to reduce automobile usage. Funded by local property tax revenue.

Transfer - Crime Prevention and Control Commission (CPCC) provides support to the Office of Behavioral Health Strategies in the Denver Department of Public Health and Environment. Funded by local property tax revenue. The position supported by this transfer moved to the General Fund, so this transfer to the CPCC is no longer required.

Transfer – Capital Improvement Fund was a transfer from the appropriated Service Delivery and Administration Fund to the Capital Improvement Fund to make necessary deferred maintenance improvements at DHS's Richard T. Castro Building.

Transfer - General Fund was a transfer from the appropriated Service Delivery and Administration Fund to the General Fund to fund a reserve and contingency balance of 17 percent for social services mill levy revenues that will be redirected from Denver Human Services to the General Fund in 2020. Additionally, DHS will make a transfer in 2021 to continue supporting an FTE who transferred to the Denver Department of Public Health and Environment. This transfer began in 2019 to the CPCC but moved to the General Fund in 2020. Funded by local property tax revenue.

Transfer - General Fund was a transfer from the Homeless Services Fund (13812) to the General Fund for projected cash balances at year-end close in 2019. In 2020, the transfer has supported the transition of homeless services moving from Denver Human Services to the Department of Housing Stability.

Child Care pays for subsidized child care for eligible families enrolled in the Colorado Child Care Assistance Program (CCCAP). Funded by a combination of state/federal allocations and local property tax revenue.

Aid to the Blind provides financial and medical benefits to eligible residents who are blind, as well as occasionally providing medical treatment. The state funds 80 percent of actual grant payments, which are made directly to clients.

Aid to the Needy Disabled provides assistance to people who are unemployed due to disability and who do not have sufficient income to meet basic living requirements. These funds supplement federal benefits or provide interim assistance while federal benefit applications are reviewed. The state funds 80 percent of actual grant payments, which are made directly to clients.

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

General Assistance helps clients presenting in Denver in need of food or shelter. This program also covers funeral and burial expenses for people who pass away without resources. Funded by local property tax revenue.

Office of Community Impact addressed issues affecting people in Denver experiencing homelessness. These functions have transferred to the Department of Housing Stability.

Homeless Services funded services and initiatives related to people experiencing homelessness. These functions have transferred to the Department of Housing Stability.

The **Property Tax Relief Program** (previously known as the Senior/Disabled Rebate Program) provides a rebate on property taxes or rent paid by Denver residents who are elderly or disabled. Beginning in 2019, eligibility expanded to cover families with children earning up to 40% area median income. Funded by a General Fund transfer.

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

Non-Appropriated Special Revenue Funds

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

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

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

The **Drug Strategy Donations Fund** transferred to Denver Department of Public Health and Environment in 2019.

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

The **Homeless Services Donations Fund** provided services to people experiencing homelessness. The balance transferred to the Department of Housing Stability in early 2020.

Integrated Care Management Incentives provide supplemental funding to support child welfare services. DHS uses this funding for prevention services. Funded by the state.

Parental Fees Incentives flexibly fund various child welfare services, including client assistance. Funded by the state based on DHS's collection of child support payments from non-custodial parents that offsets the cost of out-of-home placements.

The **Crime Prevention and Control Commission Fund** focuses 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 Denver Human Services to the Denver Department of Public Health and Environment in 2018.

Public Health and Environment

			2019 FTE	2020 FTE	2021 FTE	2019 Actuals	2020 Estimated	2021 Estimated
Environmental Health								
Community and Behavioral Health								
14810	6501000	Caring for Denver	-	-	-	2,857	-	-
14821	6501000	Crime Prevention and Control Fund	28.00	16.50	16.00	5,388,197	3,525,680	4,078,968
14809	6501000	Healthy Foods for Denver's Kids	1.50	-	-	11,046	8,125,210	11,584,773
14806	6501000	Public Health and Wellness	2.25	3.25	3.25	725,402	1,561,631	1,433,056
14808	6501000	Solutions Center	-	-	-	327,067	6,172,934	2,710,344
14804	6501000	Tobacco Sting	2.00	2.04	1.02	117,244	230,925	79,503
Subtotal			33.75	21.79	20.27	6,571,812	19,616,380	19,886,644
Denver Animal Protection								
14702	6503000	Animal Care and Control Donations	2.67	2.66	2.57	258,097	440,530	368,564
Subtotal			2.67	2.66	2.57	258,097	440,530	368,564
Division of Administration								
14810	6508000	Caring for Denver	-	1.00	1.00	36,756,503	34,093,704	37,128,521
14809	6508000	Healthy Foods for Denver's Kids	-	3.00	3.00	52,221	296,031	296,031
Subtotal			-	4.00	4.00	36,808,724	34,389,735	37,424,552
Environmental Quality								
14802	6506000	GEOPROBE Project	-	-	-	75,019	-	12,043
14805	6506000	Site Removal/Cleanup Fund	-	-	-	57,398	50,000	40,000
Subtotal			-	-	-	132,417	50,000	52,043
Public Health Investigations								
14903	6502000	Child Care Facility Inspection	7.00	7.50	7.50	708,684	741,000	731,473
14801	6502000	Environmental Health and Safety	-	-	-	5,053	-	-
Subtotal			7.00	7.50	7.50	713,737	741,000	731,473
Total			43.42	35.95	34.34	44,484,788	55,237,645	58,463,276

The **Caring for Denver Special Revenue Fund** administers the Caring for Denver program, which Denver voters passed in November of 2018. This measure increased the sales and use taxes by an estimated \$36 million dollars annually to fund mental health services and treatment for children and adults; suicide prevention programs; opioid and substance use disorder prevention, treatment and recovery programs; and housing and case management services to reduce homelessness, improve long-term recovery, and reduce costly use of jails and emergency rooms for those with mental health and substance use disorder needs.

The **Crime Prevention and Control Commission (CPCC)** funds are used to implement an evidence-based, accountable, and efficient public safety strategy to reduce crime and delinquency and to increase neighborhood safety. The funding for the CPCC is an annual General Fund transfer made on a yearly basis following the governing ordinance. This fund was transferred from Denver Human Services to the Denver Department of Public Health and Environment in 2018.

The **Healthy Food for Denver's Kids Special Revenue Fund** administers the Healthy Food for Denver's Kids program, funded by revenue generated from an increase in the sales and use tax rate approved by Denver voters in November 2018. The program was approved for ten years through 2029 to fund healthy food and food-based education to Denver's kids. The funding primarily targets low-income and at-risk youth and will be distributed through a Denver Food Commission made up of non-profit and government volunteer appointees (13 members in total).

The **Public Health and Wellness Fund** accepts state funds for use on public health programs and General Fund support to address special public health needs. The estimated expenditures shown in this report also reflect budget rolled forward from the prior year.

The **Solutions Center** provides acute care and temporary living facilities to individuals in crisis in the city of Denver, with the intent to stabilize and reconnect them to the greater Denver society. The Mayor or his designees, in particular, the Executive Director of DDPHE, are the expending authorities.

The **Tobacco Sting Fund** accepts dollars from the Food and Drug Administration through the Colorado Department of Public Health and Environment to conduct routine, compliance follow-up and advertising and labeling inspections of tobacco retailers in the City and County of Denver. The purpose is to enforce federal tobacco laws related to the unlawful sale of tobacco to minors and improper advertising and labeling of tobacco products.

The **Animal Care and Control Donations Fund** accepts private donations for animal care and control purposes.

This **GEOPROBE Project Fund** was established to investigate areas of contaminated groundwater affecting surface water or drinking water in order to determine sources of contamination and initiate correction and remediation.

The **Site Removal/Cleanup Fund** supports the removal of improper accumulation or storage of rubbish, ashes, garbage or other waste matter from privately owned property. Funded by billings to property owners and transfers from other city funds.

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 contract with the Colorado Department of Human Services.

The Denver Department of Public Health and Environment's Public Health Inspection Division has used the **Environmental Health and 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. No expenditures are anticipated in 2019 or 2020.

Culture and Recreation Estimated Expenditures

			2019 FTE	2020 FTE	2021 FTE	2019 Actuals	2020 Estimated	2021 Estimated
Parks and Recreation and Cultural Facilities								
Botanic Gardens								
15803	7027000	Denver Botanical Gardens	-	-	-	564,859	1,705,053	1,122,625
		Subtotal	-	-	-	564,859	1,705,053	1,122,625
Denver Art Museum								
15802	1200000	Denver Art Museum	-	-	-	1,484,106	1,486,073	1,484,072
		Subtotal	-	-	-	1,484,106	1,486,073	1,484,072
Denver Arts and Venues Special Revenue Fund								
15607	3050000	Convention Center Special Revenue Fund	-	-	-	29,258,467	30,146,510	26,327,533
15815	3050000	Denver Arts and Venues	107.57	107.57	106.57	45,610,271	48,379,606	35,901,162
15815	9910000	Transfer to Grant/Other CIF - 15815-9938100	-	-	-	17,002,177	-	-
15714	3050000	Preserve the Rock	-	-	-	-	12,000	12,000
		Subtotal	107.57	107.57	106.57	91,870,914	78,538,116	62,240,695
Denver Public Library								
15807	8110000	Library - Special Trust Fund	13.00	13.00	3.00	2,026,245	2,350,500	1,404,376
		Subtotal	13.00	13.00	3.00	2,026,245	2,350,500	1,404,376
Other Cultural Facilities Support								
15804	1000000	Denver Museum of Nature and Science	-	-	-	1,151,006	1,151,016	1,151,006
		Subtotal	-	-	-	1,151,006	1,151,016	1,151,006
Parks and Planning								
15825	7021000	Denver Mountain Parks	4.71	4.71	4.71	1,148,861	666,277	1,045,299
15810	7021000	Four Mile Historic Park	-	-	-	66,600	66,600	133,200
		Subtotal	4.71	4.71	4.71	1,215,461	732,877	1,178,499
Parks and Recreation Administration								
15817	7010000	Cableland Trust Expenditures	-	-	-	200,000	200,000	390,180
15824	7010000	Citywide Sports Program	3.00	3.00	3.00	1,085,722	722,870	642,083
15827	7010000	Denver Employee Fitness Center SRF	0.95	0.95	0.95	98,438	116,784	170,823
15826	7010000	DPR Admission Based Event	-	-	-	-	126,000	126,000
15823	7010000	Event Facility	5.50	5.50	5.50	270,201	824,305	925,574
15821	7010000	Facility Rental Program	1.00	1.00	1.00	459,262	466,748	454,142
15813	7010000	Municipal Band	-	-	-	-	57,000	57,000
15709	7010000	Night Moves	-	-	-	-	50,000	70,000
15710	7010000	Park/Rec Private Donations	-	-	-	487,929	550,000	800,000
15814	7010000	Parks/Rec Property Damage	-	-	-	84,356	55,000	105,000
15711	7010000	Public Tree Canopy	1.00	1.00	1.00	81,795	178,694	1,057,611

Culture and Recreation Estimated Expenditures



			2019 FTE	2020 FTE	2021 FTE	2019 Actuals	2020 Estimated	2021 Estimated
15716	7010000	Skatepark Maintenance	-	-	-	5,332	9,330	9,330
56700	7010000	Special Events	-	-	-	14,046	-	9,236
		Subtotal	11.45	11.45	11.45	2,787,082	3,356,731	4,816,979
Parks, Trails, and Open Space								
15828	7040000	Parks, Trails, and Open Space	3.00	22.00	22.00	16,114,976	37,795,526	18,383,521
15828	9910000	Transfer to Parks, Trails, and Open Space Capital Improvement - 15828-9936100	-	-	-	-	20,298,000	18,745,000
		Subtotal	3.00	22.00	22.00	16,114,976	58,093,526	37,128,521
Zoo								
15806	7026000	Denver Zoological Foundation	20.00	17.00	17.00	1,942,022	2,605,579	1,844,812
		Subtotal	20.00	17.00	17.00	1,942,022	2,605,579	1,844,812
		Total	159.73	175.73	164.73	119,156,672	150,019,471	112,371,585

Denver Arts and Venues

The **Convention Center Special Revenue Fund** accounts for the operating expenses at the Colorado Convention Center. Funded by Convention Center operations and a General Fund transfer. A decrease in expenses is anticipated in 2021 due to expansion construction and COVID-19 impacts to events and attendance.

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

The **Transfer to DAV Capital Fund** provides for the capital improvement program for Denver Arts and Venues facilities including Boettcher Concert Hall, Buell Theatre, Ellie Caulkins Opera House, Denver Coliseum, Red Rocks Amphitheatre, Colorado Convention Center, and the McNichols Building. Revenue is a transfer from the agency's operating fund. Due to COVID-19 impacts, no transfer is anticipated in 2020 or 2021.

The **Preserve the Rocks Donations Fund** was established in June 2002 to preserve 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 **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

The **Denver Mountain Parks Fund** is funded by facility fees, contributions, donations, and partnership support programs. The fund is used to increase public awareness and visitation, improve safety and complete capital maintenance and improvements. This includes improvements at the Chief Hosa Lodge, Echo Lodge, Red Rocks Park, Genesee Park and other various locations throughout the mountain park system.

Four Mile Historic Park is funded by a General Fund transfer, admission fees, special event fees, program fees, facility rentals, and private and governmental grants and donations. Four Mile Historic Park is a 12-acre park offering museum tours, strolls through the gardens, exhibits, demonstrations and special programming related to Denver's western heritage.

Parks and Recreation

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

The **Denver Employee Fitness Center** provides health and wellness programs and services to all City employees. The Center is located in the Wellington Webb Municipal Office Building. Funded by membership fees.

The **DPR Admission Based Event Fund** supports DPR for the purpose of collecting revenue and handling other financial transactions related to admission-based events and to expend funds for programs, equipment and materials throughout the Denver Parks system. Revenue funded by 15 percent of gross ticket sales reduced by the amount of seat tax applicable to each admission-based event.

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 **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 **Public Tree Canopy 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.

The **Skatepark Maintenance Fund** is funded by contributions, donations, project incomes, special events, concessions, programs, sponsorship, or other sources of private receipts to provide repair and maintenance for the Skate Park, and providing programs, special events, and other amenities common to Skateboard Park facilities.

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.

Parks, Trails, and Open Space

The **Parks, Trails, and Open Space Fund** was established in 2019 by a voter approved 0.25 percent increase in Sales and Use Tax (2018 Ballot Initiative-2A). The tax is dedicated to the improvement and expansion of Denver's parks and recreation system, accelerating implementation of the Game Plan for a Healthy City. This fund will create new opportunities to realize the Game Plan's goals and enhance the legacy of green space and outdoor culture that Denver Parks and Recreation will leave future generations. The fund is appropriated, non-lapsing and the budget reflects the sales tax revenue projection for the ensuing year, less fund reserves.

The **Transfer to Parks, Trails, and Open Space Capital Program** supports large capital improvements related to the Game Plan for a Healthy City, including improvements to existing parks and open space as well as developing new outdoor spaces.

Denver Zoo

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

Community Development and Economic Opportunity

Estimated Expenditures



			2019 FTE	2020 FTE	2021 FTE	2019 Actuals	2020 Estimated	2021 Estimated
Denver Economic Development and Opportunity								
Appropriated Special Revenue Funds								
17601	0117000	Employer, Recruitment, Training and Retention Program	4.00	6.75	5.75	1,138,966	2,810,029	1,481,700
17603	0117000	Summer Youth Programs	-	-	-	552,724	981,809	557,800
DEDO Appropriated SRF Subtotal			4.00	6.75	5.75	1,691,690	3,791,838	2,039,500
Non-Appropriated Special Revenue Funds								
Business and Community Investment								
11847	0114400	Business Incentives	-	-	-	710,098	1,800,000	1,000,000
17803	0114400	Coronavirus Emergency Business Support	-	-	-	-	3,500,000	-
Subtotal			-	-	-	710,098	5,300,000	1,000,000
Business Development Division								
11842	0114000	Enterprise Zone	0.50	0.50	0.50	22,302	125,199	125,360
Subtotal			0.50	0.50	0.50	22,302	125,199	125,360
Economic Development Grant and Special Revenue Funds								
17904	0117000	Business and Workforce Development Training, Support, and Outreach	-	-	-	500	39,885	39,885
17802	0117000	MOWD General Cost Pool	-	-	-	186	-	-
11814	0117000	Revolving Loan Fund	-	-	-	54,020	100,000	100,000
11820	0117000	Skyline - Economic Development Project	-	-	-	1,186,000	1,000,000	1,000,000
11822	0117000	Skyline - Neighborhood	-	-	-	714,000	-	-
Subtotal			-	-	-	1,954,706	1,139,885	1,139,885
Executive Office								
11855	0115000	Marketing Sponsorships	-	-	-	-	16,800	16,800
Subtotal			-	-	-	-	16,800	16,800
DEDO Non-Appropriated SRF Subtotal			0.50	0.50	0.50	2,687,106	6,581,884	2,282,045

Community Development and Economic Opportunity

Estimated Expenditures



			2019 FTE	2020 FTE	2021 FTE	2019 Actuals	2020 Estimated	2021 Estimated
Housing Stability (HOST)								
Appropriated Special Revenue Funds								
16606	0145000	Affordable Housing Property Tax and Other Local Revenue	16.36	-	9.00	19,502,414	57,170,583	21,910,181
16812	0145000	Homeless Services	-	-	-	-	6,023,237	-
HOST Appropriated SRF Subtotal			16.36	-	9.00	19,502,414	63,193,820	21,910,181
Non-Appropriated Special Revenue Funds								
16803	0145000	Affordable Housing and Remediation Fund	-	-	-	93,745	60,000	500,000
16607	0145000	Affordable Housing Linkage Fee Fund	-	-	-	1,340,000	5,000,000	5,000,000
16702	0145000	Community Development-Donation	-	-	-	18,147	16,759	35,000
16807	0145000	H&NDS Housing for Mentally Ill	-	-	-	-	300,000	152,618
16703	0145000	Homeless Services Donations	-	1.00	-	-	63,739	416,000
16808	0145000	Housing Incentive Program	2.50	2.00	2.00	1,419,365	975,500	496,040
16911	0145000	Rental Rehab Assistance	-	-	-	2,100,000	-	-
16810	0145000	Revolving Affordable Housing Loan Fund	-	-	-	1,295,810	1,394,574	3,400,000
11819	0145000	Skyline - Administration	-	-	-	1,645	-	12,768
11821	0145000	Skyline - Housing	-	-	-	3,355,972	1,000,000	2,300,000
HOST Non-Appropriated SRFs			2.50	3.00	2.00	9,624,684	8,810,572	12,312,426
Economic Development Grand Total			23.36	10.25	17.25	33,505,893	82,378,114	38,544,152



Denver Economic Development and Opportunity

Appropriated in the Long Bill

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

The **Mayor's Summer Youth Program** provides employment opportunities for youth interested in a government-assisted summer work experience. Revenue to this program comes from a transfer from the General Fund as well as funding from the Department of Human Services.

Non-Appropriated Special Revenue Funds

The **Business Incentives Fund** encourages and develops new investment programs, supports the seeding and nurturing of emerging economic and business targets, and supports existing high-economic impact businesses. Funded by a General Fund transfer. In 2020, a one-time \$1.5 million transfer was made to the Coronavirus Emergency Business Support Fund out of cash reserves to provide relief to local businesses during the COVID-19 pandemic.

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

The **Coronavirus Emergency Business Support Fund** was established in 2020 to support local Denver businesses during the economic downturn caused by the COVID-19 pandemic. Program expenditures include grants and loans to Denver businesses that meet the program criteria outlined by the Denver Economic Development and Opportunity. This fund is cash-based and non-lapsing. Funded by General Fund transfers.

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. Revenue is received through various sponsorships and private donations.

The **Business and Workforce Development, Training, Support, and Outreach Fund** is used to administer programs related to training, outreach, and support for entrepreneurs, small businesses and workforce development efforts for youth and adults. Revenue is from contributions, special donations, and funding from the airport.

The **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.

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

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

Community Development and Economic Opportunity

Descriptions by Agency



increase tax revenues; and to improve the services available to neighborhood residents. Revenue for this fund comes from a settlement with the federal government.

Housing Stability

Appropriated in the Long Bill

The **Affordable Housing Property Tax and Other Local Revenue Fund** was established in 2017 to support the development and preservation of affordable housing for low and moderate-income residents of the City and County of Denver. The funds are dedicated to the production and/or preservation of rental and for-sale housing, the funding of rental assistance and homebuyer assistance programs, the development of permanent supportive housing for 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 primary funding sources include property taxes and the additional tax revenue generated from increasing the special retail marijuana tax from 3.5 percent to 5.5 percent. This tax was increased in 2018. This fund is appropriated annually and does not lapse. For more information, see the “Affordable Housing Funds” section of this budget book located within the Department of Housing Stability.

The **Homeless Services Fund** was established in 2019 to administer programs supporting individuals experiencing homelessness after the creation of the Department of Housing Stability. Administration of these programs was transferred from Denver Human Services and cash transfers from DHS provided the initial funding. This fund is appropriated and non-lapsing.

Non-Appropriated Special Revenue Funds

The **Affordable Housing Linkage Fee Revenue Fund** was established in 2017 to support the development and preservation of affordable housing for low- and moderate-income residents of the City and County of Denver. The funds are dedicated to increasing the supply of affordable rental housing, to providing funding for renter assistance programs, to increasing the supply of for-sale affordable housing, and to supporting homebuyer assistance programs. Revenue is derived from an established linkage fee on development within the City and County of Denver beginning in 2017. Linkage fees range from \$0.41 to \$1.76 per square foot depending on the type of development. This is a cash-basis and non-lapsing fund. For more information, see the “Affordable Housing Funds” section of this budget book located within the Department of Housing Stability.

The **Affordable Housing and Remediation Fund** was established in 2001 as part of the implementation of the City’s Housing Plan. The program supports the development of affordable housing for low- and moderate-income residents of the City and County of Denver. This program focuses on the rehabilitation of single-family and multifamily residences, both owner-occupied and rental housing; developing housing for populations with special needs; and helping to fund the removal and reduction of lead-based paint hazards. Revenue to this fund comes from developer contributions.

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

The **Homeless Services Donations Fund** was established for contributions, donations, and private/public receipts made for the provision of services for the homeless in Denver. Funded by private donations. In 2020, this fund was transferred from Denver Human Services to the Department of Housing Stability to better align funds with the scope of the new department.

The **Housing for the Mentally Ill Fund** addresses the housing and service needs for severe and persistent mentally ill populations via partnerships with non-profit housing and service providers. Funded initially from City funds as a result of

Community Development and Economic Opportunity

Descriptions by Agency



the 1983 Goebel Settlement that required Denver to provide 250 housing units for populations with serious and persistent mental illness. On-going proceeds from property sales as they occur.

The **Housing Incentive Program Fund** collects and disburses monies paid by developers in lieu of building moderately-priced dwelling units, and it funds incentives to developers and other costs related to affordable housing programs as provided in Article VI, Chapter 27 of the Denver Revised Municipal Code. Revenue to this fund comes from developer payments and other contributions.

The **Rental Rehabilitation** project is a family housing rehabilitation program directed toward low-income tenants. Revenue to this program includes a one-time federal grant through the U.S. Department of Housing and Urban Development, granted in 1984, which is augmented by loan repayments that are returned to the project for future reuse.

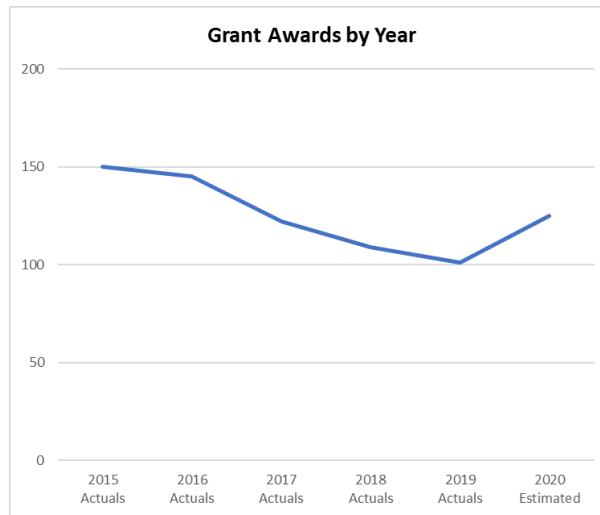
The **Revolving Affordable Housing Loan Fund** provides funding for new affordable housing for the workforce rental population in Denver. The funding is intended to provide gap financing for the acquisition and rehabilitation of affordable housing units. Program revenue has included a transfer from the General Fund, transfers from other City special revenue funds, and private funding; but the fund now leverages loan payments that are returned to the fund and reused. This fund has not received a transfer from the General Fund since 2016.

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

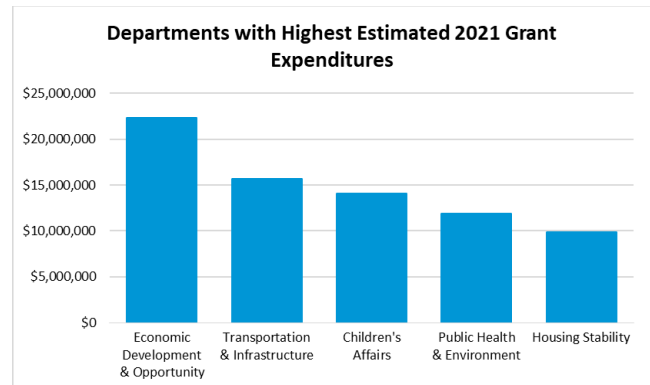
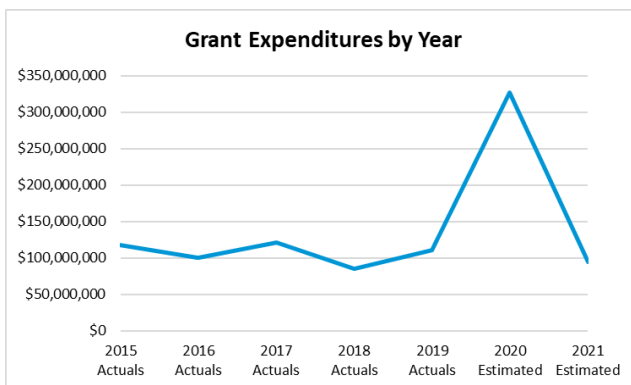
The **Skyline Housing Fund** provides additional housing opportunities for low- and moderate-income families and aims to revitalize neighborhoods through new housing development and the rehabilitation of existing units. It encourages innovative housing solutions within the community; returns vacant and boarded-up buildings to use by providing funds for purchase or repair; finances the rehabilitation of rental apartment buildings and single-family homes; finances construction of new housing; and provides grants for selected projects including housing for low-income households. Revenue for this fund comes from a settlement with the federal government.

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



On an annual basis, the City and County of Denver receives between 100-150 grant awards totaling \$100-\$200 million. City agencies with the largest grant portfolios are Denver Economic Development and Opportunity, Department of Transportation and Infrastructure, Office of Children’s Affairs, Department of Public Health and Environment and the Department of Housing Stability.

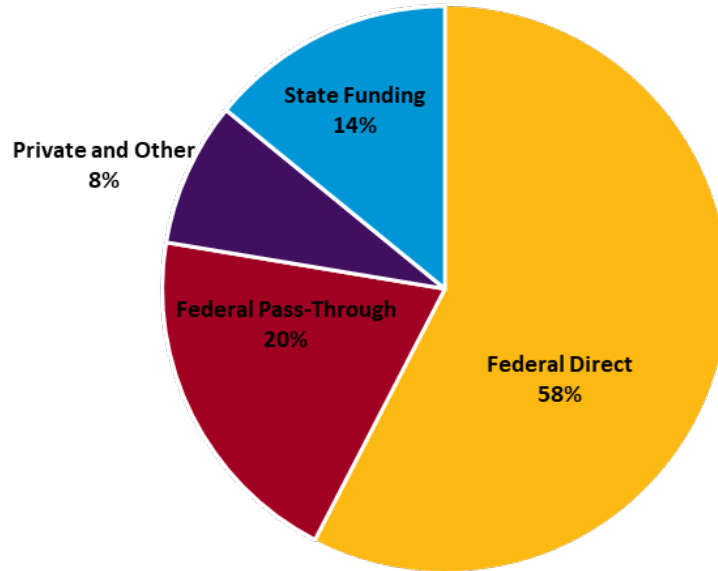


In 2020, the Department of Finance oversaw two of the City’s largest grant programs: The Coronavirus Relief Fund and FEMA Public Assistance COVID-19 Response. Although housed within the Department of Finance, these two grant programs fund a broad variety of citywide programs. The City’s grant portfolio is guided by an annual strategic plan developed by the Budget and Management Office, the City’s grant writing consultant, and the Grant Policy Advisory Committee; the latter is a body composed of Grant Liaisons who support each department’s grant program. The strategic plan communicates a shared vision and mission with respect to pursuing and implementing award funding; identifies strategic priorities for the City; and lays the groundwork for collaboration, dialogue, and exchange among agencies. For the budget book, actual expenditures and FTE are reported for the prior year. Estimated expenditures are reported for the current and future years. The current and future year estimated expenditures are based on awards and letters of intent received before June 30,

2020. As a result, it may appear some grants are not continued from 2020 to 2021, but this may not be the case as an award may have been received after June 30, 2020.

Questions about FTE or estimated expenditures may be addressed to the Budget and Management Office.

2021 Grant Funding Sources



Grant Funding Source	Amount
Federal Direct	\$56,223,685
Federal Pass-Through	\$19,543,616
Private and Other	\$8,073,611
State Funding	\$13,760,571
Total	\$97,601,483

Grant Expenditures by Funding Source

	2019 Actuals	2020 Estimated	2021 Estimated
Grant Expenditures by Funding Source			
Federal Direct	45,102,393	185,684,461	56,223,685
Federal Passthrough	38,648,038	116,747,668	19,543,616
Private and Other	5,337,969	8,179,436	8,073,611
State Funding	21,675,542	18,179,972	13,760,571
Total	110,763,943	328,791,537	97,601,483

Grant Expenditures by Agency

Fund	Cost Center	Grant Program Name	2019 FTEs	2020 FTEs	2021 FTEs	2019 Actuals	2020 Estimated	2021 Estimated
City Attorney Office								
11001	4511100	After Court Care	0.00	0.00	0.00	0	36,378	36,378
11001	4511100	Crime Victim Services	0.00	3.00	2.43	220,467	231,004	190,341
11001	4511100	Denver Forensic Collaborative	0.00	0.00	1.00	0	118,242	124,485
11001	4511100	Specialized Domestic Violence Prosecution	0.00	1.60	0.57	98,908	102,050	65,825
Subtotal			0.00	4.60	4.00	319,375	487,674	417,029
City Council								
11608	0201212	Supportive Housing Neighborhood Engagement Guide	0.00	0.00	0.00	12,500	0	0
Subtotal			0.00	0.00	0.00	12,500	0	0
Community Planning and Development								
11301	0141100	Historic Structure Assessment	0.00	0.00	0.00	39,961	14,973	10,000
11001	0143300	Transit Oriented Development Planning Pilot Program	0.00	0.58	0.00	818,754	399,466	0
Subtotal			0.00	0.58	0.00	858,715	414,439	10,000
County Court								
12301	0501100	Drunk Driver Intervention	0.00	0.00	0.00	185,515	109,903	165,193
Subtotal			0.00	0.00	0.00	185,515	109,903	165,193
Denver Arts and Venues								
11605	3050300	Public Art	0.00	0.00	0.00	0	5,000	0
11605	3050300	Westwood Art Public Art Installation	0.00	0.00	0.00	0	36,250	13,750
Subtotal			0.00	0.00	0.00	0	41,250	13,750
Denver Economic Development and Opportunity								
17100	0117100	Apprenticeship USA for Work Based Learning Grant	0.00	0.25	0.25	24,089	15,361	29,281
17016	0117110	CDBG - Administration	0.00	20.65	0.00	0	2,367,184	3,200,000

Grants – Program Overview

Fund	Cost Center	Grant Program Name	2019 FTEs	2020 FTEs	2021 FTEs	2019 Actuals	2020 Estimated	2021 Estimated
17016	0117110	CDBG - Program	0.00	0.00	21.13	0	14,634,384	12,983,165
17008	0117100	Disability Employment Initiative	0.00	0.55	0.00	187,594	101,094	0
17007	0117100	Disabled Vets Outreach Program (DVOP)	0.00	0.00	0.00	17,686	18,000	5,895
17301	0117100	Employment Support Fund	2.68	2.28	2.03	1,132,162	968,546	1,084,948
11301	0114100	Enterprise Zone	0.00	0.00	0.00	0	16,950	16,950
17008	0117100	Governor's Summer Job Hunt	0.00	0.00	0.00	42,357	44,000	44,000
17100	0117100	H-1B Ready to Work Grant	0.60	0.00	0.00	500,834	0	0
17301	0117100	Jobs for Veterans State Grant Fund	0.00	0.00	0.00	1,000	0	0
17602	0117100	Lives Empowered	0.25	2.35	1.35	399,535	340,230	216,799
17007	0117100	Local Veterans Employment Representative (LVER)	0.00	0.00	0.00	5,895	6,000	6,000
17100	0117100	Reemployment Services & Eligibility Assessment	0.00	0.00	0.00	42,942	43,267	70,000
17100	0117100	Sector Partnership Technical Assistance	0.00	0.25	0.25	90,000	90,361	59,281
17008	0117100	TAA Case Management	0.75	1.30	2.30	108,896	51,730	191,841
17405	0117100	TANF Employment and Training	0.85	2.05	2.05	473,402	650,492	216,387
17405	0117100	Temporary Assistance for Needy Families	0.00	0.00	0.00	236	0	0
17100	0117100	Veterans' Service Grant Program	0.00	0.00	0.00	154,507	0	0
17301	0117100	Veterans' Service Grant Program	0.00	0.10	0.25	0	230,107	228,573
17008	0117100	Wagner-Peyser	16.25	18.65	20.55	1,679,433	1,046,346	1,030,016
17100	0117100	WIOA Adult	1.33	2.80	2.55	1,554,804	1,094,078	1,143,766
17100	0117100	WIOA Dislocated Worker	1.33	1.75	1.75	526,156	592,176	791,436
17100	0117100	WIOA Work Based Learning	0.00	0.05	0.05	99,902	45,314	4,067
17100	0117100	WIOA Workforce Performance Incentive	0.00	0.00	0.00	42,354	42,096	45,000
17100	0117100	WIOA Youth	2.24	1.15	1.15	865,010	719,061	974,676
Subtotal			26.28	54.18	55.66	7,948,794	23,116,777	22,325,131
Denver Human Services								
13501	5511010	2GEN Pilot Program	0.00	0.00	0.00	92,340	0	0
13501	5511010	Behavioral Interventions for Child Support Services (BICS)	0.00	0.00	0.00	560	9,140	0
13601	5511010	Chafee Foster Care Independence Program	0.00	1.00	0.00	39,337	101,258	0
13001	5511010	Children's Congregate Care Opportunity Project	0.00	0.00	0.00	11,663	0	0
13012	5511010	CoC Anchor Project	0.00	0.00	0.00	239,479	0	0
13012	5511010	CoC Bedrock	0.00	0.00	0.00	554,196	0	0
13012	5511010	CoC Rapid Re-Housing	0.00	0.00	0.00	158,458	0	0
13012	5511010	CoC Seniors	0.00	0.00	0.00	(12,028)	0	0

Grants – Program Overview

Fund	Cost Center	Grant Program Name	2019 FTEs	2020 FTEs	2021 FTEs	2019 Actuals	2020 Estimated	2021 Estimated
13012	5511010	CoC Spectrum	0.00	0.00	0.00	818,036	0	0
13501	5511010	Colorado Community Response	0.00	0.00	0.00	109,088	132,697	67,000
13007	5511010	Community Services Block Grant	0.00	1.00	1.00	985,790	1,400,536	1,944,194
13601	5511010	Denver Parent Advocates Lending Support	0.00	0.00	0.00	0	25,000	53,799
13001	5511010	Denver Prevention Partnership for Family Success	0.00	0.00	0.00	87,162	63,651	0
13601	5511010	Denver Public School Homeless Education Network	0.00	0.00	0.00	(2,687)	5,945	0
13001	5511010	Emergency Food & Shelter Program	0.00	0.00	0.00	17,496	54	0
13009	5511010	Emergency Solutions Grant	0.00	0.00	0.00	642,063	0	0
13601	5511010	Homeless Shelter Utility Support	0.00	0.00	0.00	304,453	0	0
13001	5511010	It Takes a Library	0.00	0.00	0.00	4,198	0	0
13001	5511010	Pathways to Success	0.00	0.00	0.00	68,137	25,000	0
13001	5511010	Personal Responsibility and Education Program	0.00	0.00	0.00	(254)	0	0
13001	5511010	Promoting Safe and Stable Families	0.00	0.00	0.00	128,505	179,000	150,000
13601	5511010	Relatives as Parents (RAPP)	0.00	0.00	0.00	3,000	0	0
13601	5511010	Title IVE Demonstration Savings	0.00	0.00	0.00	43,207	0	0
13001	5511010	Unaccompanied Refugee Minors	0.00	2.00	0.00	259,436	76,147	0
13501	5511010	Veterans Assistance Grant Program	0.00	0.00	0.00	57,071	10,256	0
13601	5511010	The ZOMA Project	0.00	2.00	0.00	150,253	144,905	0
Subtotal			0.00	6.00	1.00	4,758,961	2,173,589	2,214,993
Denver Public Library								
15001	8140200	Librarians for the 21st Century	0.00	0.00	0.00	2,405	69,818	0
15609	8121600	Read Aloud	0.00	0.00	0.00	49,772	30,000	0
15301	8131100	State Grants for Libraries	0.00	0.00	0.00	154,789	175,922	150,000
Subtotal			0.00	0.00	0.00	206,966	275,740	150,000
Department of Finance								
11009	2561200	Coronavirus Relief Fund	0.00	0.00	0.00	0	127,271,398	0
11009	2561200	FEMA Public Assistance COVID-19 Response	0.00	0.00	0.00	0	77,219,347	0
Subtotal			0.00	0.00	0.00	0	204,490,745	0
Department of Housing Stability Special Revenue Funds								
16217	0145100	ARRA Neighborhood Stabilization	0.00	0.00	0.00	0	371,908	0
16002	0145100	CDBG - Administration	10.85	0.00	0.00	1,571,029	0	0
16002	0145100	CDBG - Program	4.01	0.00	1.00	14,156,325	0	118,612

Grants – Program Overview

Fund	Cost Center	Grant Program Name	2019 FTEs	2020 FTEs	2021 FTEs	2019 Actuals	2020 Estimated	2021 Estimated
16014	0145100	CoC Anchor Project	0.00	0.00	0.00	0	169,454	148,017
16014	0145100	CoC Backhome Support	0.00	0.00	0.00	0	0	109,704
16014	0145100	CoC Bedrock	0.00	0.00	0.00	0	636,888	559,442
16014	0145100	CoC Rapid Re-Housing	0.00	0.00	0.00	(676)	165,104	170,408
16014	0145100	CoC Spectrum	0.00	0.00	0.00	0	590,958	473,513
16609	0145100	The Colorado Housing Foundation's Housing Support	0.00	0.00	0.00	0	0	1,000,000
16001	0145100	Emergency Food and Shelter	0.00	0.00	0.00	0	10,000	0
16015	0145100	Emergency Solutions Grant	0.00	0.00	0.00	0	321,244	888,242
16004	0145100	Home Administration	2.64	3.20	4.55	293,270	434,330	349,465
16004	0145100	Home Program	0.00	0.00	0.00	4,815,450	6,027,953	3,231,785
16608	0145100	Homeless Shelter Utility Support	0.00	0.00	0.00	0	350,000	350,000
16006	0145100	HOPWA Administration	0.00	0.80	0.68	84,223	20,206	139,787
16006	0145100	HOPWA Program	0.15	0.00	0.00	2,087,950	5,063,673	2,489,786
16011	0145100	Neighborhood Stabilization Program I	0.00	0.00	0.00	0	165,631	0
16609	0145100	The Kaiser Permanente National Community Benefit Fund at the East Bay Community Foundation	0.00	0.00	0.00	0	1,000,000	0
Subtotal			17.65	4.00	6.23	23,007,570	15,327,349	10,028,761
District Attorney Office								
12012	0401100	Adult Diversion	0.00	0.00	0.00	15,310	5,836	26,278
12250	0401100	DA Family Violence	1.50	3.75	3.00	280,286	352,750	373,345
12250	0401100	DA Victim Compensation Program	0.00	0.00	0.00	468,500	310,000	720,000
12250	0401100	Innovations in Prosecutions Program	0.00	0.00	0.00	0	0	135,000
12250	0401100	Integrated Intervention Program	0.00	1.00	1.00	187,160	193,742	173,132
12012	0401100	Juvenile Diversion ARTT/Mentoring	0.00	0.00	0.00	114,498	93,226	215,000
12012	0401100	Marijuana Tax Cash Fund for Juvenile Diversion	0.00	0.00	0.00	35,675	57,452	0
12250	0401100	Restorative Justice Initiative	0.00	1.00	1.00	69,786	50,000	45,337
12250	0401100	Rose Anom Center Denver Family Justice Ctr	0.50	0.50	0.50	92,565	146	74,937
12250	0401100	Services for Human Trafficking Victims	0.00	0.50	2.50	36,489	178,510	67,666
Subtotal			5.75	6.75	8.00	1,300,269	1,241,662	1,830,695
Emergency Management								
11008	0160100	Emergency Management Performance	0.00	0.00	1.00	88,237	65,000	121,588
38393	0160100	FEMA Flood Projects	0.00	0.00	0.00	1,516,944	0	0
38394	0160100	FEMA Flood Projects	0.00	0.00	0.00	2,824	0	0
11008	0160100	Hazard Mitigation Grant	0.00	0.00	0.00	40,000	0	0

Grants – Program Overview

Fund	Cost Center	Grant Program Name	2019 FTEs	2020 FTEs	2021 FTEs	2019 Actuals	2020 Estimated	2021 Estimated
11001	0160100	Securing the Cities	0.00	0.00	3.15	0	2,000,000	6,000,000
12100	0160100	Urban Area Security Initiative	3.50	4.50	3.48	1,727,817	3,183,094	2,598,280
Subtotal			3.50	4.50	7.63	3,375,822	5,248,094	8,719,868
Fire Department								
12230	3521400	FEMA Assistance to Firefighters	0.00	0.00	0.00	126,344	0	0
12301	3521400	Generator Grant at DFD Headquarters	0.00	0.00	0.00	219,928	0	0
12601	3521400	Paramedic Training Program	0.00	0.00	0.00	0	16,164	8,082
Subtotal			0.00	0.00	0.00	346,272	16,164	8,082
Human Rights/Community Partnership								
11605	0150100	Age Matters Needs Assessment	0.00	0.00	0.00	3,447	0	0
11605	0150100	Cities for Action	0.00	0.00	0.00	7,861	75,000	78,000
11605	0150100	Consumer Financial Protection Initiative	0.00	0.00	0.00	93,033	20,000	0
11605	0150700	Consumer Financial Protection Initiative	0.00	0.00	0.00	10,585	347	0
11605	0150100	DenverConnect	0.00	0.00	0.00	107,127	16,808	2,500
11605	0151100	DenverConnect	0.00	0.00	0.00	29,038	55,440	55,440
11605	0150200	MyCity Academy	0.00	0.00	0.00	0	56,000	39,000
Subtotal			0.00	0.00	0.00	251,090	223,595	174,940
Office of Children's Affairs								
11605	0104100	Buell Foundation	0.00	0.00	0.00	0	10,000	10,000
11301	0103100	Child and Adult Care Food Program (Snacks and Supper)	0.00	0.00	0.00	266,816	345,645	345,645
11605	0103100	Denver Education Compact	0.00	0.00	0.00	50	0	0
11002	0104100	Head Start	6.85	6.85	7.20	9,242,430	11,313,094	12,507,664
11605	0103100	Head Start Mental Health	0.00	0.00	0.00	14,406	25,250	0
11605	0103600	Head Start Mental Health	0.00	0.00	0.00	20,338	0	0
11605	0103600	National League of Cities	0.00	0.00	0.00	1,540	0	0
11607	0103100	Out of School Time	0.00	0.00	0.00	80,342	25,000	25,000
11605	0103100	Positive Parenting Program	0.00	0.00	0.00	0	9,500	0
11301	0103100	Summer Food Service Program	0.00	0.00	0.00	188,159	215,880	215,880
11605	0103100	Tony Grampsas Youth Services Program	0.00	0.00	0.00	15,577	0	0
11607	0103100	Wallace Foundation Social and Emotional Learning Initiative	5.00	4.58	2.67	1,352,052	608,511	1,000,000
11605	0103300	Youth Stigma Design	0.00	0.00	0.00	8,910	0	0
Subtotal			11.85	11.43	9.87	11,190,621	12,552,880	14,104,190
Office of the Clerk and Recorder								
11955	0130100	Electronic Recording Technology Program	0.00	0.00	0.00	200,000	0	0
Subtotal			0.00	0.00	0.00	200,000	0	0

Grants – Program Overview

Fund	Cost Center	Grant Program Name	2019 FTEs	2020 FTEs	2021 FTEs	2019 Actuals	2020 Estimated	2021 Estimated
Office of Climate Action, Sustainability and Resiliency								
14217	0107400	Clean Energy Loan Program						
		Denver Energy Challenge	0.00	0.00	0.00	0	0	200,000
11303	0107100	Renewable Denver Initiative Project	0.00	0.00	0.00	0	0	1,000,000
14001	0107400	Smart, Shared and Sustainable Mobility Services	0.00	0.00	0.00	0	0	60,000
Subtotal			0.00	0.00	0.00	0	0	1,260,000
Office of Human Resources								
11955	0601150	Advancing Breastfeeding in Colorado	0.00	0.00	0.00	0	2,000	0
Subtotal			0.00	0.00	0.00	0	2,000	0
Office of the Municipal Public Defender								
14301	0521100	Defense Counsel First Appearance Grant Program	0.00	0.00	0.00	137,669	106,000	0
14301	0521100	Denver's Front Door to Procedural Justice	0.00	0.00	0.00	0	30,500	90,537
Subtotal			0.00	0.00	0.00	137,669	136,500	90,537
Police Department								
12220	3511300	Body-Worn Camera Policy and Implementation Program	0.00	0.00	0.00	5,109	0	0
12601	3511300	Caring for Denver Co-Responder Expansion	0.00	7.00	0.00	0	1,615,536	146,867
12220	3511300	CDOT: Distracted Driving Enforcement	0.00	0.00	0.00	39,387	43,012	0
12220	3511300	CDOT: DUI Enforcement	0.00	0.00	0.00	268,820	201,980	0
12220	3511300	CDOT: Focused Speed Enforcement	0.00	0.00	0.00	70,117	52,485	0
12220	3511300	CDOT: Pedestrian Safety	0.00	0.00	0.00	61,772	63,893	0
12220	3511300	Click It or Ticket	0.00	0.00	0.00	4,402	0	0
12220	3511300	Community Based Crime Reduction Program	0.00	1.00	1.75	48,882	543,490	474,853
12220	3511300	COPS Community Policing and Development	0.00	0.00	0.00	0	20,700	0
12220	3511300	Countering Violent Extremism Grant Program	0.69	0.00	0.00	163,807	0	0
12220	3511300	Coverdell Forensic - State	0.00	0.00	0.00	41,064	104,631	0
12220	3511300	DNA Backlog Reduction	1.00	1.50	1.50	144,368	318,826	135,419
12220	3511300	Drug Recognition Certification Nights	0.00	0.00	0.00	0	8,000	0
12220	3511300	Forensic DNA Laboratory Efficiency Improvement and Capacity Enhancement Program	0.00	3.00	3.00	265,393	337,591	329,294
12301	3511300	Gray and Black Market Marijuana Enforcement	0.00	0.00	0.00	0	979,375	489,688
12002	3511300	H.I.D.T.A.	3.00	1.00	1.00	718,960	970,461	866,938

Grants – Program Overview

Fund	Cost Center	Grant Program Name	2019 FTEs	2020 FTEs	2021 FTEs	2019 Actuals	2020 Estimated	2021 Estimated
12220	3511300	Internet Crimes Against Children	0.00	0.00	0.00	9,709	0	0
12220	3511300	Justice Assistance Grant	0.00	1.50	1.50	334,974	371,987	417,815
12301	3511300	Juvenile LEA Program	0.00	0.00	0.00	6,554	24,231	0
12220	3511300	Latent Print Identification	0.00	0.00	0.00	46,482	0	0
12220	3511300	Optimal Extraction Methods of THC From Infused Products	0.00	0.00	0.00	38,016	0	0
12220	3511300	Project Safe Neighborhoods	0.00	0.00	0.00	56,686	141,400	0
12220	3511300	Prosecuting Cold Cases	0.00	0.00	0.00	0	100,000	20,000
12220	3511300	Supplemental Coronavirus Emergency Relief	0.00	0.00	0.00	0	679,510	679,510
12601	3511300	Support Team Assisted Response (STAR) Pilot Program	0.00	0.00	0.00	0	190,796	17,345
Subtotal			4.69	15.00	8.75	2,324,501	6,767,904	3,577,729
Department of Transportation and Infrastructure								
38820	5011100	56th and Pena CDOT IGA	0.00	0.00	0.00	0	3,832,000	0
38810	5011100	Advanced Transportation and Congestion Management Technologies Deployment	1.00	3.00	3.00	726,478	803,495	803,117
38820	5011100	Bluetooth Expansion	0.00	0.00	0.00	0	444,520	190,509
11955	5011600	Cancer, Cardiovascular, and Pulmonary Disease Program	0.00	4.00	2.00	0	545,651	589,549
38820	5011100	CCTV Network Upgrade	0.00	0.00	0.00	8,974	261,977	146,327
38830	5011100	Central 70 Environmental Mitigation & Denver Home Improvement Project	0.00	0.00	0.00	28,188	0	0
38820	5011100	Charge Ahead Colorado	0.00	0.00	0.00	0	98,136	68,144
38820	5011100	Denver Adaptive Pilot	0.00	0.00	0.00	0	157,859	67,654
11955	5011600	Denver Booster and Seatbelt Engagement	0.00	0.00	0.32	0	0	23,540
38820	5011100	Denver ITS CTC Visibility	0.00	0.00	0.00	7,188	0	0
38840	5011100	Denver Moves	0.00	0.00	0.00	10,000	0	0
11001	5011600	Denver Teen Safe Streets	0.00	0.00	0.00	0	24,648	39,352
11955	5011600	Denver Teen Safe Streets	0.00	0.00	0.34	0	0	25,220
38820	5011100	DENVER TIP Signal System	0.00	0.00	0.00	136,082	467,160	0
38314	5011100	DENVER TSSIP - 2012	0.00	0.00	0.00	79,796	0	0
38820	5011100	Denver TSSIP - 2015	0.00	0.00	0.00	328,307	1,078,000	0
38820	5011100	Denver TSSIP - 2017	0.00	0.00	0.00	1,166,586	2,560,727	750,000
38369	5011100	Denver TSSIP Design	0.00	0.00	0.00	18,995	0	0
38384	5011100	Denver-RTD FasTracks	0.00	0.00	0.00	(38,683)	0	0
38820	5011100	DRCOG Bicycle Detection	0.00	0.00	0.00	225,909	346,257	86,565
38820	5011100	DRCOG TIP	0.00	0.00	0.00	5,948,801	5,663,352	4,525,448
38840	5011100	DRCOG TIP	0.00	0.00	0.00	(131,457)	673,688	226,312
38405	5011100	Evergreen Road Bridge	0.00	0.00	0.00	438,733	0	0
38372	5011100	FASTER - CDOT Signals	0.00	0.00	0.00	80,550	0	0

Grants – Program Overview

Fund	Cost Center	Grant Program Name	2019 FTEs	2020 FTEs	2021 FTEs	2019 Actuals	2020 Estimated	2021 Estimated
38830	5011100	FASTER - CDOT Signals	0.00	0.00	0.00	(13,532)	958,767	2,000,000
38379	5011100	Federal Blvd CDOT RAMP	0.00	0.00	0.00	8,538,319	850,000	0
38820	5011100	Federal Blvd. Speed & Reliability	0.00	0.00	0.00	0	200,000	500,000
38820	5011100	Highway Safety Improvement Program	0.00	0.00	0.00	1,036,382	2,855,188	2,900,000
38840	5011100	HLC Underpass	0.00	0.00	0.00	89,667	0	0
38400	5011100	HSIP Havana/Hampden Sidewalk	0.00	0.00	0.00	107,193	0	0
38368	5011100	I-70 Studies	0.00	0.00	0.00	75,000	0	0
38350	5011100	I-70/Central Park Interchange	0.00	0.00	0.00	19,923	0	0
38820	5011100	ITS Systems	0.00	0.00	0.00	0	300,000	300,000
38820	5011100	Multi-Jurisdictional Monitoring and Management	0.00	0.00	0.00	34,999	29,334	120,000
38415	5011100	Platte to Park Hill	0.00	0.00	0.00	13,086,382	10,739,419	549,804
38840	5011100	Ramp 1-37, Federal Blvd Reconstruction	0.00	0.00	0.00	351,016	0	0
11001	5011100	RAQC Alt Fuel Veh/Equip	0.00	0.00	0.00	204,489	0	0
38830	5011100	Recycling Resources Economic Opportunity Program	0.00	0.00	0.00	172,543	77,458	0
38830	5011100	Restoration & Adaptation of Armour & Company Administration Building	0.00	0.00	0.00	0	14,996	0
38840	5011100	RTD Free MetroRide Bus Feasibility Study & Implementation	0.00	0.00	0.00	175,656	884,562	0
38820	5011100	Safe Routes to School	0.00	0.00	0.00	40,997	550,000	200,000
38371	5011100	Safety Hazard Elimination - Traffic Signal Upgrade	0.00	0.00	0.00	192,625	0	0
38392	5011100	Safety Hazard Elimination - Traffic Signal Upgrade	0.00	0.00	0.00	168,590	426,681	948,319
11605	5052400	SEP - NE Denver Recycling & Training	0.00	0.00	0.00	15,630	33,333	193,570
11605	5011100	SEP - NE Denver Recycling & Training	0.00	0.00	0.00	18,000	0	0
38820	5011100	Signal Performance System	0.00	0.00	0.00	2,228	300,000	134,000
38820	5011100	Surface Transportation Block Grant	0.00	0.00	0.00	0	50,000	50,000
38820	5011100	TAP_47th & York Crossing	0.00	0.00	0.00	1,493,646	870,106	0
38820	5011100	Variable Messaging Signs	0.00	0.00	0.00	0	377,306	251,538
38403	5011100	Westwood Alley Improvement Project	0.00	0.00	0.00	57,098	0	0
Subtotal			1.00	7.00	5.65	34,901,298	36,474,620	15,688,969
Denver Department of Public Health and Environment								
14601	6501100	Adoption and Foster Program	0.00	0.00	0.00	19,012	22,000	0
14301	6501100	Cancer, Cardiovascular, and Pulmonary Disease Program	0.00	6.00	0.00	573,394	427,441	0

Grants – Program Overview

Fund	Cost Center	Grant Program Name	2019 FTEs	2020 FTEs	2021 FTEs	2019 Actuals	2020 Estimated	2021 Estimated
14301	6501100	Coroner Mini-Grant	0.00	0.00	0.90	21,474	0	105,689
14001	6501100	Denver Booster and Seatbelt Engagement	0.00	0.42	0.00	38,751	60,000	0
14601	6501100	Denver Mental Health Panel	0.00	0.00	0.00	68,667	24,540	0
14001	6501100	Denver Teen Safe Streets	0.00	0.45	0.00	37,102	64,000	0
14301	6501100	Fentanyl Early Warning	0.00	0.00	0.10	88,915	0	11,743
14601	6501100	Food Matters	0.00	1.00	0.08	105,780	124,000	24,000
14601	6501100	Food Systems Interventions	0.00	1.00	1.00	76,890	119,342	144,062
14601	6501100	Healthy Childcare Makes a Healthy Start	0.00	0.00	0.00	(3,069)	0	0
14601	6501100	Healthy Eating and Active Living	0.00	0.00	0.00	59,595	60,000	66,000
14301	6501100	Law Enforcement Assisted Diversion Pilot Program	0.00	0.50	0.00	229,384	447,000	571,492
14001	6501100	Lead Hazard Control & Healthy Homes	0.00	0.00	0.00	609,407	1,415,492	300,000
14301	6501100	Local Planning & Support	4.50	4.63	3.50	1,084,365	736,372	565,000
14601	6501100	Maddie's Fund	0.00	0.00	0.00	1,496	0	0
14001	6501100	Mental Health Awareness Training Grant	0.00	1.00	0.75	129,285	151,960	125,000
14601	6501100	NACCHO	0.00	0.00	0.00	0	150,000	150,000
14301	6501100	Neighborhood Food Environments	0.00	0.50	1.00	754,723	628,427	565,709
14301	6501100	Overdose Data 2 Action	0.00	0.00	0.00	0	91,923	91,923
14601	6501100	Pets for Life Community Outreach Program	0.00	0.00	0.00	0	20,000	0
14601	6501100	PetSmart Charities - Covid Response	0.00	0.00	0.00	0	15,000	0
14301	6501100	Radon Mitigation	0.00	0.00	0.00	17,450	0	0
14002	6501100	Ryan White/HIV Emergency Relief	6.25	10.00	7.58	6,171,078	7,700,000	8,100,061
14601	6501100	Subsidized Spay and Neuter	0.00	0.00	0.00	5,907	0	0
14301	6501100	SUN Co-Responder	0.00	0.25	0.00	348,730	370,117	369,075
Subtotal			10.75	25.75	14.92	10,438,337	12,627,614	11,189,754
Environmental Quality Division								
14601	6504100	Bloomberg Philanthropies Mayor's Challenge	0.00	0.00	1.00	339,052	333,333	330,578
14301	6504100	Cities Readiness Initiative	0.00	0.00	0.13	118,210	0	24,153
14217	6504100	Clean Energy Loan Program Denver Energy Challenge	0.00	0.00	0.00	526,278	260,000	0
14001	6504100	Community Scale Air Toxics Ambient Monitoring	0.00	0.00	0.00	33,471	0	0
11217	6504100	EECBG Banking Fees	0.00	0.00	0.00	1,160,377	126,045	0
14001	6504100	Emergency Preparedness & Response	0.40	0.94	0.00	571,408	592,449	288,180
14001	6504100	FY 2015 EPA Brownfields Assessment Grant	0.00	0.00	0.00	125,658	0	0

Grants – Program Overview

Fund	Cost Center	Grant Program Name	2019 FTEs	2020 FTEs	2021 FTEs	2019 Actuals	2020 Estimated	2021 Estimated
14001	6504100	Smart, Shared and Sustainable Mobility Services	0.00	0.00	0.00	32,459	205,927	0
14001	6504100	Swansea Site Air Quality Monitoring	0.00	0.00	0.00	35,632	26,029	35,000
Subtotal			0.40	0.94	1.13	2,942,545	1,543,783	677,911
Department of Parks and Recreation								
15605	7011100	10-Minute Walk Planning	0.00	0.00	0.00	16,308	20,040	0
15001	7011100	Aspen Park Fire Mitigation	0.00	0.00	0.00	0	129,926	0
15301	7011100	Bear Creek Watershed Improvement	0.00	0.00	0.00	17,626	0	0
15601	7011100	Buffalo Bill Museum	0.00	0.00	0.00	0	46,887	40,000
38740	7011100	Central Control Master Plan	0.00	0.00	0.00	115,238	0	0
38730	7011100	Colorado's Water Plan Central Control Build	0.00	0.00	0.00	120,000	0	0
38740	7011100	Dedisse Park Evergreen Lake Bridge Replacement	0.00	0.00	0.00	34,090	0	0
38740	7011100	Graham-Bible House Interior Project	0.00	0.00	0.00	(6,439)	0	0
38720	7011100	Heron Pond Natural Area	0.00	0.00	0.00	0	0	500,000
38740	7011100	Heron Pond Natural Area	0.00	0.00	0.00	0	0	750,000
15301	7011100	Historic Structure Assessment	0.00	0.00	0.00	0	15,000	0
15301	7011100	Inspire Initiative	1.75	6.27	4.17	876,753	1,087,870	509,266
38730	7011100	Inspire Initiative	0.00	0.00	0.00	155,113	390,726	300,000
15001	7011100	Newton Park Fire Mitigation	0.00	0.00	0.00	392,490	0	0
15301	7011100	Noxious Weeds	0.00	0.70	0.00	5,439	40,000	0
38720	7011100	Outdoor Rec Legacy Partnership	0.00	0.00	0.00	14,093	0	0
15301	7011100	Purge the Spurge	0.00	0.00	0.00	29,613	0	0
38407	7011100	River North Improvements	0.00	0.00	0.00	52,137	0	0
38730	7011100	Rocky Mountain Arsenal Natural Resources Damage	0.00	0.00	0.00	552,885	0	0
38730	7011100	Sand Creek Regional Trail Master Plan	0.00	0.00	0.00	0	125,000	375,000
38337	7011100	Sloan's Lake Design Settlement	0.00	0.00	0.00	60,738	0	0
15301	7011100	Stapleton Xeriscape Garden	0.00	0.00	0.00	2,461	5,000	140,000
38740	7011100	Todos Activos	0.00	0.00	0.00	266,105	0	0
15001	7011100	Wildfire Protection - Bell & Dedisse Park	0.00	0.00	0.00	0	100,000	150,000
Subtotal			1.75	6.97	4.17	2,704,650	1,960,449	2,764,266
Safety Programs and Management								
12301	3501100	Child and Parent Support Program	0.00	0.00	0.00	149,988	81,766	0
12301	3501100	Youth Detention Continuum	17.00	17.00	17.00	926,782	1,317,989	1,349,625
12301	3504100	Youth Detention Continuum	0.00	0.00	0.00	116,215	758,187	758,187
Subtotal			17.00	17.00	17.00	1,192,985	2,157,942	2,107,812

Grants – Program Overview

Fund	Cost Center	Grant Program Name	2019 FTEs	2020 FTEs	2021 FTEs	2019 Actuals	2020 Estimated	2021 Estimated
Sheriff								
12240	3531100	Edward Byrne Memorial Justice Assistance Grant Program	1.00	0.00	0.00	39,589	64,925	64,925
12240	3531100	Jail Medicated Assisted Treatment	0.00	0.00	0.00	6,164	0	0
Subtotal			1.00	0.00	0.00	45,752	64,925	64,925
Wastewater Management Division								
72510	5061100	Sanderson Gulch Drainage	0.00	0.00	0.00	2,113,735	1,335,938	0
Subtotal			0.00	0.00	0.00	2,113,735	1,335,938	0
Total			101.62	164.70	144.01	110,763,943	328,791,537	97,601,483

City Attorney

The **After Court Care** program provides post-adjudication contact and support to victims of municipal domestic violence, elder abuse, wrongs to minors and family violence crimes. This post-adjudication care will fill a gap in service for those victims whose cases are dismissed or plead out, who are not receiving support from a probation advocate, and/or who have not been linked with community-based services and who need continued support to reduce their trauma and recover from the impact of the crime. This service will help diminish the traumatic impact of the criminal justice system on victims, increase their satisfaction with the criminal justice system, and increase post-victimization stability. Funded by a federal pass-through grant from the Colorado Department of Public Safety.

The **Municipal Crime Victim Services** grant funding provides funding for victim advocates. These staff contact victims prior to arraignment to assess risk, review the defendant's criminal history, discuss safety planning, link victims with community resources, address immediate needs (e.g. grocery cards, bus passes), and empower the victim to have a voice in the criminal justice process. They also stay in contact throughout the trial process, helping with restitution, Victims Compensation, continual safety planning, and court accompaniment. This funding also provides for emergency hotel stays for victims who need safe lodging but cannot get into shelters.

The **Impact of Forensic Collaboration for Adults** provides funding for testing the impact of forensic collaboratives on victim- and criminal justice-focused outcomes. The primary goal of this proposal was to conduct a rigorous, randomized-control evaluation of the impact of the Denver Forensic Collaborative (DFC), a victim-focused, forensic multidisciplinary team, relative to usual care on criminal justice, as well as victim physical and mental health outcomes. Funded by the National Institute of Justice and awarded by the University of Denver.

The **Specialized Domestic Violence Prosecution** grant provides partial funding for the prosecutor's salary who works in the Rose Andom Center as part of the CAO's in-custody domestic violence arraignment team. This team contacts victims prior to arraignment to assess risk, review the defendant's criminal history, discuss safety planning, link victims with community resources, address immediate needs (e.g. grocery cards, bus passes), and empower the victim to have a voice in the criminal justice process.

City Council

The **Supportive Housing Neighborhood Engagement Guide** grant program provides funding to produce a written guide enabling supportive housing providers to better engage neighborhoods during initial conversations around proposed supportive housing projects.

Community Planning and Development

The **Historic Structure Assessment Grant** supported the creation of a Historic Structure Assessment (HSA) and Economic Feasibility Plan for the 1909 historic building of the National Western Center. This included project management, advisory working group facilitation, economic feasibility analysis/business plan, and historic structure assessment to determine the physical condition of the Stadium Arena. Funded by a grant from the State Historical Fund.

The **Transit-Oriented Development Planning Pilot Program** supports transit-oriented development along the Colfax Corridor Connections bus rapid transit route. Funded by a federal pass-through grant from the Regional Transportation District.

Department of Finance

The Coronavirus Relief Funds are a one-time disbursement from the U.S. Department of Treasury allowing for the response to and the mitigation of the public health and public safety impacts of Covid-19. Eligible expenses must have been incurred between March 1, 2020 to December 30, 2020 and must not have been accounted for in the City's FY2020 budget. As of mid-2020, the funds have been programmed for a variety of community needs, including grants to small businesses and non-profits; assistance to residents struggling with past due mortgage, rent and utility bills; emergency food assistance; and expanding shelter capacity for at-risk individuals. Funding will also pay for citywide operational needs, including eligible payroll expenses and technology facilitating teleworking.

FEMA Public Assistance COVID-19 Response Grant funding reimburses the City and County of Denver, Denver International Airport, and Denver Health and Hospital Authority for expenses paid in response to the public health emergency during the term of the Presidential Disaster Declaration. As of mid-2020, eligible expenses include the costs of sheltering at-risk populations, personal protective equipment for City employees and their community partners, and Emergency Operations activities, including overtime and comp time incurred for disaster response. Funded through a federal pass-through grant from the Colorado Office of Emergency Management and Homeland Security.

Human Rights and Community Partnerships

The **Age Matters Need Assessment** allowed for the engagement of City departments in the assessment tool developed by the Denver Regional Council of Governments. The assessment tool included gathering data and discussing findings with City departments to determine priority areas regarding older adults for current and future planning efforts. Funded by a private grant from the American Association for Retired Persons.

The **Cities for Action** grant supports a Cities for Action Regional Coordinator within Immigrant & Refugee Affairs to build membership, assess regional needs, and coordinate sharing of best practices. Funded by the Mayor's Fund to Advance New York City.

The **Consumer Financial Protection Initiative** grant provides technical assistance on the development of policy strategies around consumer financial protection, including enhanced mechanisms for consumers to file complaints and for a comprehensive consumer outreach and education strategy. Funded by a grant from the Bloomberg Cities for Financial Empowerment Fund.

The **DenverConnect** program serves as a "satellite senior center" utilizing a customized van. The program allows the Office of Aging to deliver needed services and support to older residents in their own neighborhood. Funded through support from the Colorado Attorney General's Office and the Denver Regional Council of Governments (DrCOG).

The **MyCity Academy** program provides improved access to City resources for immigrants and refugees to increase their community engagement through new skills, behaviors and knowledge. Funded by a private grant from The Denver Foundation.

Office of Children's Affairs

A grant from the **Buell Foundation** supports early childhood education and education from ages zero to five.

The **Child and Adult Care Food Program (CACFP)** provides food during the school year. The food is served in areas where a significant percentage of students are eligible for free or reduced-priced school meals. While this state program also funds adults in need, Denver's program currently only provides meals for children. In addition to the Office of Children's Affairs (OCA) Meals Program, all Denver Great Kids Head Start delegate agencies participate in CACFP to ensure nutritious meals

and snacks are provided to Head Start children. Funded by a state grant from the Colorado Department of Public Health and Environment.

The **Denver 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 combination of private grants from the Denver Foundation.

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. Six 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 help support important complementary services including the **Head Start Mental Health Program**; this program provides mental health services and parenting training. Another service is the **Positive Parenting Program** that provides food, childcare, interpretation and translation services and other materials for Head Start Parents.

The **National League of Cities Grant Program** provided technical assistance to accelerate the adoption of promising policies and practices that support the full and healthy development of infants and toddlers. Funded by a private grant from the National League of Cities.

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

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, Office of School Nutrition.

The **Tony Grampas Youth Services** grant program supported efforts to serve children, youth, and their families to prevent youth crime and violence and child abuse and neglect. Funded by a grant from the Colorado Department of Human Services.

The **Wallace Foundation Social and Emotional Learning Initiative** grant program is a four-year program designed to strengthen social and emotional partnerships between schools and after-school programs. Funded by a private grant through the Wallace Foundation.

The **Youth Stigma Design** grant supported the Mayor's Youth Commission in administering a survey identifying barriers to mental health services within five pilot Denver Public High Schools and reporting the results. Funded through a private grant from the Community First Foundation.

Office of the Clerk & Recorder

The **Electronic Recording Technology Program** provides funding for continued records preservation efforts. Funded by a state grant from the Electronic Recording Technology Board.

Office of Climate Action, Sustainability and Resiliency

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. This grant program will transfer to the Office of Climate Action, Sustainability and Resiliency from the Denver Department of Public Health & Environment effective 2021.

The **Renewable Denver Initiative** funds construction of community solar projects hosted across public parking lots, rooftops, and vacant land parcels. Funded by a state grant from the Colorado Department of Local Affairs.

The **Smart, Shared and Sustainable Mobility Services** grant identifies effective pathways to accelerate the electrification of shared mobility services. Funded through a grant from the US Department of Energy through the City of Seattle. This grant program will transfer to the Office of Climate Action, Sustainability and Resiliency from the Denver Department of Public Health & Environment effective 2021.

Office of Human Resources

The **Advancing Breastfeeding in Colorado** grant supports lactation room improvements in municipal buildings. Funded through a state grant from the Colorado Department of Public Health.

Transportation and Infrastructure

The **47th & York CDOT TAP** grant represents funding to construct a grade-separated pedestrian and bicycle bridge over existing Union Pacific Railroad tracks at 47th and York to improve pedestrian and bicyclist safety and reduce travel delay. Funded by a federal grant passed-through the Colorado Department of Transportation.

The **56th and Pena CDOT TAP** grant funds construction of operational improvements on 56th Avenue across the Pena Boulevard Corridor, including, but not limited to, lane-balancing, additional turn-lane capacity, and necessary transitions to existing lane configurations on 56th Avenue and Pena Boulevard. Funded by a grant from the Colorado Department of Transportation.

The **Advanced Transportation and Congestion Management Technologies Deployment Program (ATCMTD)** grant funds cutting-edge transportation technologies to reduce congestion and to improve the safety of our transportation system. This four-year, \$12 million effort is structured as a \$6 million U.S. Department of Transportation grant with \$6 million matching funds from Denver's Capital Improvement Program. With this effort, Denver will be one of the leading cities on the forefront of connected vehicle and infrastructure technology, which will improve congestion, air quality, and safety for Denver residents and businesses.

The **Bluetooth Expansion** project aims to fill the gaps cotrip.org's traveler information map on Denver arterial roadways by expanding existing Bluetooth deployments. Funded by the U.S. Dept. of Transportation passed-through the Colorado Department of Transportation

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

A **CCTV Network Upgrade** will deploy CCTV cameras with pan, tilt, and zoom functionality at 54 intersections throughout Denver. Funded by federal funds distributed through the Colorado Department of Transportation.

The **Central 70 Environmental Mitigation Grant** funded a contractor to assess up to 300 homes for receipt of potential CDOT Central I-70 Mitigation Measures and City Home Improvement Measures, as well as utility cost reduction. Funded by a grant from the Colorado Department of Transportation.

Charge Ahead Colorado funds charging stations for electric vehicles. Funded by a federal passthrough grant through the Regional Air Quality Council.

The **Denver Adaptive Pilot** will support installation of a traffic adaptive system, allowing traffic flow to be managed based on real-time conditions, allowing operators to merely select the preferred algorithm to optimize traffic flows. Funded by U.S. Department of Transportation and passed-through Colorado Department of Transportation.

The **Denver Booster and Seatbelt Engagement Program** engages Denver residents in the use of booster seats and seatbelts. Funded through the Colorado Department of Transportation.

The **Denver ITS CTC Visibility Project** funds implementation of the DRCOG Intelligent Traffic System Pool Project. Funded by the Denver Regional Council of Governments.

RTD made a funding contribution to assist with collaboration on the **Denver Moves** City transit strategic plan.

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 Teen Safe Streets Program** funds collaborative efforts among community stakeholders to reduce the number of teen drivers involved in fatal crashes. Funded by a federal pass-through grant from the Colorado Department of Transportation.

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

The **Denver Traffic Signal System Improvement (TSSIP) Grant** program was established in 1989 to improve inter-jurisdictional traffic signal timing and coordination on arterial roadways, and traffic signal system improvements. Denver receives an annual allocation to fund various project sites. Funded by federal grants passed through the Denver Regional Council of Governments.

The **DRCOG Bicycle Detection Grant** will fund the deployment of bicycle detection at 26 intersections. Funded by federal grants passed through the Denver Regional Council of Governments.

DRCOG TIP is a federal funding program for the Transportation Improvement Program (TIP) to design and construct a variety of multimodal transportation improvements. Funded by the Denver Council of Regional Governments.

The **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.

The **FASTER- CDOT Signals Grant** provides for traffic signal upgrades. Funded by the Denver Council of Regional Governments.

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

Federal Blvd Speed & Reliability project aims to utilize planning and construction to improve transit speed, reliability, and safety for users along Federal Boulevard in the City and County of Denver. Funds provided by the Colorado Department of Transportation.

The Federal **Highway Safety Improvement Program (HSIP)** is to construct nine new traffic signals at various locations. Funded by a federal grant passed through the Colorado Department of Transportation.

The **HLC Underpass** funding is an intergovernmental agreement with Arapahoe County to provide a cash match for the Underpass Project of the High Line Canal beneath the right-of-way for Parker Road at Mississippi.

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

The **I-70/Central Park Interchange Grant** provided 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 **I-70 Studies** project produced an environmental impact study for I-70 East corridor. Funded by the Colorado Department of Transportation.

The **ITS Systems Project** funds implementation of the DRCOG Intelligent Traffic System Pool Project. Funded by the Denver Council of Regional Governments.

The **Multijurisdictional Monitoring and Management program** provides multi-agency regional level monitoring and management of traffic signal data along Sheridan, Wadsworth, and Federal Boulevards from US 285 to I-70. Funded by the Colorado Department of Transportation.

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.

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

The **RAMP I-37 Federal Boulevard Reconstruction Grant Program** funded the maintenance and installation of new water mains. Funded by a grant from Denver Water.

The **RACQ Alt Fuel Veh/Equip Program** improved the air quality in the City & County of Denver through the use of cleaner alternative fuels, specifically in this instance for Compressed Natural Gas. Solid Waste (trash trucks) vehicles travel extensively throughout the city daily, meaning the benefit will have lasting impacts on the area for years to come. Funded by a private grant through the Regional Air Quality Council.

The **Recycling Resources Economic Opportunity Grant Program** funds an update to the 2010 Denver Solid Waste Master Plan which will focus on waste diversion improvements for the city's multi-family and commercial waste sectors. The project will include a review of Denver's solid waste management system, current metrics and service and market gaps. These data will inform recommendations on diversion strategies and tangible next steps for all of Denver's waste streams. Funded by a state grant from the Colorado Department of Public Health.

General Government Grants by Agency

The **Restoration & Adaptation of Armour & Company Administration Building** funding will be used to identify the built components of the Armour & Company Administration Building that require restoration and/or adaptation for new uses. Funded by the State Historical Society.

The **RTD Free MetroRide Bus Feasibility Study and Implementation** is a grant intended to improve operations for the MetroRide bus service to Union Station along 18th Street and 19th Street. Funded by a grant from RTD.

The **Safe Routes to School Program** provides infrastructure improvements for Cole Arts & Science Academy; specifically, dedicated crosswalk striping for pedestrians and the installation of ADA-compliant curb ramps. Funded by a federal pass-through grant from the Colorado Department of Transportation.

The **Signal Performance System** program funds the implementation of technology and process improvements that enhances the capability of transportation operators to provide safe and reliable transportation operations throughout Denver. Funded by a federal pass-through grant from the Colorado Department of Transportation.

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

The **Surface Transportation Block Grant** will fund the Far Northeast Next Steps Study, an implementation plan for multimodal solutions in the City of Denver's Far Northeast area. Funded by U.S. Department of Transportation and passed-through Colorado Department of Transportation.

A grant for **Variable Messaging Signs**, funded by a passthrough grant by the Colorado Department of Transportation, will be used to install Variable Message Signs to relay information to motorists leaving downtown and approaching I-25.

The **Westwood Alley Improvement Project** funded improvements within the alleys in the Westwood Neighborhood. Funded by a grant from the Denver Urban Renewal Authority.

Note: Some grant programs in the Department of Transportation and Infrastructure are funded from multiple funds. Hence, in the grant table, a grant may appear twice, when it is merely funded from two or more different funds.



County Court

The **Drunk Driver Intervention Program** provides reimbursement for persistent drunk drivers unable to pay for required intervention or treatment services for clients of Denver County Court Probation, pursuant to HB 06-1711. Funded by a grant from the Alcohol and Drug Abuse Division in the State of Colorado Department of Human Services.

District Attorney

The **Adult Diversion Program** is an extension of the Denver DA Juvenile Diversion Program and provides intensive supervision and counseling to adult, non-violent felony offenders from ages 18 to 26. The funds are provided by the Office of the State Court Administrator and the State of Colorado's Judicial Branch.

The **Denver DA Family Violence Victim Unit (FVU) Advocate Program** provides funding for a Victim Advocate position to provide services to victims of children domestic violence and sexual assaults for cases filed in Denver District Court. Funded by a federal Victims of Crime Act pass-through grant from the State of Colorado Division of Criminal Justice.

The **DA Victim Compensation Program** supports eligible victims of crime within Denver. Funded by a federal pass-through grant to 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 Violence Against Women Act pass through grant from the Colorado Division of Criminal Justice.

The **Innovations in Prosecutions Program** provides Denver's prosecutors with information, resources, and training and technical assistance to develop effective strategies and programs to address and prosecute individuals who commit violent crime. Funded by a federal grant from the U.S. Department of Justice.

The **Juvenile Diversion 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.

Marijuana Tax Cash Fund program resources are used to contract service providers for additional youth programing. Types of services include substance abuse treatment, behavior-based interventions (positive social activities, positive family and peer relationships), and home-based case management. The grant also funds contractual and training costs. Funded by state grants from the Colorado Division of Criminal Justice.

The purpose of the **Restorative Justice Initiative** is to create an innovative collaboration between prosecutors and criminal defense attorneys to promote and support restorative justice within Colorado's criminal justice legal community and educate about best practices. Funded by a state grant from the Office of the State Court Administrator.

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

The purpose of the **Services for Human Trafficking Victims** grant program is to support the development and enhancement of multidisciplinary human trafficking task forces that implement collaborative approaches to combat all forms of human trafficking within the United States. Funding helps implement victim-centered approaches to identifying victims, addressing victims needs through a comprehensive array of quality services, and engaging in proactive investigations and prosecutions of trafficking cases at local, state, and federal levels. Funded by a federal grant from the U.S. Department of Justice.

Fire Administration

The **Federal Emergency Management Agency (FEMA) Assistance to Firefighters** grant provided critical protective equipment to protect the health and safety of the public and firefighting personnel against fire and fire-related hazards. This grant also supported projects that enhanced the safety of the public and firefighters through delivery of interactive training programs. Grant funds were used to replace outdated fire helmets and to upgrade technology at fire stations to support implementation of multimedia and on-demand training courses. FEMA provided a direct grant to fund these projects.

The **Generator Grant at Denver Fire Department (DFD) Headquarters** funded the purchase and installation of a generator at Fire Station 1. Funded by a grant from the Colorado Division of Emergency Management.

The **Paramedic Training Program** grant is being used to provide training to first responders for mental health/substance abuse awareness. Funds were provided through the Caring for Denver Foundation.

Office of Emergency Management and Homeland Security

The **Emergency Management Performance Grant (EMPG)** program reimburses the Office of Emergency Management and Homeland Security (OEMHS) for eligible operational costs related to administration, emergency planning, training, exercises, hazard mitigation, disaster response and recovery, as well as for the procurement of equipment and services up to a pre-identified level. Funding for the Emergency Operations Center (EOC), Joint Information Center (JIC), and Duty Officer Program are part of this grant program. Funded by a federal Homeland Security grant passed through the Colorado Division of Homeland Security and Emergency Management.

The **FEMA Flood Projects** were funded by the Presidential Disaster Grant through the U.S. Department of Homeland Security and passed through the Colorado Division of Homeland Security and Emergency Management. Grants were used for Colorado flooding, severe storms, and landslides that occurred in May and June of 2015. This grant reimburses the grantee for 75 percent of the federal share of the eligible FEMA Public Assistance program expenditures incurred in response to the recovery from the disaster. The City received FEMA reimbursement in 2019 for costs previously incurred.

The **Hazard Mitigation Grant** was used to add a hazardous materials component to the City's Emergency Operations Plan and was funded by the Colorado Department of Safety.

The **Securing the Cities** grant is used to reduce the risk of a successful deployment of a weapon of mass destruction within and the movement of associated materials into the Denver metropolitan area. The grant is awarded directly from the U.S. Department of Homeland Security.

The **Urban Area Security Initiative (UASI)** program grant is awarded to Denver as a high-threat, high-density urban area. Funding from this grant is used to build and deliver the capabilities necessary to prevent, protect against, mitigate, respond to and recover from acts of terrorism. The Office of Emergency Management and Homeland Security manages the funding on behalf of the City and County of Denver and the surrounding area.

Office of the Municipal Public Defender

The **Defense Counsel First Appearance Grant Program** provides reimbursement to local governments for costs associated with the provision of legal counsel to defendants at their first appearance in municipal courts. Funded by a state grant from the Colorado Department of Local Affairs.

Denver's Front Door to Procedural Justice is a partnership between Denver Human Services (DHS) and the Office of Municipal Public Defender to support a case worker and peer-navigators to support Eligible But Not Enrolled (EBNE) clients. The grant is a Department of Justice federal pass-through grant funded by the Colorado Division of Criminal Justice (DCJ).

Police

The **Body-Worn Camera Policy and Implementation Grant** supported the efforts of the Denver Police Department (DPD) to equip every off-duty officer with a body-worn camera. This award supports the refinement of body-worn camera policy development and implementation before and after deploying an additional 100 cameras on off-duty officers. Funded by a federal grant from the Bureau of Justice Assistance.

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.

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). Funded by both federal pass-through and state direct grants from the Colorado Department of Transportation.

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

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

The **Click it or Ticket Program** enabled local law enforcement operations to focus enforcement on driver seatbelt use concurrent with statewide "Click it or Ticket" awareness campaigns. Grants funded both nighttime and daytime enforcement. Funded by a federal pass-through grant from the Colorado Department of Transportation.

The **Community-Based Crime Reduction (CBCR) Program** enhances the capacity of local and tribal communities to effectively reduce violent crime in distressed neighborhoods through collaborative approaches. Funded by a federal grant from the U.S. Department of Justice.

The **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.

The Caring for Denver Foundation has provided funding to expand the **Co-Responder Program** that pairs licensed mental health clinicians with police officers and focuses on responding to calls for service involving individuals with suspected or known mental health needs. Funding has also been provided for a pilot of the **Support Team Assisted Response (STAR)** program, which serves complementary goals with the co-responder program to include responses to mental health crises, welfare checks, low-level medical calls and parties experiencing homelessness who may need resources or information on available resources.

The **Coronavirus Emergency Supplemental Funding (CESF)** Program from the Bureau of Justice Assistance will provide funding to assist eligible states, local units of government, and tribes in preventing, preparing for, and responding to the coronavirus.

The **Countering Violent Extremism Grant** is a federally funded program through the Department of Homeland Security-Federal Emergency Management Agency (FEMA) to mitigate the event of youth engaging in high-risk behavior that could result in extremist activities. The Denver Police Department is partnered with local agencies to collectively mentor youth through their most impressionable stages, including middle and high school, to foster an environment of inclusion and acceptance.

The **Denver Juvenile LEA Program**, administered by the State of Colorado Judicial Branch, targets youths, adults, and families in the criminal justice system to provide support, mentoring, and guidance in completing probation and court orders. Funded by both the U.S. Department of Justice and the State of Colorado Judicial Branch.

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

The **Drug Recognition Certification Nights** program provides funding for Denver police officers to instruct others to become Drug Recognition Experts. Funded by a federal pass-through grant from the Colorado Department of Transportation.

The **Forensic DNA Laboratory Efficiency Improvement and Capacity Enhancement (EICE) Program** has three objectives: (1) enhancing the capacity and increasing the efficiency of crime laboratories to process, record, screen, and analyze DNA and other forensic evidence (2) decreasing the turnaround time to process and analyze DNA evidence (3) ensuring continued support for enhancing the quality of DNA analysis results. Funded by a federal grant from the National Institute of Justice.

The **Gray- and Black-Market Marijuana Enforcement** Grant Program from the Colorado Department of Local Affairs provides financial assistance to local law enforcement and district attorneys for the investigation and prosecution of unlicensed marijuana cultivation or distribution operations.

The **High Intensity Drug Trafficking Area (H.I.D.T.A.) Grants** provide funding to expand the collaborative enforcement of drug offenses in the area through increased information sharing. The HIDTA effort improves cooperation with the North Metro Task Force as well as other federal and local agencies in narcotics enforcement. Funded by a federal grant from the Office of the President-Office of National Drug Control Policy.

The **Internet Crimes Against Children (ICAC) Grant** provided funds for Major Crimes Division officers to attend ICAC trainings that advance their ability to conduct proactive internet crimes against children investigations. Funded by a federal pass-through grant from the Colorado Springs Police Department.

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

The Determining Evidentiary Value of **Latent Print Identification** Project was an evaluation of a statistical model for (1) reducing the variability in the decision-making process between multiple examiners when examining the same latent print; (2) supporting and documenting the decisions made by examiners during the entire examination process (analysis, comparison and evaluation) and (3) for determining statistical corroborative evidence from currently unreported latent prints. Funded by a federal grant from the National Institute of Justice.

The **Optimal Extraction Methods of THC from Infused Products** project supported 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 National Institute of Justice.

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

The **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, gang intervention activities, 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 **Prosecuting Cold Cases Grant** uses DNA and Other Forensic Technologies Program to 1) prosecute violent crime cold cases and 2) decrease the number of violent crime cold cases awaiting prosecution. Through this program, NIJ will provide grant funding to support the prosecution of violent crime cold cases, where DNA has been used to identify a suspect.

Safety Programs and Management

The **Child and Parent Support (CAPS) Program** is a partnership between Denver Public Safety Youth Programs, Denver Public Schools Substance Use Prevention Department and the Denver Police Department intended to prevent/reduce substance use among middle school students at targeted DPS middle schools. The CAPS Program provides evidence-based universal and directed substance use prevention programming for middle school students attending Hamilton, Hill, and Rachel B. Noel Middle Schools. The CAPS program is funded by a grant from the State of Colorado Office of Behavioral Health.

The **Youth Detention Continuum** program implements the Juvenile Services Plan under the direction of the Second (2nd) Judicial District Juvenile Services Planning Committee with goals of reducing placement or length of stay of delinquent youths in state-funded detention centers, and/or prevent commitment to the Division of Youth Corrections. Funded through the Colorado Department of Human Services.

Sheriff

The **Edward Byrne Memorial Justice Assistance Grant Program** is a partnership between the DSD and the Colorado Division of Criminal Justice, which is administered by the State of Colorado Department of Public Safety. The grant allows for the hiring of an individual to administer an improved assessment process of incarcerated individuals at the Downtown Detention Center and improved transition planning and interventions to reduce the likelihood of recidivism.

The **Jail Medicated Assisted Treatment** program increases access to medication-assisted treatment using the three FDA approved medications used to treat opiate use disorders. This program reduces unmet treatment need and opioid overdose-related deaths. Funded through the Colorado Department of Human Services.

Denver Economic Development and Opportunity

The **Apprenticeship USA for Work Based Learning Grant** provides funds to support the expansion of apprenticeships in Colorado and supports staff costs to develop all types of work-based learning opportunities, particularly those benefitting dislocated workers.

Community Development Block Grant (CDBG) Administration funds the management and coordination of CDBG and other federally funded programs. Federal regulations allow CDBG money to fund positions that are assigned to communities that have populations with median incomes below 80 percent of the median income for Denver. Funded by a federal grant from the U.S. Department of Housing and Urban Development. Starting in 2020, this grant program will be managed by Denver Economic Development and Opportunity Department. Previously, this grant was managed within the Housing Division of the Office of Economic Development, hence the lack of FTE and expenditure data in 2018 and 2019 reflected in the DEDO portion of the grants table for those years.

Community Development Block Grant (CDBG) Program provides resources for decent, safe, and sanitary housing; suitable living environments; and expanded economic opportunities for individuals and families. CDBG stimulates the economy through measures that modernize the 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. Starting in 2020, this grant program will be managed by Denver Economic Development and Opportunity Department. Previously, this grant was managed within the Housing Division of the Office of Economic Development, hence the lack of FTE and expenditure data in 2018 and 2019 reflected in the DEDO portion of the grants table for those years.

The **Disability Employment Initiative (DEI)** aims to improve education, training, and employment opportunities and outcomes for youth and adults with disabilities who are unemployed, underemployed, and/or receiving Social Security disability benefits. Funded by a federal pass-through grant from the Colorado Department of Labor and Employment.

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

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

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

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

The **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 long-term unemployed and incumbent workers in middle-to high-skilled jobs in IT and advanced manufacturing. Funded by a federal direct grant from the U.S. Department of Labor.

The **Jobs for Veterans State Grant Fund** provided support for activities such as outreach to disabled veterans and the identification of those with the most significant barriers to employment and providing them with intensive, client-centered, mediated services to assist veterans in becoming employed. Funded by grant funds from the Colorado Department of Labor and Employment.

The **Lives Empowered Initiative** supports the Colorado retail industry in its efforts to increase employer engagement, incumbent worker training, and technical support and resources for newly developed retail sector partnerships across the State of Colorado. Funded by a private pass-through grant from the Colorado Department of Labor and Employment.

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

The **Reemployment Services and Eligibility Assessment (RESEA)** funding is provided to orient participants to workforce services, quickly reemploy participants through early intervention strategies, and reduce the average duration that participants receive unemployment insurance benefits.

The **Sector Partnership Technical Assistance Grant** provides support to active and emerging Colorado Sector Partnership in the local area that are implementing the Colorado Sector Partnership Model.

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)** program reflects the delegation by Denver Human Services to DEDO of performance of workforce development services and work support programs associated with the Colorado Works Program for Job Readiness Level I Participants in Denver County.

The **Temporary Assistance for Needy Families (TANF) Employment and Training** programs provide employment training services to assist TANF families in becoming self-sufficient. Funded by a transfer from the TANF Block Grant through a memorandum of understanding with the Denver Department of Human Services, which provides case management.

The **Veterans Service to Career Grant** is a pilot program enacted by Colorado House Bill 16-1267. The program provides veterans, veterans' spouses and other eligible participants with skills training, internships, work placements, mentorship opportunities, career and professional counseling and support services. Funded by the State of Colorado Department of Labor and Employment.

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

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

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

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

The **WIOA Work Based Learning Initiative** provides Wagner-Peyser and 25 percent Enhanced Dislocated Worker formula funds to increase the use of work-based learning strategies as a foundation part of WIOA service delivery. Funded by a federal pass-through grant 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, and opportunities for skills training in in-demand industries and occupations to culminate in a good job along a career pathway or enrollment in post-secondary education. Funded by federal pass-through grant funds from the Colorado Department of Labor and Employment.

Department of Housing Stability

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.

The **Colorado Health Foundation's Housing Support** is a \$1.5M grant over a 36-month period to assist the Department of Housing Stability in providing more affordable housing and better services for those experiencing homelessness in Denver. These dollars are focused on expanding housing vouchers and day shelter services.

Community Development Block Grant (CDBG) Administration funds the management and coordination of CDBG and other federally funded programs. Federal regulations allow CDBG money to fund positions that are assigned to communities that have populations with median incomes below 80 percent of the median income for Denver. Funded by a federal grant from the U.S. Department of Housing and Urban Development. Starting in 2020, this grant program is managed by the Department of Housing Stability. Previously, this grant was managed within Denver Economic Development and Opportunity.

Community Development Block Grant (CDBG) Program provides resources for decent, safe, and sanitary housing; suitable living environments; and expanded economic opportunities for individuals and families. CDBG stimulates the economy through measures that modernize the 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. Starting in 2020, this grant program is managed by the Department of Housing Stability. Previously, this grant was managed within Denver Economic Development and Opportunity.

Continuum of Care (CoC) Anchor Project provides housing assistance for chronically mentally ill people. Funded by a federal U.S. Department of Housing and Urban Development grant. Previously, this grant was managed within Denver Human Services, hence the lack of FTE and expenditure data in 2019 reflected in the HOST portion of the grants table for those years.

CoC, Back Home Rapid Re-Housing provides rental assistance and support services for homeless families and individuals. Funded by a federal U.S. Department of Housing and Urban Development grant. Previously, this grant was managed within Denver Human Services, hence the lack of FTE and expenditure data in 2019 reflected in the HOST portion of the grants table for those years.

CoC, Bedrock (consolidated Lowry and Veterans) provides rental assistance for chronically homeless women with mental illness and veterans with special needs. Funded by a federal U.S. Department of Housing and Urban Development grant. Previously, this grant was managed within Denver Human Services, hence the lack of FTE and expenditure data in 2019 reflected in the HOST portion of the grants table for those years.

CoC, Spectrum (consolidated Criminal Justice, Seniors, STAR and Rowan) assists chronically homeless women, seniors, and youth with mental illness, substance abuse, and other behavioral health issues. Funded by a federal U.S. Department of Housing and Urban Development grant. Previously, this grant was managed within Denver Human Services, hence the lack of FTE and expenditure data in 2019 reflected in the HOST portion of the grants table for those years.

The **Emergency Food and Shelter Program (EFSP)** provides rental assistance to help stabilize individuals and families. Funded by a federal grant from the Federal Emergency Management Agency. Previously, this grant was managed within Denver Human Services, hence the lack of FTE and expenditure data in 2019 reflected in the HOST portion of the grants table for those years.

Emergency Solutions (formerly Shelter) Grant supplements funding to various homeless shelters and homeless service providers. Funded by a federal grant from the U.S. Department of Housing and Urban Development. Previously, this grant was managed within Denver Human Services, hence the lack of FTE and expenditure data in 2019 reflected in the HOST portion of the grants table for those years.

The **Home Investment Partnerships (HOME) Administration and Program** components rehabilitate single family and multi-family residences, both owner-occupied and rental housing; acquire and rehabilitate vacant and boarded-up buildings; develop housing for populations with special needs; and provide tenant rental assistance. These activities are designed to implement specific strategies outlined in Denver's approved comprehensive Housing Affordability Strategy, with emphasis on preservation of existing affordable housing stock through rehabilitation. Funded by a federal grant from the U.S. Department of Housing and Urban Development and return on housing investment opportunities.

The **Homeless Shelter Utility Support** grant program is a private grant from British Petroleum to support gas and other utility needs at homeless shelters. This grant program transferred from Denver Human Services to the Department of Housing Stability in 2020.

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 **Kaiser Permanente National Community Benefit Fund at the East Bay Community Foundation** awarded a grant of \$1M for COVID suppression activities related to Housing and homelessness.

The **Neighborhood Stabilization** program addresses 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.

Public Health and Environment

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

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

The **Coroner Mini-Grant** funds two digital fingerprint scanners and two new cameras to increase procedural efficiencies during death scene investigations. Funded from a state grant from the Colorado Department of Public Health and Environment.

The **Denver Booster and Seatbelt Engagement Program** engages Denver residents in the use of booster seats and seatbelts. Funded through the Colorado Department of Transportation.

The **Denver Mental Health Panel** is developing a long-term strategic plan for behavioral health. Funded by a grant from the Colorado Health Foundation.

The **Denver Safe Routes to School (SRTS)** 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 **Denver Teen Safe Streets Program** funds collaborative efforts among community stakeholders to reduce the number of teen drivers involved in fatal crashes. Funded by a federal pass-through grant from the Colorado Department of Transportation.

The **Fentanyl Early Warning System Grant** is used to evaluate a variety of data streams to create an early warning and alert system for fentanyl and fentanyl analogs. The system will improve the timeliness of targeted messaging for people who use drugs so they can take measures to protect themselves. Funded by the Colorado Department of Public Health and Environment.

The **Food Matters** program aims to intentionally integrate strategies to advance food waste prevention, surplus food rescue, and recycling of food scraps. Funded by a grant from the National Resources Defense Council.

The **Food Systems Interventions** grant integrates community and modeling efforts to evaluate impacts and tradeoffs of food system interventions. Program is funded by the Foundation for Food and Agriculture Research through Colorado State University.

The **Healthy Childcare Makes a Healthy Start** grant 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 Public Health and Environment (DDPHE) 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.

The **Healthy Eating and Active Living in Child Care** program recruits local childcare programs to participate in an evidence-based process for incorporating healthy eating and active living initiatives into their daily operations. Funded by a private grant from the Temple Hoyne Buell Foundation.

The **Law Enforcement Assisted Diversion Pilot Program** grant provides interim funding for law enforcement to start services, hire staff, and attend Office of Behavioral Health LEAD training sessions. Funding provided by a state grant from the Colorado Department of Human Services.

The **Lead Hazard Control and Healthy Homes** grant allows for lead hazard testing and mitigation for low-income households. Funded by a federal grant from the U.S. Department of Housing and Urban Development.

The **Local Planning and Support Grant** strengthens Colorado's public health system by ensuring core public health services are available statewide and reduces the number of child deaths in Colorado due to unintentional injury, violence, motor vehicle accidents, child abuse and neglect, sudden unexpected infant deaths, and suicide. Funding provided by state grant from the Colorado Department of Public Health and Environment.

The **Maddie's Fund** grant provides for post adoption behavioral training support. Funded by a private grant from Maddie's Fund.

The **Mental Health Awareness Training Grant** supports the work of DenverStrong, a program to build resilience and end stigma related to mental health through education. Funded through the federal Substance Abuse and Mental Health Services Administration (SAMHSA).

The **Metro Denver Healthy Beverage Partnership (HBP)**, the Denver Department of Public Health and Environment (DDPHE) implements a variety of strategies to promote healthy food and beverage consumption in the City and County of Denver. DDPHE 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 Health and Hospital Authority.

The **NACCHO Grant Program** funds planning to develop and implement effective interventions to address fatal and non-fatal overdoses and the receipt of technical assistance to implement models. Funded by a federal pass-through grant from the National Association of County and City Health Officials' Opioid Crisis Project.

The **Neighborhood Food Environments** program implements food system policies and environmental changes to create complete neighborhood food environments that increase equitable access to healthy, affordable foods. Funding provided by the Colorado Department of Public Health and Environment.

The **Overdose Data 2 Action Grant** establishes innovative mechanisms to reduce fatal and non-fatal opioid overdoses using data. Funded by a federal pass-through grant from the Colorado Department of Public Health.

The **Partnerships for Healthy Food Retail Program** funds a selection of pilot sites to increase healthy food offerings in corner stores, supports local grocers in implementing marketing strategies, and encourages youth and adults to purchase and eat healthier foods. Funded by a private grant from Colorado Health Foundation.

The **Pets for Life Community Outreach Program** assists with spay/neuter and medical care for animals with the goal of keeping pets in homes. Funded by a private grant from the Humane Society of the United States.

The **PetSmart Charities Covid Response Grant** supports Denver Animal Protection's outreach program to assist with keeping pets in homes during the COVID-19 crisis. Funding will primarily be used for medical care but will also assist with purchasing supplies and food to provide to members of the community in need. Funded by a private grant from PetSmart Charities.

The **Rabies Vaccination** grant is a private grant funded by the Animal Assistance Foundation to provide rabies vaccinations.

The **Radon Mitigation** project serves to decrease lung cancer deaths throughout Colorado by educating the public about health risks associated with radon and encouraging testing and mitigation of radon in homes, daycare facilities and schools. Funded by the federal Environmental Protection Agency.

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 **Subsidized Spay & Neuter** program provides spay and neuter surgery for owned pets in Denver zip codes 80219 and 80204. Funded by a private grant from PetSmart Charities.

The **SUN Co-Responder** grant improves outcomes, streamlines services and creates system efficiencies for persons with behavioral health issues who have come to the attention of Denver law enforcement, corrections, and/or emergency responders. Funding provided by a state grant from the Colorado Department of Human Services.

Environmental Quality

The **Bloomberg Philanthropies Mayors' Challenge** funds the use of cutting-edge air pollution sensor technology to create a city-wide air quality monitoring program at public school buildings, resulting in better informed policy decisions using environmental, health, and economic data. Funded by a private grant from Bloomberg Philanthropies.

The **Cities Readiness Initiative** supports all-hazards Medical Countermeasure Dispensing and Medical Material Management Distribution and Dispensing (MCDMMDD). Funded by the Colorado Department of Public Health and Environment.

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. Effective in 2021, this grant program will transfer to the Office of Climate Action, Sustainability and Resiliency from the Denver Department of Public Health & Environment.

The **Community Scale Air Toxics Ambient Monitoring Program** will answer community concerns about air pollution in the Globeville, Elyria, and Swansea neighborhoods. This proposal focuses primarily on near highway (I-70) air pollution exposures and develops a baseline with which to compare future expansion. Funded by a grant from the U.S. Environmental Protection Agency.

The **Denver Neighborhood Climate and Health Vulnerability (DNCHV) Project** creates 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.

EECBG Banking Fees was a loan loss reserve used for loans originated from Elevations Credit Union for eligible energy efficient upgrades to Denver homes and businesses. The Department of Public Health and Environment's Denver Energy Challenge directed and utilized this lending mechanism to achieve energy savings. In 2018, this grant was closed and replaced by a loan loss reserve fund maintained by the City and County of Denver. Funded by a federal grant from the U.S. Department of Energy 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 **FY2015 Brownfields Assessment Grant** provides for environmental assessments of blighted properties along the West Colfax corridor to enhance redevelopment in this area. Funded by a federal grant from the federal Environmental Protection Agency.

The **Smart, Shared and Sustainable Mobility Services** grant identifies effective pathways to accelerate the electrification of shared mobility services. Funded through a grant from the US Department of Energy through the City of Seattle. Effective in 2021, this grant program will transfer to the Office of Climate Action, Sustainability and Resiliency from the Denver Department of Public Health & Environment.

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.

Human Services

The **2GEN Pilot Program** is designed to support innovative ways of ensuring Colorado families achieve educational and economic success. The 2GEN Pilot will provide up to ten communities across the state a share of funds to plan and implement two-generation (2Gen) approaches to policies or programs that ensure both children and their caregivers experience positive outcomes. Funded by a state grant from the Colorado Department of Human Services.

The **Behavioral Interventions for Child Support Services (BICS) Grant** is funded by the Colorado Department of Human Services. The project aims to apply behavioral insights to child support contexts, develop promising behavioral interventions, and build a culture of regular, rapid-cycle evaluation and critical inquiry within the child support community.

The **Chafee Foster Care Independence Program Grant** from the McPherson Family Foundation supports a Chafee Social Caseworker to provide case management for youth emancipating from the foster care system.

The **Children's Congregate Care Opportunity Project (CROP)** supports trauma assessments in Denver County for open child welfare cases and provides coordination with Child Trauma and Resilience Assessment Center (CTRAC). Funded by a federal pass-through grant distributed by Larimer County Department of Human Services.

Colorado Community Response (CCR) provides support and services to families with the purpose of preventing entry in the child welfare system. Funds provided by the Colorado Department of Human Services.

Continuum of Care (CoC) Anchor Project provides housing assistance for chronically mentally ill people. Funded by a federal U.S. Department of Housing and Urban Development grant. Previously, this grant was managed within Denver Human Services, but will transfer to the Department of Housing Stability effective 2020.

CoC, Back Home Rapid Re-Housing provides rental assistance and support services for homeless families and individuals. Funded by a federal U.S. Department of Housing and Urban Development grant. Previously, this grant was managed within Denver Human Services, but will transfer to the Department of Housing Stability effective 2020.

CoC, Bedrock (consolidated Lowry and Veterans) provides rental assistance for chronically homeless women with mental illness and veterans with special needs. Funded by a federal U.S. Department of Housing and Urban Development grant. Previously, this grant was managed within Denver Human Services, but will transfer to the Department of Housing Stability effective 2020.

CoC, Spectrum (consolidated Criminal Justice, Seniors, STAR and Rowan) assists chronically homeless women, seniors, and youth with mental illness, substance abuse, and other behavioral health issues. Funded by a federal U.S. Department of Housing and Urban Development grant. Previously, this grant was managed within Denver Human Services, but will transfer to the Department of Housing Stability effective 2020.

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 distributed by the Colorado Department of Local Affairs to the counties.

The **Denver Day Works Together** is a collaborative grant partnership between the Denver Human Services (DHS) and Bayaud Enterprises to build on an existing partnership with Denver Public Library (DPL) which targets facility maintenance and clean-up projects for the Central and Branch Libraries. The program increases the target homeless population's ability to access needed benefits and services by expediting and improving service delivery. In addition, the program will reduce the target population's potential for becoming a crime victim. Funded by a federal pass-through grant from the Colorado Department of Public Safety.

The **Denver Parent Advocates Lending Support (DPALS) Program** is a peer mentoring program and funding from the Foundation supports three part-time on-call peer navigators who support families involved in the child welfare system. Funded by a private foundation grant.

Denver Prevention Partnership for Family Success (DPPFS) provides programming designed to decrease the likelihood that adolescents will become delinquent and helps prevent child abuse and neglect. Funded by a grant from the U.S. Department of Justice and distributed by the Colorado Department of Public Safety, Division of Criminal Justice.

The **Denver Public School Homeless Education Network** project is a partnership with Denver Public Schools and provides emergency motel vouchers to eligible students through direct referral requests from DPS Homeless Education Network Staff to Denver Human Services General Assistance.

The **Emergency Food and Shelter Program (EFSP)** provides rental assistance to help stabilize individuals and families. Funded by a federal grant from the Federal Emergency Management Agency. Previously, this grant was managed within Denver Human Services, but will transfer to the Department of Housing Stability effective 2020.

Emergency Solutions (formerly Shelter) Grant supplements funding to various homeless shelters and homeless service providers. Funded by a federal grant from the U.S. Department of Housing and Urban Development. Previously, this grant was managed within Denver Human Services, but will transfer to the Department of Housing Stability effective 2020.

The **Homeless Shelter Utility Support** grant program is a private grant from British Petroleum to support gas and other utility needs at homeless shelters. This grant program transferred from Denver Human Services to the Department of Housing Stability in 2020.

It Takes a Library project works with Denver Public Library and Colorado Mental Wellness Network to provide peer support to homeless and at-risk patrons at the Denver Library to connect them to services. Funded by the Colorado Division of Criminal Justice through a federal pass-through grant from the U.S. Department of Justice.

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.

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.

The purpose of the **Relatives as Parents Program (RAPP)** is to encourage and promote the creation or expansion of services for grandparents and other relatives who have taken on the responsibility of surrogate parenting when the biological parents are unable to do so. Funding will support initiatives that serve relative caregivers and the children they are raising, with an emphasis on relative caregiving families that are not in the formal foster care system.

Title IV-E Demonstration Savings provides funding for educating and training the child welfare workforce in both foster care and adoption services. Federal pass-through funds provided by the Colorado Department of 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.

Veterans Assistance Grant Program helps homeless and at-risk veterans with motel vouchers, transportation and cell phone assistance to promote stabilization. Funded by a grant from Colorado Department of Military and Veterans Affairs.

The ZOMA Project expands prevention supports and services to families at-risk for involvement in the child welfare system. Funded by a private grant from the ZOMA Foundation.



Denver Arts and Venues

Artist Lisa Cameron Russell will create a 15' tall stainless-steel sculpture titled "Community Nature Dance," depicting figures of a dancer and musician for the **Public Art** initiative. The artwork's goal is to celebrate the community instilling a sense of pride and ownership in the park. In conjunction with the public art project, Ms. Russell will conduct a community engagement art workshop with the neighborhood's residents and youths.

Artist John King will create a 16' mild steel kinetic sculpture titled "Talk to the Birds" for the **Westwood Art Public Art Installation**. The artwork will be installed in a grassy triangle formed by the junction of the Cherry Creek Trail with the trail spurs from South Havana Street. The goal of the artwork is to celebrate the community, the uniqueness, and diversity of the students of the Joe Shoemaker School, and engage with the users, ecology, and natural environment of the Cherry Creek Trail.

Denver Public Library

The **Colorado State Grants for Libraries Project** is used to purchase qualifying books, e-books, database subscriptions, and other educational resources. Funded by a state grant from the Colorado State Library.

The **Librarians for the 21st Century Program** is funded by a federal grant from the Institute of Museum and Library Services for the IMLS Sparks! program. Funding supports programs and supplies for outreach to at risk adults.

The **Read Aloud** program is an early literacy program provided in neighborhoods with low-income, ethnically and culturally diverse populations, improving school readiness with proven methods. High-quality story times are provided in over 350 classrooms each week for 30 weeks of the school year, one third of which are Spanish language instruction classrooms. Each week 130 trained volunteer readers (and nearly 50 readers from DPL staff) are sent into Read Aloud classrooms to improve school readiness through shared reading and other activities that promote learning, listening, and communication. Readers create a collection of books in their Read Aloud classroom and at the end of each semester, each child receives a brand-new gift book to keep. Funded by a private grant from the Temple Hoyne Buell Foundation.

Parks and Recreation

The **10-Minute Walk Planning** program aims to reduce barriers to park access in underserved communities, improve environmental conditions and community health, and expand access to nature. Specifically, the grant provides the department with technical assistance to support land acquisition efforts. Funded by a private grant from the National Recreation and Parks Association.

The **Aspen Park Fire Mitigation Grant** aids in the construction of a building, a garden, and a shelter on three different sites. Funding is provided by a state grant from Great Outdoors Colorado.

Bear Creek Watershed Improvement Fund supported Denver Parks and Recreation's riparian restoration project along the Lower Bear Creek Corridor to remove noxious weed species. 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 **Buffalo Bill Museum/SCFD Support Grant** provides funding for general office support and operation of the Buffalo Bill Museum. Funded by a grant from the Scientific and Cultural Facilities District.

Denver Water provided funding for satellite equipment, master valves, and flow sensing equipment for Congress and Rosamond Park as part of the **Central Control Master Plan**.

Culture and Recreation Grants by Agency

Colorado's Water Plan Central Control Build funded an irrigation central control unit to support Parks and Recreation's Central Control Master Plan, which advances the department's continued efforts to conserve water consumption in Denver's parks. Funded by the Colorado Water Conservation Board.

The **Dedisse Park Evergreen Lake Bridge Replacement Grant** supported the replacement of a bridge at Dedisse Park. Funded by the Evergreen Parks and Recreation District.

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 Initiative** 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 Cole. Funded by Great Outdoors Colorado (GOCO).

Historic Structure Assessment funding will be used to conduct a Historic Structure Assessment of Whitehead Farmhouse. Sponsored by the State Historical Fund.

Funding for the **Heron Pond Natural Area** will develop a master plan and provide construction funding for an 80-acre regional open space in Denver and Adams County adjacent to the South Platte River. Funding has been provided by the Colorado Department of Natural Resources

The **Newton Park Fire Mitigation Grant** supported Denver Parks and Recreation's efforts to perform fire mitigation efforts at Newton Park. Funded by a state grant from the Colorado State Forest Service.

The **Outdoor Rec Legacy Partnership** grant involved shortgrass prairie restoration of 4.5 acres of undeveloped land in Denver's Montbello community. Funded by a pass-through federal grant via the Colorado Department of Natural Resources Division of Parks and Wildlife.

Purge the Spurge implemented 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. Funded by a state grant from the Colorado Department of Agriculture.

The **River North Improvements Grant** supported 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).

The **Rocky Mountain Arsenal Natural Resources Damages** funding aims to restore approximately 5.6 acres of dilapidated property into a short-grass prairie in the Globeville neighborhood. Funded through the Colorado Department of Public Health and Environment and the Rocky Mountain Arsenal.

Funding from Colorado Parks and Wildlife will provide for development and complete trail buildout of the **Sand Creek Regional Trail**, improving the multi-use trail system.

The **Sloans Lake Design Settlement** fund supported Denver Parks and Recreation's recovery of funds from a related agreement with the URS Corporation.

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. Funded by the Denver Board of Water Commissioners.

Culture and Recreation Grants by Agency



The **Todos Activos** grant improved the health of Globeville, Elyria, and Swansea residents by making needed improvements to physical activity infrastructure to inspire youth and families to be active. Funded by a private grant from the Colorado Health Foundation.

Wildfire Protection at Bell Park and Dedisse Park involves wildfire protection treatment of acreage. Funded by the Colorado State Forest Service.

Note: Some grant programs in Parks and Recreation are funded from multiple funds. Hence, in the grant table, a grant may appear twice, when it is merely funded from two or more different funds.

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Overview

Proprietary Funds are a group of funds that account for activities that are often seen in the private sector and are operated in a similar manner as in the private sector. Specifically, Proprietary Funds traditionally use the Generally Accepted Accounting Principles (GAAP), using a full accrual basis of accounting and focusing on net income and capital maintenance. As a result, capital assets are depreciated over the useful life of the capital asset. The City maintains two different types of Proprietary Funds: Enterprise Funds and Internal Service Funds. Enterprise Funds and Internal Service Funds differ in three ways: 1) Customers: those who utilize the services of Enterprise Funds are the general public, while Internal Service Funds provide services to other city departments or agencies within the City government; 2) Cost Recovery: Enterprise Funds can be used for services for which the City may recover only a portion of the fees or user charges, whereas Internal Service Funds should only be used when the City will recover the full cost of the service provided; and 3) Enterprise Funds have the option to follow recently issued Financial Accounting Standards Board (FASB) guidelines. Proprietary Fund expenditures must be fully recovered by fees or other revenue to the fund; however, use of cash reserves within the specific fund may be used in years when the estimated revenue is less than expenditures.

Enterprise Funds

Enterprise Funds account for operations that are financed and operated in a manner similar to businesses in the private sector. The intent of the governing body is that the cost of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges. The City uses Enterprise Funds to account for its Wastewater Management, Denver Airport System, Environmental Services, and Golf Course funds.

Internal Service Funds

Internal Services Funds account for the financing of goods or services provided by one department or agency to other departments or agencies throughout the City on a cost reimbursement basis. The City uses Internal Service Funds to account for its workers' compensation self-insurance program and asphalt plant operations. Internal Service Funds provide services that predominantly benefit governmental rather than business-type functions.

	2019 Actual	2020 Revised	2021 Recommended
Financial Resources			
Property	\$176,977	\$160,000	\$160,000
Interest Income	175,630,106	45,642,496	30,083,968
Fees	0	0	0
Charges for Services	1,073,906,816	1,143,680,479	944,784,816
Use Charges	0	0	0
Internal Service and Indirect Cost	102,721	528,000	528,000
Miscellaneous Other	165,390,695	184,434,632	186,759,439
Total Proprietary Funds Revenues	\$1,415,207,315	\$1,374,445,607	\$1,162,316,223
Uses of Resources			
Operating Expenditures			
Workers Compensation	\$14,177,471	\$15,620,278	\$15,911,259
Asphalt Plant	10,438,450	9,292,366	9,247,941
Wastewater Management	117,452,470	141,673,467	133,320,026
Aviation	443,124,180	473,908,898	456,411,953
Environmental Services	9,859,060	10,393,649	9,570,748
Golf	10,624,454	13,117,470	13,190,951

Proprietary Funds - Summary

	2019 Actual	2020 Revised	2021 Recommended
Total Operating Expenditures	\$605,676,085	\$664,006,128	\$637,652,878
Capital Improvements Funds			
Wastewater Management	105,634,550	39,650,000	51,074,587
Aviation	148,829,666	204,254,341	22,243,244
Environmental Services	2,207,661	714,400	329,600
Golf	743,121	727,500	700,000
Total Capital Improvements Funds	\$257,414,998	\$245,346,241	\$74,347,431
Debt Service Funds			
Wastewater Management	9,646,742	11,046,125	11,046,125
Aviation	411,467,680	413,615,169	414,884,666
Golf	51,779	31,113	0
Total Debt Service Funds	\$421,166,201	\$424,692,407	\$425,930,791
Transfers and Other Non-Operating Expenditures			
Wastewater Management	45,079,714	53,511,800	58,502,900
Aviation	34,396,043	66,960,399	41,190,729
Environmental Services	4,811,300	6,719,910	7,929,002
Total Transfers and Other Expenditures	\$84,287,057	\$127,192,109	\$107,622,631
Personnel Complement			
Workers Compensation	21.00	21.00	22.00
Asphalt Plant	8.00	8.00	8.00
Wastewater Management	323.38	330.05	324.05
Aviation	1,308.25	1,312.25	1,312.25
Environmental Services	54.85	42.21	42.58
Golf	111.13	111.30	113.13
Total Personnel Complement	1,826.61	1,824.81	1,822.01

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 two Internal Service Funds.

The **Asphalt Plant Internal Service Fund** produces asphalt for resurfacing and maintaining the City's streets and alleys. The Executive Director of the Department of Transportation and Infrastructure is the expending authority.

The **Workers' Compensation Internal Service Fund** accounts for the payment of workers' compensation claims and liabilities for City departments and agencies. A centralized payment is appropriated in the General Fund to pay workers' compensation premiums on behalf of all agencies funded by the General Fund. All non-General Fund agencies are billed for workers' compensation premiums. The Chief Financial Officer is the expending authority.

The Workers' Compensation fund balance target policy states the City shall maintain the fund balance of the Workers' Compensation Fund so that at no time will the fund be less than 50 percent for adequacy of funding to meet all claims against the fund based upon an annual actuarial report. During challenging economic times, the balance may decrease but never to drop below a 50 percent confidence level. During normal or strong economic times, the annual premiums will be increased to build over time until the targeted 75 percent confidence level is reached. As part of the calculation, the City considers cash balances in the fund during the budget process, recognizing cash will be disbursed through the end of the year.

Additional information for the programs provided by these Internal Service Funds can be found in the agency detail section of this document.

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Asphalt Plant (67100-5054000)					
Expenditures by Type					
Personnel Services	678,681	806,104	761,679	(44,425)	(5.5%)
Services and Supplies	8,188,530	8,246,514	8,319,514	73,000	0.9%
Capital Equipment	1,504,570	73,000	0	(73,000)	(100.0%)
Internal Services and Misc.	66,669	166,748	166,748	0	0.0%
Expenditures by Type Total	10,438,450	9,292,366	9,247,941	(44,425)	(0.5%)
Expenditures by Activity					
Administration	1,889,838	320,263	318,237	(2,026)	(0.6%)
Production	8,548,612	8,972,103	8,929,704	(42,399)	(0.5%)
Expenditures by Activity Total	10,438,450	9,292,366	9,247,941	(44,425)	(0.5%)
Total Program Expenditures	10,438,450	9,292,366	9,247,941	(44,425)	(0.5%)
Personnel Complement (Budgeted)					
Administration	1.00	1.00	1.00	0.00	0.0%
Production	7.00	7.00	7.00	0.00	0.0%
Personnel Complement (Budgeted) Total	8.00	8.00	8.00	0.00	0.0%
Total Personnel Complement	8.00	8.00	8.00	0.00	0.0%

Internal Service Funds - Summary

Asphalt Plant (67100-5054000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Revenue					
Charges for Services	9,057,074	9,500,000	9,500,000	0	0.0%
Miscellaneous Other	188	0	0	0	0.0%
Revenue Total	9,057,262	9,500,000	9,500,000	0	0.0%
Furlough Savings			(17,190)		
Workers Compensation (65100-2558100)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	5,337,101	6,052,040	6,130,801	78,761	1.3%
Services and Supplies	8,240,418	9,008,394	9,233,939	225,545	2.5%
Capital Equipment	13,325	13,325	0	(13,325)	(100.0%)
Internal Services and Misc.	586,627	546,519	546,519	0	0.0%
Expenditures by Type Total	14,177,471	15,620,278	15,911,259	290,981	1.9%
Expenditures by Activity					
WC Administration	5,552,505	5,586,450	5,080,759	(505,691)	(9.1%)
Indemnity and Medical	8,624,965	10,033,828	10,830,500	796,672	7.9%
Expenditures by Activity Total	14,177,471	15,620,278	15,911,259	290,981	1.9%
Other Program Funding Sources					
General Government SRF					
Firefighter Heart Benefit	0	50,000	50,000	0	0.0%
Total Program Expenditures	14,177,471	15,670,278	15,961,259	290,981	1.9%
Personnel Complement (Budgeted)					
WC Administration	21.00	21.00	22.00	1.00	4.8%
Total Personnel Complement	21.00	21.00	22.00	1.00	4.8%
Revenue					
Interest Income	1,287,570	1,194,000	1,194,000	0	0.0%
Charges for Services	9,999,815	10,000,300	8,417,955	(1,582,345)	(15.8%)
Miscellaneous Other	681,175	760,000	760,000	0	0.0%
Revenue Total	11,968,560	11,954,300	10,371,955	(1,582,345)	(13.2%)
Furlough Savings			(57,572)		

Overview

Enterprise Funds account for operations financed and operated in a manner like private business. The intent of the governing body is that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges. All proposed Enterprise Funds go through the Council process prior to adoption. Once adopted, each Enterprise Fund also goes through the annual budget process requiring City Council's approval of the appropriation. Enterprise Funds may not be used for normal government operations or services but can be used to fund public utilities, health care, recreation, and transportation needs.

Enterprise Funds are not commingled with the General Fund and have a separate accounting and financial reporting process. The Denver Revised Municipal Code [Subtitle B, Article VII, Part 3, Sections 7.3.1 and 7.3.2](#) outlines and limits how Enterprise Funds may be used. The City and County of Denver has the following four Enterprise Funds:

The **Wastewater Management Enterprise Fund** accounts for all sanitary and storm sewer operations in the City, including daily operations, monitoring, maintenance, repair and rehabilitation of related infrastructure, and planning and development for future needs. Primary sources of revenue for the fund are fees collected for storm drainage and sanitary sewer services. The Executive Director of the Department of Transportation and Infrastructure (DOTI) is the expending authority. More information regarding operations and service delivery can be found under Wastewater within the DOTI section of this budget book.

The **Aviation Enterprise Fund** accounts for the operation, maintenance, planning, and development of Denver International Airport (DEN). DEN is the largest airport in the United States by size with 53 square miles of land. DEN serves over 187 destinations across the United States and around the world and is known for its innovations in public art, operations, technology, service, and management. It is Colorado's primary economic engine, generating an estimated \$26 billion in economic impact for the state each year. Revenues from airline sources such as facility rentals and landing fees as well as non-airline sources such as parking, concessions, and car rental charges support operations. The Chief Executive Officer of Aviation is the expending authority. More information regarding operations and service delivery can be found within the Aviation section of this budget book.

The **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 addressing environmental health and sustainability through improving air, land, and water quality. It also accounts for the operation and activity of the City's chemical waste disposal and phase out of hazardous materials disposal sites. The primary source of revenue for the fund is landfill tipping fees at the Denver Arapahoe Disposal Site (DADS). The Executive Director of Public Health and Environment is the expending authority. More information regarding operations and service delivery can be found under Environmental Services within the Department of Public Health and Environment section of this budget book.

Financial Summary

Wastewater (72000-5060000)	2019 Actuals	2020 Appropriated	2021 Recommended
Revenue			
Property	176,977	160,000	160,000
Interest Income	2,618,946	2,201,496	1,362,968
Charges for Services	171,826,333	179,880,053	179,721,052
Miscellaneous Other	298,579	111,155	0
Total Revenues	174,920,836	182,352,704	181,244,020
Operating Expenditures			
Wastewater Administration	85,299,319	102,433,417	99,308,708
Wastewater Operations	17,590,466	21,848,003	17,264,171
Right-of-Way Services	7,155,268	8,773,915	8,277,954
Capital Projects Management	7,407,418	8,618,132	8,469,193
Subtotal Operating Expenditures	117,452,470	141,673,467	133,320,026
Expenditures			
Personnel Services	30,359,841	34,533,017	33,890,101
Services and Supplies	62,343,963	75,572,350	70,428,812
Capital Equipment	1,832,936	3,467,380	1,050,000
Internal Services and Misc.	22,915,730	28,100,720	27,951,113
Subtotal Operating Expenditures (by type)	117,452,470	141,673,467	133,320,026
Capital Improvements			
WMD Sanitary Capital Improvement	5,799,114	5,650,000	12,963,000
WMD Storm Capital Improvement	29,304,338	28,750,000	31,950,000
WMD UDFCD Tracking	929,513	0	0
Water Quality Capital Projects	2,783,502	5,250,000	5,250,000
East Corridor COP - 72710	134,963	0	911,587
WMD 2016 Bond Construction	12,903,738	0	0
WMD 2018 Bond Construction	53,779,383	0	0
Subtotal Capital Improvements	105,634,550	39,650,000	51,074,587
Debt Payments			
Wastewater Management Division Bond Debt Service 72901-5061000	9,646,742	11,046,125	11,046,125
Subtotal Debt Payments	9,646,742	11,046,125	11,046,125
Personnel Complement			
Permanent Full-Time Equivalents	310.33	320.50	315.50
Other Full-Time Equivalents	13.05	9.55	8.55
Total Personnel Complement	323.38	330.05	324.05

Wastewater (72000-5060000)	2019 Actuals	2020 Appropriated	2021 Recommended
Transfers			
Transfer to Wastewater Planned Fleet Replacement - 72100-9722110	2,543,000	0	990,000
Transfer to Wastewater Sanitary Capital Projects - 72100-9724110	2,819,024	6,000,000	7,500,000
Transfer to Alternative Transportation SRF - 72100-9911410	12,900	11,800	12,900
Transfer to Wastewater Sanitary Operations - 72300-9721110	13,500,000	13,500,000	13,500,000
Transfer to Wastewater Storm Capital Projects - 72300-9727110	21,689,496	30,000,000	31,500,000
Transfer to Water Quality Capital Projects - 72300-9728110	4,515,294	4,000,000	5,000,000
Subtotal Transfers	45,079,714	53,511,800	58,502,900

Capital Improvements

Projects	2021 Recommended
Wastewater Management Division	
72400-5061000 WMD Sanitary Capital Improvement	
PZ711 Capital Maintenance - Critical Sanitary	313,000
PZ711 Capital Maintenance - Manhole and Pipe Rehabilitation	3,800,000
PZ718 Capital Project Support	1,500,000
PZ726 General Sanitary Improvements	4,000,000
PA800 Sanitary Capital - North	3,000,000
PZ726 Sanitary Master Plan Updates	200,000
PZ726 Sanitary Project Development	150,000
Total	12,963,000
72700-5061000 WMD Storm Capital Improvement	
PZ710 Capital Maintenance - Critical Storm	150,000
PC707 Citywide Concrete Improvements	2,100,000
PC708 General Storm Improvements	5,000,000
PC708 Public Restrooms Program	300,000
PA776 Storm Capital - North	13,450,000
PF701 Storm Capital - Northeast	1,150,000
PF706 Storm Capital - Northwest	2,000,000
PH718 Storm Capital - Southeast	4,500,000
PC708 Storm Master Planning	300,000
PC708 Storm Project Development	500,000
PC708 USACE Implementation: SPR and Gulches	2,500,000
Total	31,950,000
72705-5061000 Water Quality Capital Projects	
PC708 Water Quality Implementation	5,000,000

Wastewater Management Enterprise Fund

72000

Projects		2021 Recommended
PC708	Water Quality Project Development	250,000
Total		5,250,000
72710-5061000 East Corridor COP - 72710		
PA776	East Corridor COP Payment	911,587
Total		911,587
Grand Total		51,074,587

Financial Summary and Capital Improvements

		2019 Actuals	2020 Appropriated	2021 Recommended
Revenue	Facility Rentals	210,835,844	250,281,709	254,013,396
	Landing Fees	175,636,092	187,475,342	203,300,000
	Parking Revenues	203,501,902	204,107,226	116,765,000
	Car Rentals Revenues	80,347,986	78,578,233	43,450,000
	Concession Revenues	85,703,303	92,363,955	47,778,999
	Aviation Fuel Tax	25,464,070	26,564,026	11,495,000
	Hotel	62,087,716	63,223,878	35,841,758
	Ground Transportation	19,996,745	20,094,348	12,100,000
	Other Sales & Charges	4,219,442	10,078,550	5,200,000
	Passenger Facility Charges	132,483,511	139,662,569	79,986,439
	Customer Facility Charges	21,524,769	22,710,517	13,500,000
	Investment Income	171,096,212	42,000,000	27,300,000
	Other Nonoperating Revenues	2,970,061	10,000,000	84,000,000
	Total Aviation Revenues	\$1,195,867,653	\$1,147,140,353	\$934,730,592
Operating Expenditures				
	Aviation Department Summary			
	Total	\$443,124,180	\$473,908,898	\$456,411,953
	Personnel Services	132,850,238	146,579,146	145,582,407
	Services and Supplies	242,789,556	258,995,106	240,444,861
	Internal Services & Misc.	67,484,387	68,334,646	70,384,685
	Total Operating Expenditures	\$443,124,181	\$473,908,898	\$456,411,953
Capital Equipment and Improvements				
	Capital Equipment	\$3,601,666	\$12,560,851	\$21,019,000
	Capital Improvements	\$145,228,000	\$191,693,490	\$1,224,244
	Total Capital Equipment and Improvements	\$148,829,666	\$204,254,341	\$22,243,244
Debt Service Funds				
	Airport Interest and Replacement	\$411,467,680	\$413,615,569	\$414,884,666
	Total Debt Service Funds	\$411,467,680	\$413,615,569	\$414,884,666
Customer Facility Charge				
	Airport Interest and Replacement	\$766,509	\$26,586,740	\$7,976,022
	Total Customer Facility Charge	\$766,509	\$26,586,740	\$7,976,022
Hotel				
	Airport Interest and Replacement	\$31,676,839	\$36,344,246	\$31,200,000
	Total Hotel	\$31,676,839	\$36,344,246	\$31,200,000

	2019 Actuals	2020 Appropriated	2021 Recommended
Concessions Joint Marketing Funds			
Concessions Joint Marketing Funds	\$1,952,695	\$4,029,413	\$2,014,707
Total Joint Concessions and Marketing Funds	<u>\$1,952,695</u>	<u>\$4,029,413</u>	<u>\$2,014,707</u>
Total Aviation Expenditures	<u>\$1,037,817,569</u>	<u>\$1,158,739,207</u>	<u>\$934,730,592</u>
Personnel Complement			
Aviation Department Summary	1,308.25	1,312.25	1,312.25
Total Personnel Complement	<u>1,308.25</u>	<u>1,312.25</u>	<u>1,312.25</u>

Financial Summary

	2019 Actuals	2020 Appropriated	2021 Recommended
Revenue			
Interest Income	71,840	65,000	45,000
Charges for Services	10,136,787	12,449,409	13,601,656
Miscellaneous Other	2,865,868	32,701	0
Total Revenues	13,074,496	12,547,110	13,646,656
Operating Expenditures			
Golf	10,624,454	13,117,470	13,190,951
Subtotal Operating Expenditures	10,624,454	13,117,470	13,190,951
Expenditures			
Personnel Services	6,634,185	7,464,003	7,792,395
Services and Supplies	2,868,528	4,809,155	4,691,751
Capital Equipment	489,074	155,000	0
Internal Services and Misc.	632,667	689,312	706,805
Subtotal Operating Expenditures (by type)	10,624,454	13,117,470	13,190,951
Capital Improvements			
Golf Enterprise Capital Improv	743,121	727,500	700,000
Subtotal Capital Improvements	743,121	727,500	700,000
Debt Payments			
Golf Debt Service Fund 79310-7029000	51,779	31,113	0
Subtotal Debt Payments	51,779	31,113	0
Personnel Complement			
Permanent Full-Time Equivalents	55.00	58.17	59.00
Other Full-Time Equivalents	56.13	53.13	54.13
Total Personnel Complement	111.13	111.30	113.13

Projects	2021 Recommended
Golf	
79400-7029000 Golf Enterprise Capital Improv	
RG100 Golf Buildings/Mechanical	300,000
RG100 Golf Course Construction	300,000
RG100 Golf Course Water Infrastructure	100,000
Total	700,000
Grand Total	700,000

Financial Summary

	2019 Actuals	2020 Appropriated	2021 Recommended
Revenue			
Interest Income	555,538	182,000	182,000
Charges for Services	9,313,149	9,162,000	8,800,000
Internal Service and Indirect Cost	102,721	528,000	528,000
Miscellaneous Other	347,101	1,079,140	3,313,000
Total Revenues	10,318,509	10,951,140	12,823,000
Operating Expenditures			
Environmental Quality	9,859,060	10,393,649	9,570,748
Subtotal Operating Expenditures	9,859,060	10,393,649	9,570,748
Expenditures			
Personnel Services	5,910,962	5,192,366	4,981,335
Services and Supplies	2,298,901	3,866,937	2,707,687
Capital Equipment	37,756	111,820	19,200
Internal Services and Misc.	1,611,441	1,222,526	1,862,526
Subtotal Operating Expenditures (by type)	9,859,060	10,393,649	9,570,748
Capital Improvements			
Lowry Closure Fund	1,839,245	0	0
Underground Storage Tanks	76,428	714,400	329,600
Enviro Services Seed Capital	291,988	0	0
Subtotal Capital Improvements	2,207,661	714,400	329,600
Personnel Complement			
Permanent Full-Time Equivalents	46.60	37.46	36.33
Other Full-Time Equivalents	8.25	4.75	6.25
Total Personnel Complement	54.85	42.21	42.58
Transfers			
Transfer to Underground Storage Tanks Fund - 78100-9784110	0	250,000	0
Transfer to Environmental Capital Fund - 78100-9785110	1,000,000	750,000	0
Transfer to General Fund - 78100-9901100	0	3,998,702	3,273,702
Transfer to Alternative Transportation SRF - 78100-9911410	411,300	350,000	411,300
Transfer to Planned Fleet SRF - 78100-9923100	900,000	1,371,208	744,000
Transfer to Environmental Capital Fund - 78200-9785110	2,500,000	0	0
Transfer to Environmental Services Enterprise Fund - 78310-9978100	0	0	1,750,000
Transfer to Environmental Capital Fund - 78320-9785110	0	0	750,000
Transfer to Environmental Services Enterprise Fund - 78320-9978100	0	0	1,000,000
Subtotal Transfers	4,811,300	6,719,910	7,929,002

Capital Improvements

Projects		2021 Recommended
Environmental Quality		
78410-6506000 Underground Storage Tanks		
EZ005	Underground Storage Tanks	329,600
Total		329,600
Grand Total		329,600

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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 (COPs).

Any information in this section dated after December 31, 2019 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.

Since 2009, the City has issued all \$549,730,000 of General Obligation Bonds for the Better Denver Bond Projects authorized by Denver voters in 2007. In November 2017, Denver voters authorized \$937,418,500 of new Elevate Denver General Obligation Bonds to be issued to address a wide variety of infrastructure improvements citywide. As of August 31, 2020, the City had \$375,318,500 authorized but unissued general obligation bonds from the November 2017 authorization for the Elevate Denver Bond program.

Debt Limitations

The City Charter limits general obligation bonded debt to three percent of the actual value of taxable property within the City.

The following schedule sets forth the computation of the general obligation debt margin of the City as of December 15th, 2020. Note that the Our Denver General Obligation Bond authorization mentioned above is not included in the following schedules as the timing and amounts of future bond issuances have not yet been determined as of the final production of the 2021 budget book.

Computation of the General Obligation Debt Margin (\$ in thousands)

TOTAL ESTIMATED ACTUAL PROPERTY VALUATION	\$176,687,330
Maximum general obligation debt allowed (3 percent of total valuation)	\$5,300,620
Outstanding bonds chargeable to limit	\$842,371
Less amount reserved for long-term debt	\$49,562
Net chargeable to bond limit	\$792,809
LEGAL DEBT MARGIN	\$4,507,811
Percent of Charter limit	14.96%

Existing Debt

On May 6, 2019, the City issued \$132,050,000 of Series 2019AB General Obligation Bonds to finance \$81,910,000 of Elevate Denver Bond projects and to deposit funds in escrow sufficient to refund the outstanding Better Denver and

Long Term Debt and Lease Obligations

Zoo Bonds, Series 2009A to reduce debt and achieve interest cost savings. On November 21, 2019, the City issued \$117,265,000 of Series 2019C General Obligation Bonds to finance Elevate Denver Bond projects. On December 3, 2020, the City issued \$392,625,000 of Series 2020AB General Obligation Bonds to finance \$169,925,000 of Elevate Denver Bond projects and to refund all outstanding Better Denver 2010B Bonds to achieve interest cost savings.

It is expected that the City's outstanding general obligation debt as of December 31, 2020 will consist of the following:

Series	Final Maturity Date	Amount Outstanding
2007 Justice System Facilities (Mini-Bonds)	2022	\$8,860,500
2013A Better Denver & Refunding Bonds	2030	\$32,590,000
2013B1 General Obligation Refunding Bonds	2025	\$24,675,000
2013B2 General Obligation Refunding Bonds	2025	\$51,575,000
2014A Better Denver Mini-Bonds	2028	\$12,000,000
2018A Elevate Denver Bonds	2033	\$74,335,000
2018B Justice System Refunding Bonds	2025	\$47,435,000
2019A Elevate Denver Bonds	2029	\$77,055,000
2019B Elevate Denver Bonds	2025	\$42,770,000
2019C Elevate Denver Bonds	2033	\$78,450,000
2020A Elevate Denver Bonds	2039	\$169,925,000
2020B Elevate Denver Bonds	2030	\$222,700,000
Total General Obligation Bonds		\$842,370,500

*Amount outstanding does not include compound interest of \$7,987,784 and \$4,054,020 on the Series 2007 and 2014A mini-bonds, respectively, as of 12/31/20.

Indicators Related to General Obligation Debt Burden

Outstanding general obligation debt	\$842,370,500
Total Estimated Actual Value*	\$176,687,329,699
Net Assessed Value*	\$21,091,522,247
Population as of July 1, 2019 (US Department of Commerce)	727,211
Ratio of net direct general obligation debt to actual value	0.48%
Ratio of net direct general obligation debt to net assessed value	3.99%
Net direct general obligation debt per capita	\$1,158

*From 2020 Final Certification for Valuation by County Assessor

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. Except for refunding bonds issued to achieve savings, Denver voters must approve Excise (Dedicated) tax revenue bonds prior to issuance. There are no City Charter limitations stipulating maximum revenue bond debt. Denver's various types of revenue bonds are described below.



Excise (Dedicated) Tax Revenue Bonds

The majority of Denver's non-airport Revenue Bond issues are backed by certain excise taxes (portions of the City's Lodgers' tax and sales tax on short-term auto rentals and prepared food and beverages). It is expected that the City's outstanding excise (dedicated) tax bonds as of December 31, 2020 will consist of the following:

Series	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	\$49,535,000
2018A-1 Dedicated Tax Revenue Bonds	2048	\$151,485,000
2018A-2 Dedicated Tax Revenue Bonds	2040	\$88,514,984
2018B Dedicated Tax Revenue Bonds (taxable)	2029	\$57,395,000
Total Excise Tax Bonds		\$589,429,984

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.

In August 2018, the City issued Dedicated Tax Revenue Bonds, Series 2018A-B, in the principal amount of \$299,999,984 to provide additional funding for the National Western Center. No new excise taxes or increases to existing excise taxes were imposed in conjunction with the issuance of the Series 2016A-B Bonds or Series 2018 A-B Bonds.

General Airport Revenue Bonds

As of December 31, 2019, the outstanding General Airport System Revenue Bonds totaled \$5,757,420,000 and have multiple maturities that range from 2020 to 2048. The bonds were issued to finance the construction of and capital projects at the airport and to refinance earlier bond issues. The bonds are payable solely from revenues derived by the Airport System 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. On October 28, 2020, the Airport System issued \$155,845,000 of Series 2020A, \$61,525,00 of Series 2020B and \$411,535,000 of Series 2020C to refund various outstanding amounts of Airport System Bonds to achieve interest cost savings. It is expected that the outstanding Airport System Revenue bonds will total \$5,553,520,000 as of December 31, 2020.

Wastewater Revenue Bonds

In January 2012, the City issued \$50,425,000 of Series 2012 Wastewater Revenue Bonds on behalf of the Wastewater Management Enterprise Fund of the City's Department of Public Works to finance improvements to the City's Storm Drainage Facilities and to refund the remaining \$20,350,000 of outstanding Series 2002 Wastewater Revenue Bonds. The bonds are payable solely from revenues derived by the City from the operation of its storm drainage and sanitary sewer facilities. The bonds mature in 2032.

In November 2016, the City issued \$115 million of Series 2016 Wastewater Revenue Bonds on behalf of the Wastewater Management Enterprise Fund to finance the Platte to Park Hill storm drainage project. The bonds will mature in 2046. On February 22, 2018, the City issued \$103,050,000 of Series 2018 Wastewater Revenue Bond on behalf of the Wastewater Management Enterprise Fund to finance citywide storm drainage and sanitary sewerage improvements, including the Platte to Park Hill storm drainage project. The bonds will mature in 2047. As of December 31, 2019, \$235,885,000 of Wastewater Revenue bonds are outstanding. As of December 31, 2020, \$228,490,000 are expected to be outstanding.

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 becomes the benefit of the lease holders. As of December 31, 2019, the principal portions of base rentals under the lease purchase agreements, not including enterprise funds, were \$439,273,134. Of this amount, \$421,426,403 was attributable to certificated lease purchase agreements, and \$17,846,731 was attributable to non-certificated capital leases.

On August 21, 2018, the City issued \$129,000,000 of Certificates of Participation to expand and improve a portion of the Colorado Convention Center. On December 1, 2020, the City issued \$19,670,000 of Series 2020A1-2 Refunding Certificates of Participation to refund all outstanding Series 2010A and Series 2010B Certificates of Participation to defer principal payments and achieve interest cost savings.

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, 2020 is expected to consist of the following:

Lease Purchase	Agreements	Final Maturity Date	Amount Outstanding
Series 2008A1-3	Wellington E. Webb Office Bldg.	2029-2031	\$182,135,000
Series 2012A	Cultural Center Parking Garage	2021	\$1,100,000
Series 2012C1-3*	Police Stations and other Denver Properties	2022-2031	\$23,000,556
Series 2013A	Buell Theater Properties	2023	\$14,655,000
Series 2015	Fire Station & Library Facilities	2034	\$17,015,000
Series 2017A	Denver Botanic Gardens Refunding 2028	2028	\$12,606,796
Series 2018A	Colorado Convention Center Expansion Project	2048	\$126,730,000
	Central Platte Campus / Wastewater Office		
Series 2020A1-2	Building / Roslyn Maintenance Facility	2023-2030	\$19,670,000
TOTAL			\$396,912,352

*Does not include \$ 3,579,444 attributable to Wastewater Management Enterprise Fund

The estimated 2021 payments for all certificated lease purchase agreements are \$41,519,507. Of the total payments approximately \$32,241,043 is paid from the General Fund or Capital Improvement Funds, \$7,484,953 is from Special Revenue Funds or non-General Fund/non-Capital Fund sources, and \$1,793,411 is from sources outside the City.

General Obligation Bonds – Schedule 20000

Dollars in thousands	2018 Actuals	2019 Actuals	2020 Estimate	2021 Recommended
Financial Resources				
Property Taxes	138,393	140,809	132,337	134,640
Investment and Interest Income	2,092	4,219	4,000	4,000
Miscellaneous Other	5,489	5,428	5,500	5,500
Total	\$145,974	\$150,456	\$141,837	\$144,140
Use of Resources				
Bond Counsel & Financial Services	27	11	11	11
Principal Payments - Bond	110,715	89,610	103,990	82,570
Interest Payments - Bond	29,417	33,635	37,205	34,160
Payment to Escrow	0	0		
Total	\$140,159	\$123,256	\$141,206	\$116,741
Excess of Revenues Over (under) Expenditures	\$5,815	\$27,200	\$631	\$27,399
Other Financing Sources (Uses)				
General Obligation Bonds Issued	\$0	\$0	\$0	\$0
Payment to Escrow	0	0	0	0
Transfer Out	0	0	0	0
Transfer In	0	0	0	0
Total	\$0	\$0	\$0	\$0
Net Increase (Decrease) in Fund Balance	5,815	27,200	631	27,399
Fund Balance January 1	55,474	61,289	88,490	89,121
Fund Balance December 31	\$61,289	\$88,489	\$89,121	\$116,520

Excise Tax Revenue Bonds – Schedule 25000

Dollars in thousands	2018 Actuals	2019 Actuals	2020 Estimate	2021 Recommended
Financial Resources				
Sales & use Tax	45,923	46,071	25,931	38,370
Lodgers	49,194	53,985	18,139	26,831
Investment and Interest Income	2,210	5,062	4,000	4,000
Miscellaneous Other	0	0	0	0
Total	\$97,327	\$105,118	\$48,070	\$69,201
Use of Resources				
Bond Counsel & Financial Services	4	6	7	7
Principal Payments - Bond	22,090	22,755	17,200	14,260
Interest Payments - Bond	13,508	22,076	22,431	22,050
Payment to Escrow	0	0	0	0
Total	\$35,602	\$44,837	\$39,638	\$36,317
Excess of Revenues Over (under) Expenditures	\$61,725	\$60,281	\$8,432	\$32,884
Other Financing Sources (Uses)				
Bonds Issued	0	0	0	0
Payment to Escrow	0	0	0	0
Transfer Out	(31,917)	(55,280)	(15,137)	(20,995)
Transfer In	0	0	0	0
Total	(31,917)	(55,280)	(15,137)	(20,995)
Net Increase (Decrease) in Fund Balance	29,808	5,001	(6,705)	11,889
Fund Balance January 1	69,168	98,976	103,977	97,272
Fund Balance December 31	\$98,976	\$103,977	\$97,272	\$109,161

Denver: The Mile-High City

The City and County of Denver, located 5,280 feet above sea level, is the capital city of the State of Colorado. Geographically, Denver is in the north-central part of the state and is bordered by the Rocky Mountains to the west and the Great Plains to the east. Since its founding in 1858, Denver has expanded from 3.52 square miles to 154.6 square miles. Denver is the service, financial, transportation, and distribution center of the Rocky Mountain region. Over the last few years, Denver has gained national recognition as one of the nation's most desirable cities in which to live, work, and play. In 2017, Denver was ranked as the *Best City to be a Homeowner and to Sell a House* by SmartAsset. In 2019, Forbes Magazine ranked the Denver-Aurora-Lakewood Metropolitan Area as the fourth *Best Places for Business and Careers* in the nation. And In 2020, Denver was ranked the second-best place to live in the United States in the annual *Best Places to Live* by U.S. News & World Report for the second year in a row. Denver is also tenth in the nation for solar energy capacity per capita according to a 2020 report from the Environment American Research and Policy Center and the Frontier Group. Denver is ranked among the top 10 destination cities for millennials and is currently one of the fastest growing cities in the US.

Denver Fun Facts

- Denver records an average of over 300 days of sunshine a year, more than many beach communities in the United States.
- The 13th step of the state capital building in Denver is exactly one mile (5280 feet) above sea level.
- Denver was the first city to implement the "wheel clamp", also known as the "parking boot" or the "Denver boot" to enforce traffic fines.
- The longest continuous street in the United States – Colfax Avenue – can be found in Denver. It is part of the longest continuous highway—US 40, that runs west to Utah and east, all the way to New Jersey.
- The National Western Stock Show, held in Denver, is the largest stock show in the world. The 115th edition of the National Western Stock Show has been postponed from January 2021 to January 2022 due to COVID-19 and accompanying concerns for large public gatherings. This will be the first time the event has not been held annually since World War II.
- There are 200 named peaks that are visible from Denver, and 32 of these mountains are at 13,000 feet in elevation or above.

Denver's Government

Denver is both a city and a county, exercising municipal and county functions. Some of Denver's officers are county officials and have jurisdiction and functions broader in scope than their counterparts in other municipalities. Since 1904, Denver has existed as a "home-rule" city with extraordinary governing powers and the state legislature retains, under the home-rule amendment, the right to act to the exclusion of Denver in matters of state-wide concern.

The City Charter, adopted in 1904, established a "strong mayor" form of government. The Mayor of the City, elected directly by the people every four years, is limited to three consecutive terms. The Mayor is the chief executive exercising all administrative and executive powers, except as otherwise delegated by the City Charter, including drafting the annual budget. The City Council, consisting of 13 members elected every four years with a three consecutive-term limit, is the legislative branch of the government. Eleven councilmembers are elected by district and two elected at large. Seven members constitute a quorum, and the vote of seven members is necessary to adopt any ordinance or resolution. While the mayor has the power to veto, council can override a mayoral veto with nine votes. Denver also directly elects an auditor, district attorney, and clerk and recorder.

Denver's Economy

Denver's economy has become increasingly mature and diversified. The four largest industries in 2019 in the City and County of Denver were Federal, State, and Local Government (13.2%), Professional, Scientific, and Technical Services (11.3%), Accommodation and Food Services (9.7%), and Health Care and Social Assistance (9.5%). Industries with the largest

employment growth from 2014-2019 were Professional and Technical services (13,592 jobs), Accommodation and Food Service (7,303 jobs), Federal, State, and Local Government (6,810 jobs), and Health Care and Social Assistance (6,571 jobs).¹

Denver's economy experienced negative impacts due to the COVID-19 pandemic during 2020. The unemployment rate in Denver for October 2020 was 6.5%, down from 12.3% in April 2020 during the early stages of the COVID-19 pandemic, but up from an unemployment rate of 2.3% in October 2019. However, unemployment in Denver remains lower than nationally. The national unemployment rates for the three months mentioned above were 6.9%, 14.7%, and 3.6%, respectively.²

Prior to the onset of the pandemic, Denver's thriving tourism industry brought in 17.7 million overnight visitors in 2019, the most ever in one year. These visitors facilitated \$6 billion in spending, also a new record. The top three states (besides Colorado) sending vacationers to Denver in 2019 were California, Texas, and Florida, the same as they were in 2018.³

Through November 30, 2019, the total number of residential and commercial building permits issued by the City were up 1.7% year-over-year. Overall, the City's number of residential and commercial building permits and permit valuation has stabilized over the last several years.⁴

Denver is located on the 105th meridian, the exact midpoint between Tokyo, Japan, and Munich, Germany, which allows Denver to conduct business with both countries in the same business day. Denver International Airport (DEN) is the largest airport in the United States by size with 53 square miles of land. It experienced its busiest year ever in 2019 with 69 million passengers; this made DEN the 5th busiest airport in the US and 16th busiest in the world. DEN Serves over 200 domestic and international destinations and is known around the globe for its innovations in public art, operations, technology, service, and management. Passengers have declined noticeably at DEN due to COVID-19; year to date total passenger traffic is down 45.5% as of October 2020.

Denver has also gained a reputation as one of the best places to start and grow a business, and the Denver Startup Week, co-founded by the Downtown Denver Partnership in 2012, has grown into the largest free entrepreneurial event of its kind with over 20,000 people attending in 2019; the 2020 free event was hosted entirely virtual. A startup is defined as a company in the technology industry founded in the past decade with under 100 employees. In 2018, there were 875 total center city startups, employing 5,427 people. In Downtown Denver, 9.1 percent of businesses are startups and they employ an average of 6.2 employees each.⁵

Denver's Culture and Recreation

Denver is a vibrant city that embraces its diverse culture in a variety of ways. Denver Arts and Venues provides diverse recreational and cultural opportunities, such as concerts in City parks and arts education for 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 Red Rocks Amphitheater, an internationally-recognized concert venue; the Denver Coliseum, which hosts the National Western Stock Show; the Buffalo Bill Museum; and Denver's Performing Arts Complex, home to a Tony Award-winning repertory theatre company, Broadway touring productions, contemporary dance and ballet, magnificent chorales, a major symphony orchestra, and an internationally-acclaimed opera. Denver also offers several museums, two water parks, the Denver Zoo, Elitch Gardens amusement park, the U.S. Mint, and the Denver Botanic Gardens as entertainment destinations. Additionally, the Denver Pop Culture Con, formerly known as the Denver Comic Con, returned for the seventh year to the Colorado Convention Center in 2019. Attendance had quadrupled since it started in 2012, with more than 100,000 comic book and pop culture fans attending in 2019. However, this event—along with many others, was cancelled in 2020 and 2021 due to COVID-19 concerns regarding large public gatherings.

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, Russian, 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 (GABF), and the Denver International Wine Festival. Founded in 1982, the GABF has grown into the premier beer festival in the nation and featured 61,000 attendees in 2019. It was held virtually in 2020, with plans to return as normal in the Fall of 2021.

Denver is a hub for professional sports in the Rocky Mountain region and is home to the National Football League's Denver Broncos, the National Basketball Association's Denver Nuggets, Major League Baseball's Colorado Rockies, the National Hockey League's Colorado Avalanche, Major League Soccer's Colorado Rapids, and the National Lacrosse League's Colorado Mammoth.

The City and County facilitates numerous opportunities for residents and visitors to enjoy Denver's outdoors and engage in physical activities. The City's park system includes over 6,000 acres of urban parkland, over 14,000 acres of mountain parks, and several viewing points of the City's 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 one of the largest free skate parks in the U.S. The City and County operates 31 recreation centers along with 16 outdoor and 15 indoor swimming pools; these facilities have been closed for most of 2020 to prevent the spread of COVID-19, with some programming moving online and a few recreation centers serving as Learning Pods, connected, distanced spaces where students whose classes are being conducted virtually can receive help with the coursework in a quiet, focused setting. The City also hosts the Colfax Marathon and the Rock and Roll Half Marathon, which were also cancelled in 2020 due to COVID-19.

The Denver Public Library system is comprised of the Central Library, 25 branch libraries, and two bookmobiles. One branch is the Blair-Caldwell African American Research Library, a 40,000-square foot facility highlighting African Americans in early Denver, the Black West, and African American leadership. Denver's library system has a collection of over 3.5 million books, periodicals, and other publications. Like Denver's recreational facilities, Denver's Public Library System has been closed for in-person service for most of 2020. However, it has continued to serve the residents of Denver through online services, pickup and return of materials curbside and at bookmobiles, and free computer and internet access at outdoors at 12 different library locations.

¹ EMSI Q4 2019 Data Set at www.economicmodeling.com

² Bureau of Labor Statistics

³ VISIT DENVER website at <https://www.denver.org>

⁴ The City and County of Denver, Community Planning and Development Internal Records

⁵ Downtown Denver Partnership website at <https://www.downtowndenver.com>

Demographic Profile of Denver County

Since 1990, the City and County of Denver has seen dramatic population growth, from 467,610 in 1990 to 727,211 in 2019, a 55.5% increase in the last 29 years. In the past nine years alone, the City and County of Denver's population has grown 17.5%, and according to WalletHub, Denver was the 5th fastest growing large city (cities with more than 300,000 people) in America in 2020.

	1990	2000	2010	2019
Population	467,610	554,636	600,158	727,211
Percent of Population by Age				
0-4 Years	7.4	6.8	7.3	5.8
5-19 Years	14.6	15.1	14.2	15.3
20-34 Years	30.3	31.2	30.8	29.7
35-64 Years	33.8	35.6	37.3	37.4
65 Years and Over	13.9	11.3	10.4	11.9
Median Age	34.0	33.1	33.7	34.7
Male (%)	48.7	50.5	50.1	50.0
Female (%)	51.4	49.5	49.9	50.0
Percent of Population by Race				
White	72.1	65.3	69.0	77.2
Black	12.8	11.1	10.2	8.6
American Indian	1.2	1.3	1.4	0.6
Asian/Pacific Islander	2.4	2.9	3.4	3.7
Some Other Race/Two or More Races	11.5	19.3	16.0	9.8
Hispanic, Latino Origin (%)	23.0	31.7	31.9	29.3
Non-Hispanic/Latino (%)	77.0	68.3	68.2	70.7
Education (25 Years and Over)				
0-11 Years Completed	7.7	9.1	7.7	8.9
12 or More Years Completed	79.2	78.5	85.7	91.1
College (4 or More Years Completed)	29.0	34.5	40.9	53.1

Source: U.S. Census Bureau, 1990 Census; U.S. Census Bureau, 2000 Census; U.S. Census Bureau, 2010 Census; U.S. Census Bureau, American Community Survey, 2019 one-year estimates.

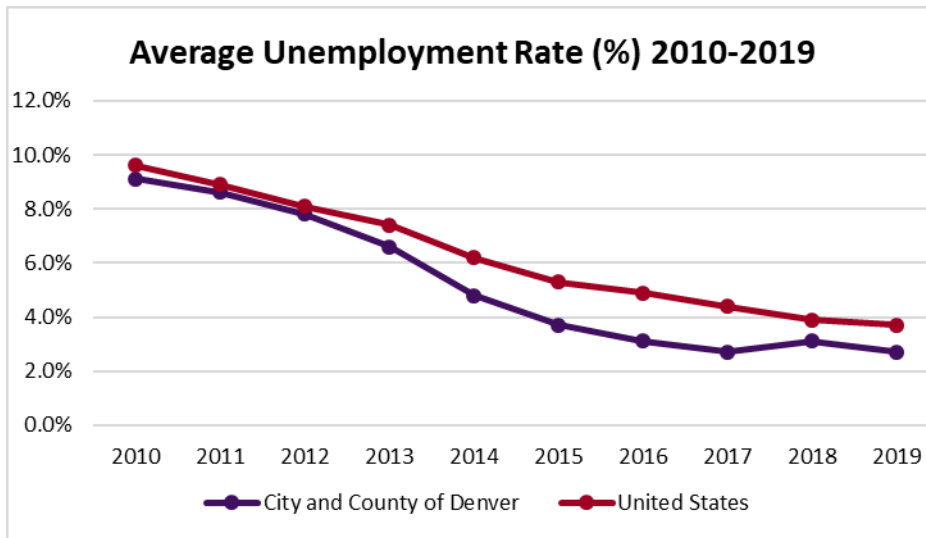
Economic and Financial Profile (City and County of Denver)

Data from the U.S. Census Bureau shows the key statistics surrounding income (median family, median household, and mean per capita income) have all continued to increase. The continued strength of the Colorado and Denver economy, low unemployment rates, continued growth in a variety of key business sectors, and wage growth help contribute to this increase through 2019. The impacts of COVID-19 will be reflected in the forthcoming data for 2020.

Income	2016	2017	2018	2019
Median Family	\$78,641	\$85,166	\$90,020	\$98,247
Median Household	\$61,105	\$65,224	\$68,377	\$75,646
Mean Per Capita	\$39,423	\$42,271	\$44,556	\$47,802

Source: U.S. Census Bureau, American Community Survey, 2016, 2017, 2018, and 2019 one-year estimates

Average Unemployment Rates (%)



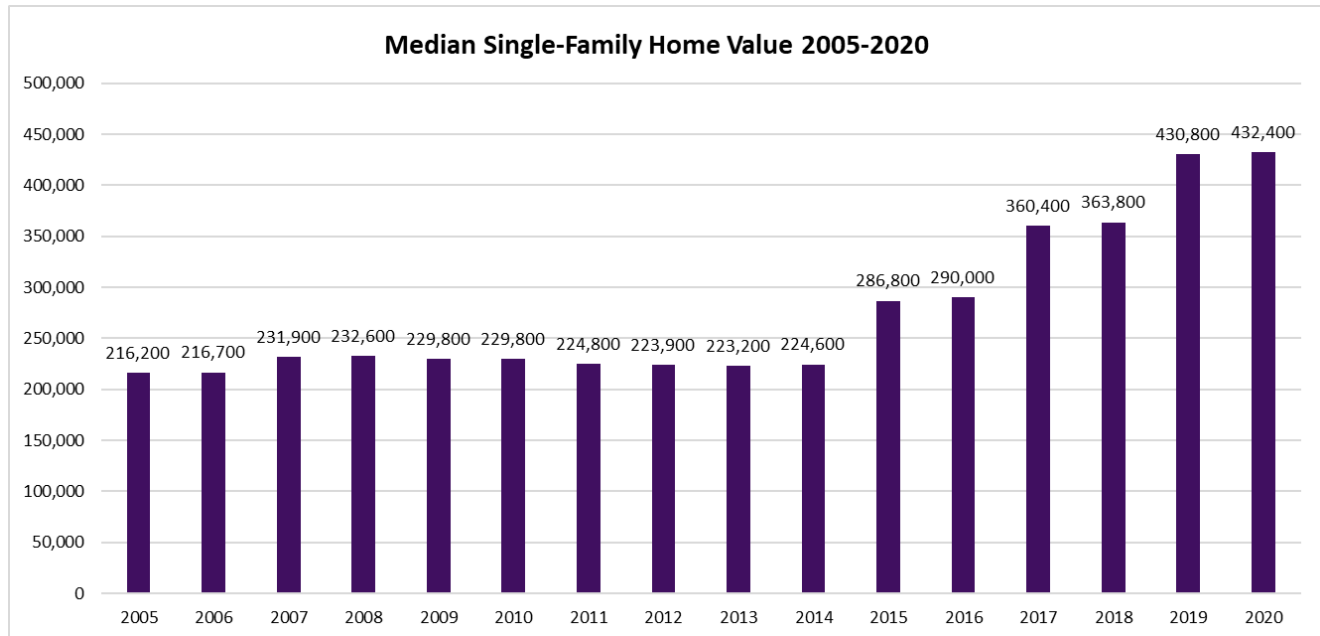
Denver's unemployment rate continues to outperform national numbers, with 2019 national unemployment at 3.7% and Denver's unemployment rate at 2.7%. The metro area has remained matched with the City and County of Denver back to 2013, before which Denver's unemployment rate remained higher than the Metropolitan Statistical Area (MSA) during the recession from 2009-2012.

Unemployment Rates (%)	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
City and County of Denver	9.1	8.6	7.8	6.6	4.8	3.7	3.1	2.7	3.1	2.7
United States	9.6	8.9	8.1	7.4	6.2	5.3	4.9	4.4	3.9	3.7
Denver-Aurora MSA	8.7	8.3	7.7	6.6	4.8	3.7	3.1	2.7	3.1	2.7
Colorado	8.8	8.3	7.8	6.7	5.0	3.9	3.2	2.7	3.2	2.8

Source: The U.S. Bureau of Labor Statistics & Federal Reserve Bank of St. Louis

Median Single-Family Home Value

The strong economy and limited housing stock have created a spike in housing prices, driving the City's investment in affordable housing programs in the 2021 Annual Budget. As shown in the chart below, median home values have increased from \$216,200 in 2005 to \$432,400 in 2020, a 100 percent increase over this period.



Source: Department of Finance, Assessment Division. Figures are based on appraisal year, not tax year. (i.e., the amount for 2009 is based on the 6/30/08 base year valuation.)

Principal Employers in the City and County of Denver

Rank	Employer	Employees
1	Denver Public School District	13,051
2	City and County of Denver	11,695
3	State of Colorado Central Payroll	9,879
4	Denver Health and Hospital Authority	7,396
5	Deloitte Consulting	7,314
6	United Airlines, Inc.	6,744
7	CHC Payroll Agent, Inc (HCA Health One)	4,698
8	University of Denver	4,241
9	USDA National Finance Center	3,904
10	University of Colorado Central	3,435

Source: 2019 Denver Comprehensive Annual Financial Report

Principal Property Taxpayers in the City and County of Denver

Rank	Employer	Assessed Valuation (\$)
1	Public Service Co.	317,319,000
2	Brookfield Properties	301,011,000
3	Invesco Realty Advisers Inc.	237,964,000
4	Beacon Capital Partners	161,004,000
5	Hines Securities Inc.	154,517,000
6	Franklin Street Properties	153,166,000
7	Taubman Centers Inc.	132,775,000
8	Columbia-Healthone, LLC	131,453,000
9	Kroenke Sports Enterprises	128,826,000
10	Shorenstein Properties, LLC	116,229,000

Source: 2019 Denver Comprehensive Annual Financial Report

City Bond Ratings

	2012	2013	2014	2015	2016	2017	2018	2019
Standard and Poor's	AAA	AAA	AAA	AAA	AAA	AAA	AAA	AAA
Fitch	AAA	AAA	AAA	AAA	AAA	AAA	AAA	AAA
Moody's	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa

Source: 2019 Denver Comprehensive Annual Financial Report

Infrastructure Profile

	2019
Fire	
Number of fire engines/trucks	66
Number of stations	39
Police	
Number of patrol vehicles	574
Number of stations	6
Parks and Recreation	
Acreage	20,448
Golf courses	8
Mountain acreage	14,141
Number of parks (includes mountain parks)	343
Parkways (miles)	63
Athletic fields	315
Recreation centers	31
Swimming pools	31
Tennis courts	152

2019

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 Coliseum	10,000
Ellie Caulkins Opera House	2,225
Red Rocks Amphitheater	9,525
Temple Hoyne Buell Theatre	2,884
McNichols Civic Center Building	1,900

Source: 2019 Denver Comprehensive Annual Financial Report

City & County Tax Rates

The Budget and Management Office compared Denver’s local sales taxes and mill levies with those of 25 municipalities in the Denver metropolitan area to offer a detailed look at the tax burden landscape in the metropolitan community. The comparison includes the following taxes:

- Sales taxes (levied by city and county governments)
- Property taxes (county, city, library, fire, recreation, urban drainage and flood control, and school; additional levies imposed by bond issuances of these entities are also included) – the millage identified below are 2019 rates payable in 2020

There are also regional taxes imposed to support infrastructure and programs. As they generally uniformly impact neighboring municipalities, they were excluded from the comparison. These include:

- Sales taxes supporting the Regional Transportation District (RTD)
- Sales taxes supporting the Scientific and Cultural Facilities District (which supports facilities such as the Denver Art Museum and Denver Botanic Gardens)

The municipalities included in this analysis differ somewhat from those in previous budget publications. Starting with the 2020 budget book, six jurisdictions with lower populations were replaced with six cities with higher populations. Replacing these lower population jurisdictions in favor of cities with higher populations produces a more “apples to apples” tax comparison. Table 1 contains a list of cities newly included (table on the left) in addition to a list of those previously included cities (table on the right). The Budget and Management Office used the 2019 population estimates from the Colorado Department of Local Affairs.

Table 1: List of New and Previous Cities and Corresponding Populations Included in Comparative Analysis

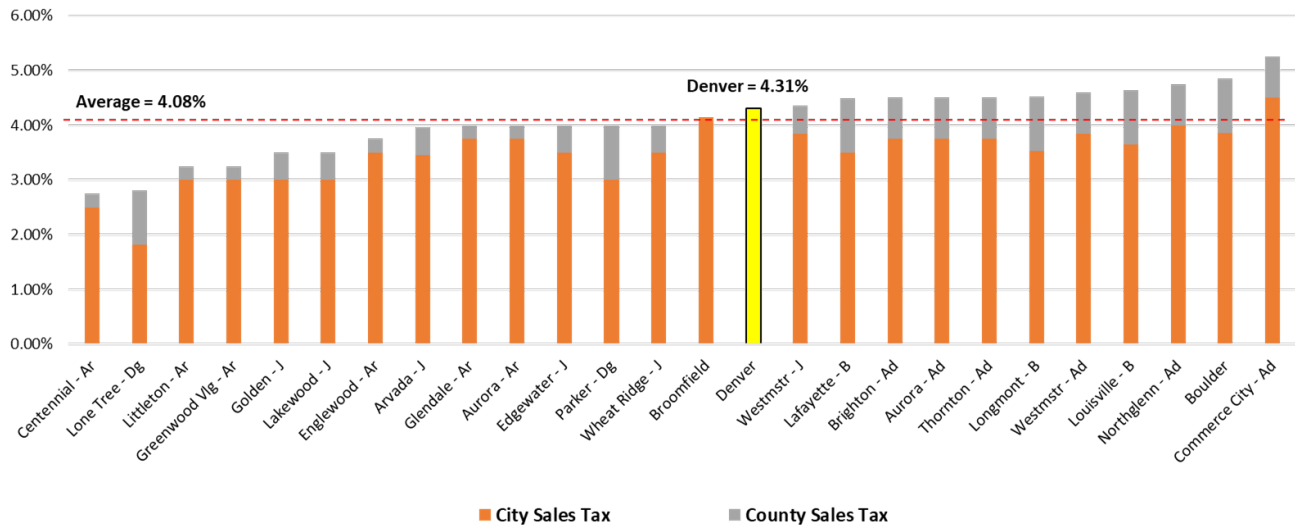
NEWLY INCLUDED		
<u>CITY</u>	<u>COUNTY</u>	<u>POPULATION</u>
Commerce City	Adams	60,392
Brighton	Adams	41,210
Lafayette	Boulder	30,653
Lone Tree	Douglas	17,756
Greenwood Village	Arapahoe	16,116
Glendale	Arapahoe	5,013

PREVIOUSLY INCLUDED		
<u>CITY</u>	<u>COUNTY</u>	<u>POPULATION</u>
Arvada	Adams	3,039
Littleton	Jefferson	2,683
Aurora	Douglas	2,098
Longmont	Weld	676
Littleton	Douglas	30
Northglenn	Weld	13

Sales Tax

Sales tax comparisons can be seen in Figure 1. The sales taxes considered were those imposed by cities and counties in 2020. Following four voter-approved sales tax measures in the fall of 2018, Denver's sales tax rate ranks 15th lowest in the region at 4.31 percent, while the average sales tax rate across the 26 jurisdictions is 4.08 percent. Two additional sales tax measures were approved by Denver voters in the fall of 2020; these will be reflected in a sales tax increase during 2021.

Figure 1: Sales Tax Rates by Jurisdiction, 2020

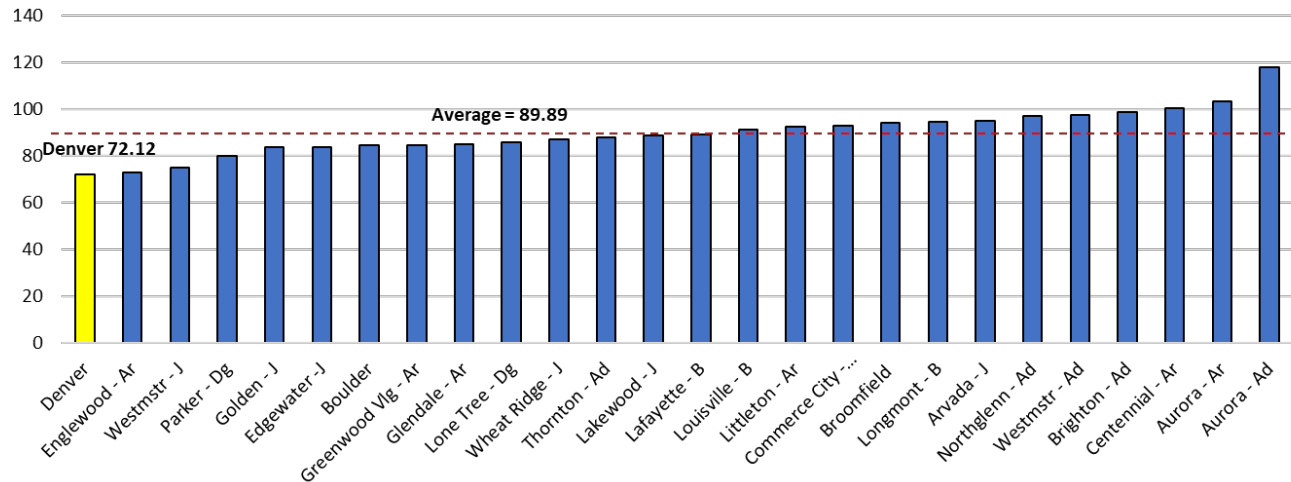


County Index: B-Boulder, J-Jefferson, Dg-Douglas, Ar-Arapahoe, Ad-Adams

Mill Levies

Property tax comparisons can be seen in Figure 2. The millage includes related local mills, including those of the county, city, library, fire, recreation, urban drainage and flood control, and schools. An average millage rate was calculated for jurisdictions with multiple school, fire, or recreation districts. Among the 26 jurisdictions, the average millage rate was 89.89, and Denver ranked lowest with a rate of 72.12. For Denver residents, about 34 percent of the mills paid support the City and County of Denver and approximately 65 percent support the Denver Public School District. A detailed list of the mill levy rates among the 26 municipalities can be seen in Table 2 on the following page.

Figure 2: Mill Levy Rates by Jurisdiction, 2019 (2019 Rates, Payable in 2020)



County Index: B-Boulder, J-Jefferson, Dg-Douglas, Ar-Arapahoe, Ad-Adams

Table 2: Tax Rates by Community (City and County) in Detail

City - County	County Levy	City Levy	Library	Fire	Recreation	Urban Drainage	School	Total
Arvada – J	23.332	4.310	0.000	14.925	4.559	0.997	47.075	95.198
Aurora - Ad	26.917	8.605	0.000	0.000	0.000	0.997	81.275	117.794
Aurora - Ar	12.685	8.605	0.000	0.000	0.000	0.997	81.275	103.562
Boulder	23.473	11.981	0.000	0.000	0.000	0.900	48.359	84.713
Brighton - Ad	26.917	6.650	3.677	11.795	0.000	0.997	48.810	98.846
Broomfield	17.511	11.457	0.000	16.074	0.000	0.900	48.350	94.292
Centennial - Ar	12.685	5.002	5.845	9.250	7.268	0.997	59.348	100.394
Commerce City - Ad	26.917	3.104	3.677	14.750	0.000	0.997	43.410	92.855
Denver	24.455	0.000	0.000	0.000	0.000	0.997	46.664	72.116
Edgewater - J	23.332	0.000	0.000	12.539	0.000	0.997	47.075	83.943
Englewood - Ar	12.685	9.438	0.000	0.000	0.000	0.997	49.852	72.972
Glendale - Ar	12.685	18.670	5.845	0.000	0.000	0.997	46.997	85.194
Golden - J	23.332	12.340	0.000	0.000	0.000	0.997	47.075	83.744
Greenwood Vlg - Ar	12.685	2.932	5.845	9.250	0.000	0.997	53.132	84.841
Lafayette - B	23.473	16.399	0.000	0.000	0.000	0.900	48.359	89.131
Lakewood - J	23.332	4.711	0.000	12.539	0.000	0.997	47.075	88.654
Littleton - Ar	12.685	2.000	0.000	9.250	8.365	0.997	59.266	92.563
Lone Tree - Dg	19.274	0.000	4.023	9.250	8.365	0.997	43.839	85.748
Longmont - B	23.473	13.420	0.000	0.000	0.000	0.000	57.559	94.452
Louisville - B	23.473	7.934	0.000	10.586	0.000	0.900	48.359	91.252
Northglenn - Ad	26.917	11.597	3.677	16.074	0.000	0.997	38.009	97.271
Parker - Dg	19.274	2.602	4.023	9.250	0.000	0.997	43.839	79.985
Thornton - Ad	26.917	10.210	3.677	0.000	0.000	0.997	46.198	87.999
Westminster - Ad	26.917	3.650	0.000	0.000	0.000	0.997	65.984	97.548
Westminster - J	23.332	3.650	0.000	0.000	0.000	0.997	47.075	75.054
Wheat Ridge - J	23.332	1.830	0.000	13.732	0.000	0.997	47.075	86.966

Tax Levy Assessment and Assessed Value

Denver Tax Levy Assessment

(Per \$1,000 Assessed Value)

	2018	2019	2020
General Fund Budget-City and County	9.922	9.260	9.818
Special Levy			
Social Services Fund	3.374	2.479	2.627
Developmentally Disabled	1.009	1.011	1.011
Bond Sinking Fund	7.000	4.500	5.500
Bond Indebtedness Interest fund	1.433	2.000	1.000
Capital Maintenance	2.525	2.528	2.528
Fire Pension	1.183	1.042	1.041
Police Pension	1.411	1.243	1.242
Urban Drainage and Flood Control	0.820	0.997	1.000
Affordable Housing	0.444	0.392	0.417
Total Tax Levy-City and County	29.121	25.452	26.184
School			
General Fund	38.676	37.096	36.926
Bond Redemption	9.568	9.568	9.568
Special Revenue Mill	0.000	0.000	1.517
Total Tax Levy-School District #1	48.244	46.664	48.011
Total Tax Levy	77.365	72.116	74.195

Tax Levy Assessment and Assessed Value

Assessed Valuation

	2018 Valuation	2019 Valuation	2020 Valuation
Real Estate	\$15,827,682,640	\$19,852,665,170	\$20,263,532,953
Personal Property	918,036,400	988,926,210	970,055,800
Public Utilities	947,790,700	914,200,500	965,821,713
Vacant Land	231,624,290	352,209,570	328,480,274
Total	\$17,925,134,030	\$22,108,001,450	\$22,527,890,740

This section includes the City and County of Denver’s five-year forecast of General Fund revenues and expenditures. Presented first is an overview of the forecast environment, a public health and economic outlook going out to 2025, and a high-level summary of projected revenues and expenditures for each year 2021 through 2025. This is followed by a more detailed discussion of the underlying assumptions and considerations that went into formulating the revenue and expenditure forecasts.

It is important to note that the long-range projections contained in this section are not official projections upon which future decisions will be made. Rather, this section is intended as a planning tool only and operates as an unofficial extension of the 2021 budget. Future spending decisions will be made in future budget years when the City prepares and releases its official projections.

Overview

At the writing of this publication, the economic and public health outlook is highly uncertain. COVID-19 remains a serious public health threat and a safe and effective vaccine to combat its spread has not yet been widely distributed. In the absence of a vaccine (vaccines are currently being reviewed but have yet to be approved by the Food and Drug Administration), efforts to contain the virus have been and continue to be largely focused on social distancing practices, wreaking havoc on a wide swathe of businesses that are dependent upon the movement and coming together of people. This includes businesses in the tourism and hospitality sector, restaurants, personal services such as salons and barbershops, recreation and fitness centers, and establishments that are accustomed to hosting large indoor and outdoor events, such as concerts, shows, exhibitions, and sporting events.

For the General Fund, these hits to consumption translate into lost tax revenue, particularly sales tax and lodgers’ tax, as well as lost agency-generated revenue such as parking fees and fines, recreational membership fees, and inspection and licensing revenue. Beyond these direct revenue losses, the widespread nature of COVID-19 is impacting other of the General Fund’s revenue streams. Construction permitting and valuations are below pre-pandemic levels, investment income is taking a hit due to lower yields and the City having less cash to invest, the City’s highway users tax revenue from the State is down due to disrupted driving patterns statewide, and utility franchise fee revenue shows a decrease due in part to businesses curtailing their operations. The significant revenue losses that have been sustained in 2020 as a result of COVID-19, and that are expected to continue in some form into 2021, have resulted in major reductions in the General Fund’s 2020 and 2021 budgeted expenditures, as discussed elsewhere in this budget document. These depressed 2020 and 2021 budgeted expenditures and revenues are incorporated into this long-range forecast and represent the beginning years of the General Fund’s “baseline” long-range forecast.

Recognizing the tremendous uncertainty that exists in the wake of COVID-19, this long-range forecast also presents “upside” and “downside” risks to the baseline forecast. With sales and use tax, the General Fund’s largest revenue source, this takes the form of modeling out a range of sales and use tax expectations that factor in these risks. By including a forecasted range of revenue expectations, this long-range forecast is able to demonstrate how varying expense strategies might be scaled in order to properly manage to the upper and lower bounds of the forecast range.

Public Health and Economic Outlook

While there are many different ways the COVID-19 story could unfold and no one knows how things will ultimately shake out, we can make assumptions that are valid and defensible with the information that is available to us. And we can be clear about what our assumptions are so as to remove a layer of ambiguity from an already uncertain future. With that in mind, consider the following baseline outlook that was used to guide the long-range forecast out to 2025 as well as perceived upside and downside risks to this outlook.

Note that the baseline outlook is informed by Visit Denver’s tourism expectations out to 2025 as well as by economic forecasts from banking institutions and representatives from the City’s Cash Risk and Capital Funding group, the Assessor’s Office, and others within the Department of Finance.

2022-2023 Baseline Outlook

Public health perception continues to improve. A vaccine is made widely available in 2022 and the majority of the population feels comfortable taking it. Social gathering mandates are lifted and replaced with voluntary protocols to ensure safety and peace of mind. Tourism continues to strengthen, though group travel associated with conventions is constrained due to lingering public health concerns, businesses being risk averse and constrained by their recovering budgets, and construction work taking place on the Colorado Convention Center. Lodging activity remains below 2019 levels. Indoor cultural, sporting, and recreational activities resume with attendance being below pre-pandemic levels. A segment of the workforce that had been working from home returns to the office either full-time or on a part-time basis while at the same time, there are structural changes in how and where people work. Denver and surrounding areas are viewed as having an affordable housing market relative to other major metropolitan areas as well as an attractive quality of life. This draws new businesses and residents, resulting in population growth and continued strength in the residential sector. At the same time, the commercial sector temporarily fares less well in 2022 and 2023 due to an increase in business closures as well as the increasing prevalence of work-from-home policies. Unemployment remains above pre-pandemic levels, particularly in consumption-driven sectors of the economy that were hard-hit by COVID-19. Workers in these hard-hit sectors who are unable to find employment, along with residents who view a larger city like Denver as a public health threat, leave Denver in search of other employment opportunities and a smaller-scale living environment. This does not result in Denver experiencing a net loss in population but rather a more pronounced churn in Denver’s business and resident composition. Of the residents and workers who remain in Denver, some portion of them will be financially constrained and less capable of making discretionary purchases due to entering into repayment plans associated with COVID-related mortgage forbearance and rental assistance programs.

2024-2025 Baseline Outlook

COVID-19 is no longer viewed as an active public health threat. Denver’s tourism and hospitality sector approaches pre-COVID levels with lodgers’ tax returning to 2019 collection levels. Construction work on the Colorado Convention Center is complete, enabling positive trickle-down economic impacts. Confidence in dining out and attending public events is recovered. Consumption patterns return to pre-COVID levels, though growth is slightly dampened in certain sectors due to a shift in consumer preference away from non-durable goods and towards experience and travel. There is a return to normal in Denver’s construction permitting activity with an upside risk that construction permitting will exceed expectations due to delayed projects being acted upon. The residential sector continues to show strength and the commercial sector continues to recover as new businesses increasingly make use of commercial space.

Risks to the Forecast

Uncertainty about the future path of COVID-19 presents considerable downside risk to the baseline forecast. A virus resurgence resulting in another shelter-in-place mandate or delays in having an effective COVID vaccine or therapy made widely available are viewed as the largest risk factors to this forecast.

Conversely, a COVID vaccine or therapy could become available sooner than expected, enabling the public health and economic recovery to play out more quickly than anticipated. It is also possible that Congress and the Federal Reserve will authorize additional fiscal and monetary support, thereby softening hits to consumption and helping to speed recovery. And finally, it’s worth acknowledging that business and consumer behavior during a modern-day pandemic puts forecasters in uncharted territory. To date, businesses and consumers have proven to be resilient in a way that would have been difficult to imagine before the pandemic took hold. Activating work-from-home policies en masse, shifting classes and activities to online platforms, adapting dine-in food service to curbside pickup and food delivery options, and even replacing the traditional parade with stationary floats that attract visitors while also allowing for social distancing – these are a few examples that highlight businesses and consumers’ resiliency and ability to adapt. The way in which this resiliency manifests

itself as we move further along the pandemic timeline is unclear. At what point do hard-hit businesses exhaust their financial and emotional capital to keep their doors open? What innovations will there be that allow for new ways of doing business and that create new consumption opportunities? To what extent will temporary changes in consumer behavior and preferences become permanent? These uncertainties pose both upside and downside risks to the forecast.

Revenue and Expenditure Forecast, 2021-2025

For the period 2021 through 2025, the General Fund’s baseline revenue forecast reflects a compound annual growth rate of 4.1 percent. Broadening the forecast to account for the optimistic and pessimistic bounds of the sales and use tax scenarios that were modeled, projected General Fund revenue growth ranges between 3.8 percent and 4.5 percent during the forecast horizon, as highlighted in Table 1 below.

The expenditure forecast was modeled to respond to this range of revenue possibilities. The expenditure forecast used a “low-range” or high-range” depending on which revenue forecast is determined. The “low-range” projection has a CAGR of 2.6 percent from 2021 to 2025, which reflects historical growth with the addition of known financial obligations. This low-range projection excludes the restoration of 2021 budget reductions. The “high-range” projection has a CAGR of 4.3 percent from 2021 to 2025 and assumes the vast majority of 2021 budget reductions will be restored in 2022 and throughout the forecasted horizon. If the City’s revenue projections are more in line with the “optimistic” forecast (4.5%), City expenditures will resemble the “high-range” forecast (4.3%) which will allow City leaders the opportunity to select which 2021 reductions will be added back or replaced with new services/programs during the forecast horizon.

Table 1. Projected General Fund Revenues and Expenditures (Millions), 2021-2025

	2021 Projected*	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2021-25 CAGR
GF Revenue	\$1,307- \$1,345	\$1,370- \$1,404	\$1,430- \$1,458	\$1,506- \$1,518	\$1,559- \$1,562	3.8%- 4.5%
GF Expenditure	\$1,330	\$1,381- \$1,475	\$1,412- \$1,508	\$1,443- \$1,542	\$1,476- \$1,576	2.6%- 4.3%

*The budgeted revenue for 2021 is \$1,327 million; budgeted expenditures are \$1,330 million.

The following graph presents the General Fund’s actual revenues and expenditures for years 2015 through 2019, 2020 budgeted revenues and expenditures, and the baseline revenue and expenditure projections out to 2025. Also shown are the upper and lower bounds of the revenue forecast that take into account the alternative optimistic and pessimistic sales and use tax scenarios that were modeled.

2021 – 2025 Revenue and Expenditures

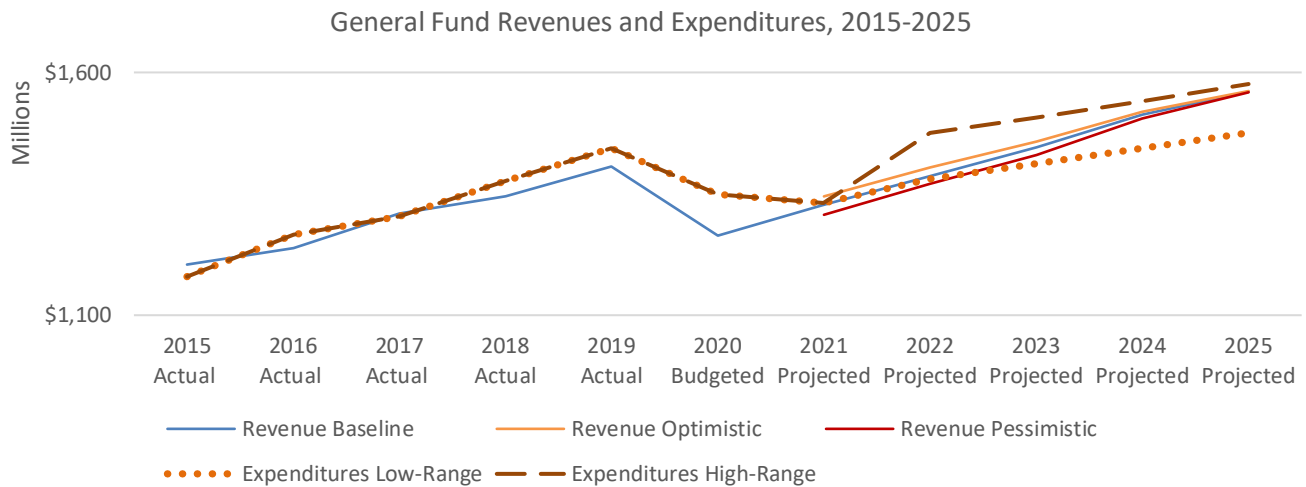


Table 2 provides a comparison of historical and projected compound annual growth rates for the General Fund's expenditures and revenues. The five-year period 2011-2015 reflects a relatively robust period of growth while in the subsequent five-year period 2016-2020, growth is significantly constrained due to the events of COVID-19. For the forecast period 2021-2025, public health and economic conditions are expected to improve, enabling recovery in the General Fund's revenues and expenditures.

Table 2. Comparison of Historical and Future Compound Annual Growth Rates

	2011-2015 CAGR	2016-2020 CAGR	2021-2025 CAGR
GF Revenue	7.5%	0.5%-1.3%	3.8%-4.5%
GF Expenditure	7.8%	2.2%	2.6%-4.3%

Revenue Forecast

In 2021, there are 283 budgeted General Fund revenue streams. Of these, 35 represent 93.6 percent of total General Fund revenue. These Top 35 accounts serve as the primary focus of this long-range revenue forecast, with the assumption being they will drive the General Fund's revenue performance during the forecast horizon.

Table 3. Top 35 Revenue Sources to the General Fund

Source	% of Total General Fund Revenue
Sales and Use Tax	55.3%
Property Taxes	12.3%
Occupational Privilege Tax	4.0%
Motor Vehicle Ownership Tax/Fee	2.1%
Xcel Franchise Fee	1.6%
Highway User Tax	1.5%
Parking Fines-Cash/Credit Card	1.4%
Transfers In/ Excise Tax Bonds	1.4%
Indirect Cost Reimbursement	1.3%
Lodgers' Tax	1.3%
Street Occupancy Permit	0.9%
Traffic Court Fines	0.9%
Billings for Services	0.9%
Investment Income	0.9%
External Service Charges	0.8%

2021 – 2025 Revenue and Expenditures

Source	% of Total General Fund Revenue
Construction/Excavation Permit	0.8%
Parking Meters	0.7%
Plan Checking	0.7%
Retail MJ State Shareback	0.5%
Cable TV Franchise Fees	0.5%
Parking Lot - Cash/Credit/Monthly	0.4%
Motor Vehicle License Fees	0.4%
Membership Fees	0.4%
Recorder Fees	0.4%
Photo Radar Traffic Fines	0.3%
Transaction Fee	0.3%
Property Tax Collection Fees	0.2%
Auction Revenue - Auto	0.2%
Electrical Permit	0.2%
Miscellaneous Motor Vehicle Fees	0.2%
Elevator Inspection Fees	0.2%
Park Meter Sacking	0.1%
Fire Annual Inspection Fees	0.1%
Fire Permit Fees	0.1%
Building Permit Reimbursement	0.1%
Top 35 Total	93.6%

Sales and use tax is the largest source of revenue to the General Fund, followed distantly by property tax. Presented below are the methodologies and assumptions used to forecast these two largest sources of revenue.

Sales and Use Tax

Sales and use tax is primarily composed of the following tax bases: regular, food and beverage, short-term auto rental, marijuana, and aviation fuel. Within each of these streams are primary industries that drive the tax base and that have shown varying degrees of volatility in response to COVID-19.

Denver's forecast of core sales and use tax and aviation fuel tax consists of a system of equations relating underlying economic indicators, such as employment levels, personal income, consumer price index components, retail sales, and population, to industry-level sales and use tax revenues. These equations are used in a vector autoregression (VAR) model that has proven to be especially useful for describing the dynamic behavior of economic multivariate time series and for forecasting. Forecasts from VAR models are quite flexible because they can be made conditional on the potential future paths of specified variables in the model. A special form of the VAR model called the vector error correction (VEC) model was estimated for Denver's forecast to allow for the cointegrating relationship between variables. An impulse response analysis was performed to show how the variables react dynamically to shocks, and a variance decomposition analysis informed about sources of volatility.

The model is estimated using monthly data and therefore produces monthly forecasts which are aggregated to provide annual data. Table 4 below indicates the statistically based upper and lower bounds on the mean of the baseline forecast, reflecting the level of uncertainty at 70% confidence bounds. The further out in the time horizon, the wider the upper and lower bounds become as the projections could vary given aforementioned upside or downside forecast risks.

Aside from the baseline forecast, two alternative scenarios were modeled to forecast sales and use tax revenues given the range of uncertainty in the strength and speed of an economic recovery. In the optimistic scenario, retail sales recover throughout 2021 and unemployment (while still high) remains in check. In the pessimistic scenario, public health measures struggle to contain the virus which dampens employment levels as well as consumer spending and the recovery is

2021 – 2025 Revenue and Expenditures

prolonged well into 2022. However, the differences between the scenarios largely take place within the first few years and largely converge by the end of the forecast horizon.

Table 4. Core Sales and Use Tax and Aviation Fuel Tax Projections (Millions), 2021-2025

	2021	2022	2023	2024	2025	2021-25 CAGR
Lower Bound	\$619.6	\$634.4	\$667.9	\$673.4	\$701.7	n/a
Pessimistic Forecast	\$649.7	\$696.7	\$742.2	\$796.3	\$846.1	6.8%
Baseline Forecast	\$668.7	\$713.4	\$758.1	\$802.7	\$847.4	6.1%
Optimistic Forecast	\$687.6	\$730.2	\$770.2	\$808.5	\$848.7	5.4%
Upper Bound	\$720.4	\$790.6	\$841.8	\$912.2	\$961.5	n/a
Y/Y % Change	6.3%-11.7%	6.2%-7.2%	5.5%-6.5%	5.0%-7.3%	5.0%-6.3%	n/a

In addition to the core sales and use tax and aviation fuel tax revenue streams modeled above, sales and use tax revenue consists of Stapleton retained tax and audits. The City's Stapleton retained tax payment is remitted by the Denver Urban Renewal Authority (DURA) in December of each year. This payment represents a portion of the sales tax and property tax that is generated within the Stapleton Tax Increment Financing (TIF) district. DURA's remittance is intended to reimburse the City for providing services (e.g., police, street maintenance, etc.) to Stapleton while the TIF district is active. In years 2020 through 2024, the City's retained tax payment totals 47 percent of incremental sales and property tax generated at Stapleton and through July 1 of 2025, when the TIF district is set to expire, the retained tax payment totals 20 percent of Stapleton's incremental tax revenue. Factored into the General Fund's total 2025 sales and use tax projection is the anticipated phasing out of the City's Stapleton retained tax payment as well as Stapleton's incremental sales tax revenue starting to flow directly to the City following the expiration of the TIF district.

The audit unit in the City's Treasury Division works to ensure compliance with the City's tax filing requirements. Audited businesses that are found to be non-compliant are required to remit their back-due tax revenue and this revenue comes into the City as audit revenue. Numerous factors are at work that impact the amount of audit revenue that is collected in any given year. For example, if taxpayer compliance goes up, audit collections may go down. A legal issue may be resolved and result in either a large increase or decrease in audit revenue. The audit unit may close out some older, larger audits, resulting in a temporary boost in audit collections. Given the unpredictability of these and other factors, this forecast carries forward the 2021 audit projection through to the end of the forecast period.

Table 5 summarizes the General Fund's total projected sales and use tax revenue, consisting of core sales and use tax, aviation fuel tax, Stapleton retained tax, and audits, for each year 2021 through 2025.

Table 5. Total Sales and Use Tax Projection (Millions), 2021-2025

(000s)	2021	2022	2023	2024	2025	2021-25 CAGR
Total S&U	\$713.6-\$751.5	\$762.0-\$795.5	\$808.4-\$836.4	\$863.6-\$875.8	\$903.9-\$906.5	4.8%-6.1%
Y/Y % Change	6.7%-15.3%	5.9%-6.8%	5.1%-6.1%	4.7%-6.8%	3.5%-4.7%	n/a

Property Tax

Property tax to the General Fund is a function of the City's assessed valuation and calculated mill levy. The basic formula for calculating property tax is: *Property Tax = Assessed Valuation x (Mill Levy/1000)*. With this formula in mind, this section outlines the factors that are impacting assessed valuation growth and the General Fund's calculated mill levy during the forecast horizon.

All assessable real property is reassessed every odd year. With the last reassessment in 2019, the City's assessed valuation increased by 23 percent, reflecting strength in both residential and non-residential valuations. This robust growth positively impacted the City's 2020 property tax revenue, as assessed mills are collectible in the subsequent year. For example, *2020 Property Tax = 2019 Assessed Valuation x (Mill Levy/1000)*. The extent to which the City's 2020 property tax revenue

benefitted was not evenly distributed across all funds due to certain of the City’s funds being subject to a voter-approved growth cap. In 2012, Denver voters approved ballot measure 2A, removing TABOR growth restrictions from City funds that were historically subject to TABOR. In place of these restrictions, 2A put in place another growth limitation equal to 6 percent plus local growth, thereby continuing to restrain growth in these funds. The General Fund is one of the funds that is subject to 2A growth restrictions. To prevent the General Fund from exceeding its 2A growth limitation in 2020, the City lowered the General Fund’s mill levy, or credited mills. These credited mills can be restored in future years so long as the resulting property tax growth does not exceed the 2A growth limitation of 6 percent plus local growth.

Using preliminary data, the City’s assessed valuation is projected to increase by 2.0 percent in 2020, a non-reassessment year. This growth is the net result of several factors, including new construction and changes in the tax status of property, such as when property is demolished or becomes exempt as a result of ownership transferring to a governmental, charitable, or religious entity. In 2021, a reassessment year, the City’s total assessed valuation is expected to show muted growth due to COVID-19 impacts, particularly in the commercial sector. The 2021 reassessment covers the revaluation period July 2018 through June 2020. During this period, residential valuation is expected to show continued growth, though not at the double-digit rates that have been realized in recent reassessment cycles. Commercial valuation made healthy gains during this two-year period up until when COVID-19 struck in March of 2020. It is anticipated by the City’s Assessor’s Office that the negative impacts of COVID-19 on the commercial sector are significant enough to contribute to a net decrease in commercial valuation over the two-year period July 2018 through June 2020. However, these losses will be more than offset by gains in residential valuation and some strength in the industrial sector as demand for warehoused, home-delivery products remains strong. Further out on the horizon, in the next reassessment year 2023, residential values will show continued, moderating growth. On the commercial side of the equation, there is a lot of question about what the “new normal” will look like and how demand for commercial space will be impacted. For now, the forecast assumes a continued decrease in commercial valuation, which is more than offset by growth in the residential sector.

Another consideration involving assessed valuation is the passage of Amendment B at the November 3, 2020 election. This amendment nullified the long-standing Gallagher Amendment, which held that property taxes collected statewide need to be comprised of 45 percent residential and 55 percent non-residential. The mechanism that ensured these proportions were maintained was the statewide balance of residential and non-residential assessment rates. Amendment B has effectively frozen assessment rates at their current rates of 7.15 percent residential and 29 percent non-residential. Going forward, to lower either rate requires an act of the State legislature and to increase either rate requires a statewide vote of the people. This long-range forecast does not assume any changes to the existing assessment rates during the forecast horizon nor does it contemplate the creation of new assessment classes, as was also made permissible by the passage of Amendment B. In Denver, roughly 73 percent of market valuation is comprised of residential and the remaining 27 percent is classified as non-residential. When existing assessment rates are applied to these market valuations, residential assessed valuation slips to 41 percent of Denver’s total assessed valuation and non-residential increases to 59 percent of total assessed valuation. Assuming assessment rates remain frozen at their existing levels, and assuming growth in residential valuations outpace growth in non-residential valuations, a larger share of Denver’s property tax is anticipated to come from residential property and a smaller share from non-residential property than would have been collected had the Gallagher Amendment remained in place.

Table 6 below presents projected assessed valuation growth rates that were used to develop the General Fund’s long-range property tax revenue forecast.

Table 6. Projected Growth in Assessed Valuation

	2020 A.V.	2021 A.V.	2022 A.V.	2023 A.V.	2024 A.V.
Y/Y % Change	2.0%	3.0%	1.0%	1.8%	1.0%

Further impacting the General Fund’s property tax revenue is the anticipated expiration of TIF districts during the forecast horizon. When a TIF district expires, its incremental assessed valuation is reclassified, and its incremental property tax starts flowing back to the City, including to the General Fund. Below are the TIF districts that are expected to terminate during the forecast horizon. Their projected impact on General Fund property tax revenue is factored into the forecast. Note, while the Stapleton TIF district is expected to terminate in 2025, it is not scheduled to do so until July 1 of that year, when 98 percent

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of property tax revenue has already been collected. Therefore, new property tax revenue from the expiring Stapleton TIF district is expected to be more impactful to the City beginning in 2026.

Table 7. Expiring/Terminating TIF Districts

TIF District	Year
Highland's Garden	2020
Mercantile Square	2020
38 th and York	2021
Stapleton	July 1, 2025

Mill Levy Calculation. As mentioned previously, the General Fund's property tax revenue growth in any one year is restricted by the voter-authorized 2A growth limitation of 6 percent plus local growth. Given the projected impacts of COVID-19 on the City's commercial valuation, as well as more moderate growth in Denver's housing market, it is not anticipated that Denver's valuation growth during the forecast horizon will necessitate the crediting of mills in order to keep property tax growth from exceeding the 2A growth limitation. Rather, a more likely scenario as the City continues to recover from the impacts of COVID-19 is that credited mills will be restored to enable property tax growth up to the 2A growth limitation.

Table 8 below presents a range of revenue expectations that at one end of the spectrum assume no adjustments to the General Fund's mill levies for property taxes payable in years 2022-2025, resulting in property tax growth that mirrors projected changes in assessed valuation. And on the other end of the spectrum, Table 8 shows property tax growth that would be realized if credited mills were restored in each year of the forecast horizon to enable property tax growth up to the 2A growth limitation. Note, this mill levy credit restoration scenario is provided for comparison purposes only and is not assumed elsewhere in this long-range forecast.

Table 8. Total Property Tax Projection (Millions), 2021-2025

(000s)	2021 Budget	2022	2023	2024	2025	2021-25 CAGR
Property Tax (No Mills Restored)	\$163.2	\$168.7	\$170.3	\$173.4	\$175.2	1.8%
Y/Y % Change	7.6%	3.3%	1.0%	1.8%	1.0%	n/a
Property Tax (Mills Restored)	\$163.2	\$174.7	\$186.9	\$199.9	\$213.9	7.0%
Y/Y % Change	7.6%	7.0%	7.0%	7.0%	7.0%	n/a

Other Revenue Projection Assumptions

Briefly outlined below are revenue assumptions for the next tier of General Fund revenue, which in total represents 26 percent of budgeted General Fund revenue.

Occupational privilege tax. Eligible employers pay a monthly tax of \$4 per taxable employee and employees pay a monthly tax of \$5.75. The forecast utilizes Current Employment Statistics (CES) as well as Local Area Unemployment Statistics (LAUS), both provided by the U.S. Bureau of Labor Statistics, to look at employment levels, unemployment and labor force participation rate characteristics by industry for Denver County. Denver's occupational privilege tax collections have tracked alongside these indicators. The pandemic caused record declines in employment during the Spring of 2020, impacting nearly every industry sector uniquely, but is expected as a whole to recover to its pre-pandemic peak by the end of 2023. Occupational privilege tax is projected to grow in accordance.

Motor vehicle ownership tax and fees. Motor vehicle ownership tax, licensing fees and miscellaneous other motor vehicle fees are mandated by state law and collected annually for each registered vehicle in Colorado. In Denver, these taxes and fees are derived from vehicles that are registered in Denver, regardless of where the vehicle is purchased. The Colorado Automobile Dealers Association monitors new and used vehicle registrations in Colorado and reported that through August, new vehicle registrations in the state were down 16 percent year-over-year and used vehicle registrations were down 18 percent. These decreases point to the negative impact that the pandemic is having on the automobile industry and on the City's motor vehicle revenues.

Further impacting the City's motor vehicle collections is a sharp decline in short-term car rental companies' activity due to the pandemic's impact on Denver's business, group and leisure travel. For instance, the amount of motor vehicle ownership tax that registered car rental companies pay is equal to 2.0 percent of their car rental fees. In 2019, roughly 16 percent of motor vehicle ownership tax was comprised of revenue from car rental companies and since March of 2020, due to COVID-19 impacts, short-term car rental companies' contribution has shrunk to less than 5 percent. In 2021, motor vehicle ownership tax collections are expected to show continued decreases as the pandemic's impact on the economy continues to unfold. Further out on the horizon, motor vehicle ownership tax and fee revenue is projected to grow modestly due largely to projected growth in population. Upside risks to the forecast include pent-up demand from delayed vehicle purchases being acted upon and vehicle rental activity bouncing back more strongly than expected.

Xcel Franchise Fee. The City's current franchise agreement extends through the end of 2026. Under the agreement, the franchise fee totals three percent of Xcel's gross revenue. Projected franchise fee revenue out to 2025 is informed by Xcel Energy's expectations for statewide population growth and utility rate changes.

Highway users tax (HUTF). The highway users' tax is state-collected, locally shared revenue derived from the statewide fuel excise tax, motor vehicle registrations, FASTER surcharges, and other sources. The largest source of revenue to the fund is the fuel excise tax, representing more than half of total HUTF collections. In 2020, Denver's share of HUTF revenue was negatively impacted due largely to disrupted driving patterns attributable to COVID-19, including the statewide stay-at-home order that was in effect in late March and April. Since this period, HUTF revenue has shown gradual improvement although collection levels remain below pre-pandemic levels. Using projections provided by the Colorado Municipal League, Denver's share of HUTF revenue in 2020 is expected to be down relative to the prior year and then show relatively strong year-over-year growth of five percent in 2021. Note, however, that this growth is not expected to restore Denver's HUTF collections to pre-pandemic levels. Using projections from the Colorado Department of Transportation (CDOT), HUTF revenue further out on the horizon is expected to show gradual year-over-year decreases. This is due to projecting anemic growth in the first and second streams of the HUTF revenue formula while also projecting healthy increases in the State's off-the-top deductions to fund the Colorado State Patrol and Department of Revenue. Also factored into CDOT's modeling are Vehicle Miles Traveled (VMT) growth estimates that are informed by statewide population projections.

Parking revenue. COVID-19 has significantly impacted commuter mobility, reducing parking meter and parking lot activity as well as the pool of violations that would otherwise incur a parking citation. Additionally, as part of the City's economic relief package in March of 2020 and in response to Motor Vehicle offices being temporarily closed, which created barriers to compliance, the City scaled back its parking enforcement efforts. 2020 also saw the deactivation of parking meters during the shelter-in-place mandate that took effect in the latter part of March and extended into May. These events had significant impacts on collections, with August year-to-date actuals reflecting precipitous year-over-year decreases, including a 37 percent decrease in parking fines, a 47 percent decrease in parking meters, and another 47 percent decrease in parking lot revenue. The long-range forecast assumes collections will begin to recover in the latter half of 2020 and into 2021 and factors in expectations that there will be a staggered return to a "new normal" of economic activity and mobility.

Excise tax bond transfer. Revenue from the Excise Tax Bond Fund that is in excess of the required annual debt service and capital reserve requirements is available for transfer to the General Fund. The amount that is transferred to the General Fund is capped at 3.34 percent annually. Any excess funds over this cap amount are transferred to the National Western Center and Convention Center projects. Pledged excise tax revenue that flows through to the General Fund is derived from the following sources: 3.0 percent of the City's 10.75 percent lodgers' tax; 2.0 percent of the City's 7.25 percent car rental tax; and 0.5 percent of the City's 4.0 percent prepared food and beverage tax. Each of these tax components has been severely impacted by the pandemic, contributing to a 54.5 percent budgeted decrease in the 2021 excise tax transfer. As

the City's excise tax revenues recover, the excise tax bond transfer to the General Fund will resume annual growth of 3.34 percent. This long-range forecast assumes this occurs in year 2024. Note, however, that this growth is off of a severely depressed 2023 base and will not restore the General Fund's excise tax transfer to pre-pandemic levels by 2024 or 2025.

Indirect cost reimbursement. The General Fund is reimbursed both directly and indirectly for the costs it incurs on behalf of the Airport, Wastewater, Golf, and Environmental Services enterprise funds. Between 2013 and 2017, growth in the General Fund's indirect cost reimbursement from these funds was relatively modest due in part to enterprise funds doing more direct billings. It is unclear how much direct billing the City's enterprise funds will do during the forecast horizon. In 2018, Denver International Airport's cost reimbursement associated with police and fire pension expenses started going directly to the Police and Fire Pension special revenue fund, instead of to the General Fund. This arrangement is expected to carry forward through the forecast horizon. The 2021 forecast, which reflects billable expenses from 2020, shows a year-over-year decrease due to 2020 budget reductions in central service agencies in response to the pandemic. For 2022, the forecast assumes indirect cost reimbursement will again decrease due to continued reductions in 2021 budgeted expenses. Beginning in 2023, the forecast shows modest recovery, with revenue increasing by 2 percent annually, the same annual rate of increase realized between 2013 and 2017.

Lodgers' tax. COVID-19 has severely impacted Denver's tourism industry in 2020. Mass gathering restrictions, shelter-in-place mandates, loss in personal and business income, and an unprecedented level of public health concern are contributing to a precipitous drop in Denver's lodging activity, with lodgers' tax expected to end the year down 66 percent year-over-year. In 2021, tourism is projected to show improvement but will remain below 2019 collection levels as travelers remain wary due to persistent public health concerns. Additionally, continued restrictions on meeting size and the State's continued occupation of the Colorado Convention Center through the first quarter of 2021 will inhibit convention activity and associated lodgers' tax revenue. In 2022 and 2023, the forecast assumes continued recovery in tourism, though group travel will be constrained due to convention attendance being lower than normal as people continue to grapple with lingering public health concerns and as construction work is set to take place on the Colorado Convention Center. By 2024, lodgers' tax is projected to be back to 2019 collection levels and will continue growing in 2025. This outlook is informed by Visit Denver, Denver's convention and visitor's bureau.

Street occupancy permits and park meter sacking. A street occupancy permit is required for traffic lane, alley, and sidewalk closures and is most commonly issued for construction-related projects. Collections from street occupancy permits are dependent upon the type of permit issued, number of days and time of day the permitting is in place, location and size of permitted area, and other factors. This revenue stream has experienced large growth in recent years, due in part to construction projects that have required permitting in the City's right of way. Collections have continued to show strength in 2020, defying the pandemic's near-ubiquitous pull downward. However, street occupancy permits are not immune to the pandemic's impact and are expected to lag other revenue streams in terms of displaying a decrease in activity. For this reason, street occupancy permit revenue does not reflect a year-over-year decrease until 2021. Recovery is anticipated further out on the forecast horizon, with collections reaching pre-pandemic levels by 2025. Park meter sacking revenue is expected to reflect similar trends, as it too is largely dependent upon construction activity. These forecasts are informed by the City's Department of Transportation and Infrastructure.

Traffic court fines. Collections from traffic court fines decreased in all but one year between 2011 and 2019. Part of this downward trend was due to the Denver Police Department operating below authorized strength at the same time the city was confronted with pressing safety concerns outside of traffic enforcement. Due to COVID-19 impacts, including fewer vehicles on the streets, not ticketing for moving violations associated with expire tags, and due to Police's level of traffic enforcement continuing to be impeded by other areas of safety concern, 2020 traffic court fine revenue is again projected to show a year-over-year decrease. In 2021, a sizeable increase is factored into the budget due to the expectation that there will be enhanced focus on traffic enforcement. This higher 2021 revenue projection is carried forward through the forecast horizon.

Billings for services. Agencies funded out of the General Fund that provide services to non-General Fund agencies are reimbursed through the billings for services revenue account. Beginning in 2021, budgeted expenses associated with staff who provide services to Denver International Airport (DEN) and Human Services are shifting out of the General Fund and into a newly-created special revenue fund. As part of this, reimbursement revenue from DEN and Human Services will start

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flowing to the new special revenue fund instead of the General Fund. In 2019, the General Fund's billings revenue totaled \$65.7 million and in 2021 it is decreasing to a projected \$11.8m as a result of this change. The remaining General Fund agencies that receive billings revenue have not collectively displayed a consistent growth pattern over time. Therefore, this forecast carries forward the 2021 billing revenue budget into future years.

Investment income. General Fund investment income is derived from the City's consolidated investment portfolio. This portfolio invests monies from certain city funds, including the General Fund, into various securities. Earnings from these investments are apportioned back based on each fund's share of average daily equity. The City's current investment policy limits investments to a horizon of 10 years or less. Investments going further out on the yield curve have a higher rate of return but are also implicitly riskier. It is expected that the City will continue to abide by existing investment policy and avoid making longer-term investments during the forecast horizon.

Other factors impacting the General Fund's investment income are interest rates and the amount of General Fund cash that is available for investment. Between 2015 and 2018, the Federal Reserve maintained an aggressive rate hike schedule to prevent the economy from overheating, increasing the Federal Funds Rate a total of 9 times. This schedule was disrupted in July 2019 when the Federal Reserve lowered the Federal Funds Rate for the first time since 2008, citing concerns over slowing global economic growth and low inflation. Ongoing concerns about the economy prompted the Federal Reserve to lower the Federal Funds Rate two more times in 2019, bringing it to a target range of 1.5 percent to 2.0 percent by the close of the year. In the first quarter of 2020, the severe disruptions brought on by COVID-19 resulted in the Federal Open Market Committee (FOMC) holding two unscheduled meetings in March where voting members approved lowering the Federal Funds Rate to a range of 0 percent to 0.5 percent. This action is anticipated to negatively impact the City's investment income through 2024 as the City will be required to purchase lower-yielding securities when older, higher-yielding securities retire. The amount of cash that is available to invest is expected to be down in 2021 before showing gradual improvement in the remaining years of the forecast horizon.

External service charges. The Denver Fire Department provides protective services to jurisdictions outside of Denver and receives reimbursement through the external service charges account. This revenue source is anticipated to be stable over the forecast horizon, increasing to match personnel salary costs.

Construction permits and plan checking. Construction permitting and plan checking revenue are volatile sources of General Fund revenue. For example, during the four-year period 2015-2018, collections from construction permitting grew by 50 percent, then dropped by 9 percent, grew by 21 percent, and then dropped by 6 percent. Large, one-time projects can significantly boost revenue in a given year and then just as significantly, contribute to a decrease in collections the following year. Unpredictable events, such as hail storms, can also contribute to swings in collections. Similar to street occupancy permitting revenue, these revenue streams are expected to lag other of the City's revenues in terms of displaying impact from the pandemic. The same forecast assumptions that were used to forecast street occupancy permit revenue are also used to forecast the General Fund's construction-related revenue streams through 2025.

Retail Marijuana State Shareback. In Colorado, local jurisdictions with retail marijuana sales occurring within their jurisdictions receive 10 percent of the State's 15 percent retail marijuana sales tax revenue as shareback revenue. The calculation to divide this revenue across local jurisdictions is based on each jurisdiction's share of statewide retail marijuana sales tax revenue. The first year Denver received this revenue was in 2014 when the sale of retail marijuana was legalized. Since that time, as more local jurisdictions have started participating in the retail marijuana industry, Denver's relative share has decreased. However, growth in the State's collections has been sufficient to enable continued growth in Denver's shareback revenue. The Colorado Legislative Council forecasts the amount of retail marijuana sales tax revenue that is expected to be shared back with local jurisdictions through State fiscal year 2023. Using these projections, and assuming continued decreases in Denver's share, Denver's shareback revenue is projected to grow through 2025 but at a diminishing rate.

Cable franchise. The Comcast and CenturyLink franchise fees are the two revenue sources that comprise the City's cable franchise fee revenue stream. In 2022, the City will no longer collect this fee revenue from CenturyLink, as they are discontinuing their Prism cable television service. The City's contract with Comcast expires at the end of 2023 but it is anticipated that the contract will be renewed and that the same fee structure will be in place. Comcast currently pays the

City 5 percent of its gross cable service revenue collections. Franchise fee revenue from Comcast is projected to gradually decline during the forecast horizon due to the expectation that some cable users will continue to shift towards internet-based services, which are not subject to the cable franchise fee.

Membership fees. Recreation centers owned by the City and County of Denver were closed in March of 2020 and have remained closed through the writing of this publication. This equates to a loss of roughly \$450,000 in monthly membership fee revenue. Additionally, it is anticipated the Parks and Recreation's annual Cyber Monday membership sale will not take place at the end of 2020 due to ongoing public health concerns. This will result in the loss of another roughly \$2 million in membership fee revenue. The forecast assumes the annual Cyber Monday sale resumes in 2022 though participation in the sale is expected to be below pre-pandemic levels. As public health perception improves further out on the forecast horizon, membership fee collections are projected to recover, achieving 2019 collection levels by year 2025.

Recorder fees. The fee to record a document in the Clerk and Recorder's Office totals \$13 for the first page and \$5 for each additional page. Out of the \$13 fee, \$10 goes to the General Fund, \$1 goes to a special revenue fund, and \$2 goes to a state fund managed by the Electronic Recording Technology Board. The \$5 fee charged per additional page goes to the General Fund. Most recorder fee revenue is derived from the recording of real estate documents, including deeds of trust, warranty deeds, and foreclosure filings. In the first half of 2020, recorder fee revenue has shown resiliency amid the pandemic, due in part to an increase in refinancing activity. During this same period, there has not been an increase in foreclosure activity, though this remains a potential impact further out on the horizon. Given the resiliency of recorder fee revenue during COVID-19, and due to this revenue stream not showing a consistent trendline over time, the long-range forecast for recorder fee revenue assumes collections will total the 5-year historical average realized between 2015 and 2019.

Photo radar. In 2020, the Photo Radar van fleet was increased by one van, bringing the total fleet to 5 vans. Photo Radar vans are deployed in residential areas with a posted speed limit of 35 miles per hour or less, on streets bordering parks with any posted speed limit, and in safety zones, including school zones and work zones. The fine for a photo radar citation in a residential area or on a street bordering a park totals \$40 and the fine for a citation issued in a safety zone totals \$80. The specific locations where vans are deployed depends on varying factors that are difficult to predict, including citizen complaints, City Council requests, crash statistics, the number of tickets in a location, and observations by officers. Additionally, vans can be moved out of areas where improvements in driver behavior have been realized to other, more problematic areas of the city. Fine revenue from Photo Radar enforcement has not exhibited a consistent trend over time. One of the factors that has contributed to major swings in collections has been the opening and subsequent closure of construction zones. During the three-year period 2017-2019, the amount of revenue generated per van totaled just over \$1 million. This long-range forecast assumes all 5 vans remain in operation for the duration of the forecast period and that they each generate roughly \$1 million in photo radar revenue.

Transaction fees. In 2021, the City will begin charging a credit card processing fee so that the expense of certain credit card transactions is no longer absorbed by the City. This fee will be phased in over time, reaching a projected \$8,843,000 by 2025.

Property tax collection fees. The City collects a fee for transacting property tax dollars to outside entities, including Denver Public Schools, special districts, and the Denver Urban Renewal Authority. Between 2015-2019, this revenue totaled 2.1 percent to 2.6 percent of General Fund property tax revenue, with the average being 2.5 percent. The forecast assumes revenue will total 2.5 percent of projected General Fund property tax revenue through 2025.

Auction revenue. Revenue generated from the sale of auctioned property, including impounded vehicles, has remained strong in 2020 despite the pandemic. This strength is projected to carry forward through the forecast horizon.

Fire permitting and inspection fees. In 2020, Fire permitting and inspection activity was impacted by COVID-19 as the pandemic brought to a halt indoor events, outdoor events requiring structural accommodations such as tents and canopies, and as venues and businesses closed their doors. As these economic drivers resume operation over the course of the forecast horizon, and as construction activity recovers, fire permitting and inspections will also show growth. Fire permitting and inspection fee revenue is expected to reach pre-pandemic levels by 2025.

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Other revenue. Outside of the General Fund's Top 35 revenue sources, representing 93.6 percent of budgeted revenue in 2021, the remaining revenue streams have not demonstrated a consistent growth pattern over time. Given this, the forecast carries forward the 2021 projection through to the end of the forecast horizon.

Table 9 provides a comparison of historical and projected compound annual growth rates for each of the Top 35 revenue accounts that flow into the General Fund.

Table 9. Comparison of Historical and Projected Revenue Growth Rates

	2011-2015 Actual CAGR	2016-2020 Estimated CAGR	2021-2025 Projected CAGR
Sales and Use Tax	7.2%	0.9%-2.4%	4.8%-6.1%
Property Tax	12.7%	6.6%	1.8%
Occupational Privilege Tax	4.2%	-0.5%	1.6%
Motor Vehicle Ownership Tax	11.7%	2.4%	1.1%
Xcel Franchise Fee	3.4%	-0.5%	0.8%
Highway Users Tax	3.7%	-0.5%	-0.6%
Parking Fines	2.2%	-17.8%	8.6%
Excise Tax Transfer	19.7%	2.0%	-11.1%
Indirect Cost Reimbursement	3.8%	0.5%	-0.9%
Lodgers' Tax	11.0%	-17.2%	20.1%
Street Occupancy Permit	23.6%	4.1%	9.3%
Traffic Court Fines	-7.1%	-6.3%	0.0%
Billings for Services	3.0%	-4.8%	0.0%
Investment Income	20.3%	12.6%	-5.0%
External Service Charges	18.5%	2.7%	3.1%
Construction/Excavation Permits	29.6%	-6.8%	6.9%
Parking Meters	6.1%	-16.2%	4.2%
Plan Checking	26.3%	-7.1%	4.4%
Retail MJ Shareback	n/a	11.8%	9.0%
Cable Franchise Fee	1.5%	-6.6%	-3.7%
Parking Lot	7.5%	-14.8%	5.8%
Motor Vehicle License Fee	3.9%	2.2%	1.1%
Membership Fee	22.8%	-30.2%	8.7%
Recorder Fee	7.0%	0.9%	-3.6%
Photo Radar	4.9%	-8.8%	5.7%
Transaction Fee	n/a	-15.4%	27.1%
Property Tax Collection Fee	3.7%	3.9%	7.4%
Auction Revenue – Auto	-5.0%	-1.1%	1.3%
Electrical Permit	12.8%	2.9%	2.9%
Miscellaneous Motor Vehicle Fees	8.5%	-0.5%	1.1%
Elevator Inspection Fee	186.6%	-4.6%	3.6%
Park Meter Sacking	34.7%	14.0%	9.8%
Fire Annual Inspection Fee	1.8%	-4.5%	5.9%
Fire Permit Fee	7.0%	-7.9%	9.0%
Building Permit Reimbursement	28.5%	120.6%	0.0%
TOP 35 TOTAL	7.9%	0.2%-1.0%	4.1%-4.8%
OTHER REVENUE TOTAL	2.6%	4.4%	0.0%
GRAND TOTAL	7.5%	0.5%-1.3%	3.8%-4.5%

Expenditure Forecast

The five-year forecast for General Fund expenditures is organized using the City's four main categories of expense accounts: personnel services, services and supplies, capital equipment, and internal services. Projections seek to estimate future spending and are presented in this narrative as low-range and high-range estimates. The low range primarily assumes that the 2021-budgeted service levels will continue during the projection period, with the addition of known financial obligations, and the application of historical growth rates. The high-range estimates apply the same growth rates and include the same financial obligations, but also assume the vast majority of 2021 budget reductions will be restored in 2022 and continued throughout the forecasted horizon. While the restoration of 2021 reductions will be a decision point for City leadership during future budget processes, the inclusion of a high-range estimate that automatically restores said reductions helps clarify the potential financial impact of such investments. Neither the low nor high-range estimates include expansions in programs and services beyond the restoration of 2021 reductions, nor do they include an increase in the number of city employees due to future bond projects. In addition, this analysis does not take into consideration fluctuations in economic cycles, including recessions or periods of strong economic growth, aside from the anticipated growth outlined in the Revenue Section, as the City bounces back from the economic impact of the COVID-19 pandemic.

The growth rates used to project future-year expenditures vary by account category. The personnel growth rate in the forecast reflects the City's personnel growth in the last five years, adjusted to remove the impact of FTE increases or decreases, thereby isolating the impact of natural personnel expenditure growth resulting from compensation and benefits. For this reason, changes in FTE in 2021, the final year used in the historical growth rate calculation, such as moving 383.8 FTE from the General Fund to the new Internal Billings and Reimbursements Special Revenue Fund or reducing FTE for budget reductions, do not impact the growth rate used in the projection. Increases in services and supplies and replacement capital equipment are projected using the average historical inflation rates from the last five years provided by the Colorado Department of Local Affairs. Internal services projections do not include an inflation rate because the majority of these investments are fixed transfer amounts.

The Compound Annual Growth Rate (CAGR) for the next five years ranges from 2.6 in the low-range scenario to 4.3 percent in the high-range scenario. The City and County of Denver is required to submit a balanced annual budget. Depending on which revenue projection is recommended during the annual budget process (baseline, pessimistic, or optimistic), City leadership will determine whether and to what degree 2021 reductions can be reimplemented in future years. Due to COVID-19 and the uncertainty of how and when the economy will fully recover, the expenditure forecast is presented as a range to allow flexibility for City leadership.

Personnel Services

Since 2016, personnel costs average 66 percent of all city expenditures, and thus personnel costs are a key driver of the City's expenditure growth. Personnel costs are impacted by several factors including:

- Full-time equivalent (FTE) personnel growth
- Salary changes due to the City's yearly wage survey, conducted to align the City's compensation with the market in the region
- Salary growth because of Career Service Authority (CSA) merit pay adjustments and Uniform salary raises that result from collective bargaining agreements
- Financial impacts of retirement (payouts)
- Health care plan price changes/plan design and employee participation rates – and Uniform benefit changes due to collective bargaining agreements
- Pension fund contribution changes
- Agencies use of overtime and on-call services

Projection Assumptions:

FTE Growth: Typically, the projection methodology for this long-range forecast assumes there will be no FTE growth during the period, as those decisions are made by City leadership during the budget process. Therefore, the low-range projection (2.4% for personnel services) assumes that personnel expenses in 2022 and beyond reflect no FTE growth, and 2021 level of services will be maintained. This assumption applies to Career Service Authority (CSA) employees, On-call employees and Uniform employees. The high-range projection (4.0% for personnel services) deviates from this standard methodology by assuming all positions temporarily held vacant in 2021 for savings are restored in 2022 and the duration of the forecast.

Regular Compensation Growth: Employees within the City and County of Denver are classified as CSA, On-Call, or Uniform employees. For 2021, the approved General Fund Full Time Equivalent (FTE) is made up of 5,232.26 CSA employees and 3,249.53 Uniform employees. Projected salary changes for CSA and Uniform employees were estimated separately due to the difference in historical growth rates and the methodologies used to calculate increases. CSA employee projected salary changes are based upon a merit/performance system and Uniform pay increases are agreed upon through the collective bargaining process. In 2005, voters modified the City Charter to provide the Mayor and City Council the authority to review, amend, and approve compensation increases for CSA employees based on the City's ability to pay. This allows the Mayor and City Council more flexibility regarding merit increases and its impact on expenditures. Due to the loss in revenue as the result of COVID-19, CSA employees will not receive a merit increase in 2021 and Uniform employees deferred salary raises. However, the collective bargaining agreements negotiated with Denver's Police and Fire Unions include salary increases that impact 2022, which are included in the projection. The compound annual growth rate (CAGR) of the previous five years for regular compensation was used to determine the growth rate for the next five years. This growth rate is adjusted for the impact of FTE changes, such that it only reflects natural growth in compensation through merit increases, uniform raises, wage survey adjustments, and other salary changes. For the next five years, the low-range CAGR is estimated at 2.5 percent for CSA employees, 3.0 percent for On-Call employees and 1.7 percent for Uniform employees. The high-range CAGR assumes the restoration of compensation-related budget reductions starting in 2022, including restoring all FTE held vacant in 2021, eliminating furloughs, providing merit to CSA employees, and restoring budget for on-calls and CSA overtime. This high range is estimated at 4.9 percent growth for CSA employees, 5.1 percent growth for on-call employees, and 3.0 percent growth for uniform employees.

Health Care-Related Costs: The City’s health insurance costs include health care coverage, dental, and vision, for CSA and Uniform employees. In 2021, health benefits make up 8.2 percent of the total General Fund budget and 11.8 percent of the total personnel budget. To project future health care costs, this analysis took the compound annual growth rate of the past five years for both CSA and Uniform employees. Denver Police and Fire Departments were calculated separately because their health care benefits are determined through the collective bargaining process, and as a result, grow at a different rate than CSA employees (including Denver Sheriff Department employees). The historical growth rates are the sole predictor of the low-range projection, which has a 5.2 percent CAGR for CSA employees and a 4.2 CAGR for Uniform employees. The high-range CAGR for CSA employees is 6.3 percent and reflects the restoration in 2022 of benefits for FTE that were frozen in 2021.

Miscellaneous "Other" Personnel Accounts: In 2021, twenty-one other account codes make up approximately \$157.6 million of the remaining personnel costs. These costs range from social security, Denver Employee Retirement Plan (DERP), and overtime, to vacation pay, sick pay, night differential, and clothing allowances. Some of the miscellaneous “Other” costs can fluctuate due to service demands or lack of sufficient staffing. For example, overtime in the City’s Community Planning & Development division may be greater in a particular year due to a spike in building development. A year with large amounts of snow may require higher payments for Department of Transportation and Infrastructure employees who must work into the night to clear roads. Some of these fluctuations are unpredictable, such as weather-related events and/or service demands. Denver Police and Fire Pension budget has been separated from the City’s General Fund and budgeted in a special revenue fund as it is supported by separate mills and is not included in this analysis. See the Police and Fire Pension pages in this Appendix section. To project future costs for “Other” this analysis used the same methodology used for regular compensation and health care by taking the CAGR of the past five years. This informs the low-range projection, for which the CAGR for CSA employees is 0.3 percent and the CAGR for Uniform employees is 4.3 percent. The low growth rate for CSA employees is driven by two factors. First, in 2021, this category of personnel expenses includes one-time incentive payouts for the Special Incentive Program, a retirement program implemented in 2020 to generate long-term personnel savings. The \$6.2 million in one-time payments are removed in 2022 and the remainder of the forecast, which decreases the growth rate from 2021 to 2025. Second, the current year budget (2021) is the final year in the historical CAGR; since many of the expenditures in this category are unpredictable (i.e., leave payouts, settlement pay, workers’ compensation) they are not budgeted in the current year, though they are reflected in actual expenses. Taking this into consideration, future year growth may in fact be similar to the growth rate for regular compensation. The Uniform CAGR in the low-range projection also assumes that the concessions offered by Police and Fire during collective bargaining for 2021 are restored in 2022. The high-range projection for “Other” personnel accounts assumes that social security and retirement costs increase due to the restoration of 2021 reductions, which increases FTE, provide merit, and eliminate furloughs. These changes only impact CSA employees. The high-range CAGR for this group is 1.8 percent.

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Table 10a. Total Personnel Services Projection, 2021-2025, Low-Range

(000s)	2021	2022	2023	2024	2025	2021-2025 CAGR
Regular Compensation (CSA)	\$353,600	\$356,300	\$367,200	\$378,500	\$390,100	2.5%
Regular Compensation (Uniform)	\$283,700	\$296,000	\$298,400	\$300,900	\$303,400	1.7%
On-call Compensation	\$19,700	\$20,300	\$20,900	\$21,500	\$22,200	3.0%
Health-Related Accounts (CSA)	\$59,000	\$62,000	\$65,200	\$68,600	\$72,100	5.1%
Health-Related Accounts (Uniform)	\$51,300	\$53,500	\$55,700	\$58,000	\$60,500	4.2%
Other Personnel Costs (CSA)	\$101,000	\$96,500	\$98,400	\$100,200	\$102,100	0.3%
Other Personnel Costs (Uniform)	\$68,200	\$77,400	\$78,500	\$79,700	\$80,800	4.3%
TOTAL Personnel	\$936,600	\$962,000	\$984,400	\$1,007,400	\$1,031,200	2.4%

Table 10b. Total Personnel Services Projection, 2021-2025, High-Range

(000s)	2021	2022	2023	2024	2025	2021-2025 CAGR
Regular Compensation (CSA)	\$353,600	\$391,700	\$403,700	\$416,100	\$428,900	4.9%
Regular Compensation (Uniform)	\$283,700	\$311,700	\$314,300	\$316,900	\$319,500	3.0%
On-call Compensation	\$19,700	\$22,100	\$22,700	\$23,400	\$24,100	5.1%
Health-Related Accounts (CSA)	\$59,000	\$64,600	\$68,000	\$71,500	\$75,200	6.3%
Health-Related Accounts (Uniform)	\$51,300	\$53,500	\$55,700	\$58,000	\$60,500	4.2%
Other Personnel Costs (CSA)	\$101,000	\$102,700	\$104,600	\$106,600	\$108,600	1.8%
Other Personnel Costs (Uniform)	\$68,200	\$77,400	\$78,500	\$79,700	\$80,800	4.3%
TOTAL Personnel	\$936,600	\$1,023,600	\$1,047,500	\$1,072,200	\$1,097,600	4.0%

Services and Supplies

Since 2016, services and supplies average about 20 percent of the General Fund budget. Under this category, the professional services account, which includes City contracts for services, makes up an average of about 46 percent of this category's costs. Services and supplies are also made up of the City's utilities budget and medical services for inmate care and the medically indigent to the Denver Health Hospital Authority. Utility costs have varied over the past five-years, ranging from \$25-\$38 million, while the payment to Denver Health for the medically indigent has stayed fairly consistent, though it was reduced by \$3M in 2021, but is restored in the forecast. Because this forecast assumes no growth in city services and FTE count, services and supplies are projected to increase by the average inflation rate of the past five years. To determine the future inflation rate for services and supplies, this analysis used data from the Colorado Department of Local Affairs. The average inflation rate for the past five years was 2.50 percent. The "one-time" costs totaling \$2.7 million

2021 – 2025 Revenue and Expenditures

in the total 2021 budget were excluded from the 2022-2025 projections. Both the low-and high-range projections assume those one-time items in 2021 are removed from the forecast, the reduction to the medically indigent payment is restored in the forecast, and all permanent reductions agencies offered in 2021 are not restored. Both ranges also use the historical inflation rate to project annual growth. The key difference between the low- and high-range projections is that the low-range assumes that the reductions agencies and departments offered just for 2021 as “one-time” are not restored, while the high-range assumes that all “one-time” reductions in 2021 are restored in 2022 and the forecast horizon.

Table 11a. Total Services and Supplies Projection, 2021-2025: Low-Range

(000s)	2021	2022	2023	2024	2025	2021-2025 CAGR
Services and Supplies	\$304,900	\$313,000	\$320,800	\$328,800	\$337,100	2.5%

Table 11b. Total Services and Supplies Projection, 2021-2025: High-Range

(000s)	2021	2022	2023	2024	2025	2021-2025 CAGR
Services and Supplies	\$304,900	\$337,300	\$345,700	\$354,400	\$363,300	4.5%

Capital Equipment

Capital equipment (non-fleet) is included in departments’ operating budgets, for both replacement and new equipment. Major capital equipment includes all items that have a useful life of more than one year and a unit cost of at least \$50,000, the threshold for requiring City Council approval through ordinance. According to the City’s Fiscal Rules, capital equipment includes capital and controlled assets. Equipment purchases considered to be capital assets have a useful life greater than one year and are valued at \$5,000 and above. Controlled assets can have various minimum thresholds for tracking depending on the asset. All equipment purchases between \$2,500 and \$4,999 are considered controlled. In addition, several technology-related items that are between \$500 and \$4,999, including computers, desktops, laptops, and tablets, are considered high-risk controlled assets. All capital, controlled, and high-risk controlled assets that meet these thresholds are tracked in the City’s system of record and require periodic inventory.

Capital equipment accounts includes both new capital equipment and replacement capital equipment for city departments. These numbers can fluctuate greatly depending on replacement needs in a given year. It should be noted that many large capital items (mostly vehicles) are replaced and paid out of the special revenue fund. For example, the City’s fleet replacement is funded through a General Fund transfer budgeted in Internal Services. This fund will be discussed in the Internal Services section below.

A large portion of all capital equipment is on a five-year replacement cycle. The majority of capital purchases support Parks and Recreation, the Denver Public Library, Department of Transportation & Infrastructure, Technology Services and Safety agencies. Using 2021 as a base year, the five-year projection removed capital equipment budget related to expansions approved through the 2021 budget process; the projection includes a base amount of replacement capital equipment, since a certain amount will be required annually to maintain current operations. The larger delta between 2021 and 2022 compared to the year over year growth after 2021 reflects the removal of capital equipment for expansions from the projection, as these are decisions made during the budget process. The new base was increased by the average rate of inflation from the past five-years of 2.50 percent (Colorado Department of Local Affairs).

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Table 12. Total Capital Equipment Projection, 2021-2025

(000s)	2021	2022	2023	2024	2025	2021-2025 CAGR
Capital Equipment	\$1,100	\$600	\$600	\$700	\$700	-11.0%

Internal Services

Internal Services accounts are used for goods or services provided by one city department or agency to another City department or agency. In addition to agency to agency service budget, Internal Services also houses General Fund transfers to Special Revenue Funds, rental payments, and the City's General Fund contingency budget which can be used (with the approval of the Mayor and City Council) to address expenses that comply with the contingency financial policy guidance. By City Charter, General Fund contingency must equal two percent of the total estimated annual expenditures. General Fund contingency can be used for any expense that is required due to any casualty, accident or unforeseen event, after the passage of the annual appropriation. Several internal services expenses include one-time transfers for equipment purchases, such as equipment for the City's Solid Waste division or new and replacement vehicles for citywide agencies. Transfers within Internal Services are also used to assist in funding the City's capital improvement program and other programmatic needs. In 2021, several transfers are reduced or eliminated entirely to address revenue shortfalls. These are slightly offset by a one-time transfer in 2021 for COVID-19 relief. The low-range projection assumes that in 2022 certain transfers are restored to 2020 levels, including transfers for technology and vehicle replacement, to ensure the City can sustain basic operational needs. The high-range projection also includes some more discretionary transfers that could potentially be restored in 2022 and for the duration of the forecast if supported by revenue. Due to these differences, the low-range projection reflects a CAGR of 3.6 percent while the high-range reflects a CAGR of 5.6 percent. The projections do not include an inflation rate because the bulk of this category reflects transfers that have historically been budgeted at the same levels annually.

Table 13. Internal Service Billings and Transfers Projection, 2021-2025, Low- and High-Range

(000s)	2021	2022	2023	2024	2025	2021-2025 CAGR
Low-Range	\$80,100	\$92,400	\$92,400	\$92,400	\$92,400	3.6%
High-Range	\$80,100	\$99,400	\$99,400	\$99,400	\$99,400	5.6%

Table 14. Budgeted Contingency Projection, 2021-2025, Low- and High-Range

(000s)	2021	2022	2023	2024	2025	2021-2025 CAGR
Low-Range	\$26,100	\$27,300	\$27,900	\$28,500	\$29,200	2.8%
High-Range	\$26,100	\$29,200	\$29,900	\$30,500	\$31,200	4.6%

Risks to the Forecast (Non-COVID-19 Related)

Many factors could impact the revenues and expenditures in the upcoming years. The following list of unforeseen risks could impact the City's revenue collection or expenditure obligations, which would require the City to adjust financial plans and future budgets.

Economic Cycles

Economic expansions or recessions impact the City's revenues, particularly through sales taxes, which make up 50 percent of the City's revenues. Increased consumer confidence and disposable income spur greater purchasing and higher sales taxation. In addition, increased incomes and economic health improve the desirability of property, rising property valuations and therefore property tax revenue collectable. In recessions, both spending and property values could be impacted. Changes in economic conditions over the next few years will require the City to adjust its spending.

Federal and State Grantmaking

The City receives millions in support from the State of Colorado and U.S. departments which support programming. Changes in revenues or grant dollars received would require the City to change its budget to maintain City priorities.

Health Care Regulatory Changes

Healthcare regulatory changes and government laws related to insurance impact the City as an employer. Changes in federal or state regulation could change the options and costs available to the City in providing health, dental, and vision insurance options.

Population Changes

Unexpected increases in population could result in additional public service needs, such as for police and fire coverage, solid waste removal, wastewater services, and more. The City will strategically address public service needs as population changes.

Taxpayer's Bill of Rights (TABOR)

Colorado's TABOR amendment restricts revenues for all levels of government (state, local, and schools). Under TABOR, state and local governments cannot raise tax rates or spend revenues collected under existing tax rates if revenues grow faster than the rate of inflation and local growth without voter approval. As of 2012, 85 percent of Colorado's local jurisdictions had received voter approval to remove some or all of the revenue limits set in place by TABOR.

Denver's TABOR Experience

In 2000 and 2005, the City and County of Denver asked for and received voter approval to temporarily suspend TABOR's revenue limits on all taxes except property taxes. This allowed the City to retain taxes collected over TABOR limits. The requirement for voter approval of debt issuance and tax increases has remained in place since TABOR was enacted more than two decades ago and the City has never asked for its removal. As Council officially adopted the Denver 2013 Annual Budget, 74 percent of the Denver Electorate voted to approve Ballot Initiative 2A, which asked voters: 'Without increasing any tax rate or adopting any new tax, and in order to pay for improvements to police, fire, streets, Denver Public Library, parks, after-school and summer programs for children and such services as specified in City Council Bill 12-566 and published on the City's web-site, shall the City and County of Denver be authorized to collect, retain, and spend all tax revenue derived from the City's existing gross tax rates to the extent those revenues exceed the constitutional limitation on tax revenue, also known as TABOR, beginning in 2013...'

Passage of initiative 2A resulted in the following changes:

- Permanently removed TABOR restrictions on the City's tax base. The requirement of voting on tax increases remains in place.
- Eliminated four TABOR-credited property tax mills in 2012, increasing the 2013 property tax revenue base upon which future revenue growth is based.
- Implemented an anti-spiking provision that restricts property tax growth to no more than the rate of six percent plus local growth.
- In 2020, the City is projected to collect \$50 million more in property tax revenue than it would have collected if TABOR restrictions were still in effect.

Measure 2A also requires the Manager of Finance to provide an annual report documenting how 2A revenues are being spent. This section has been added to the annual budget document to highlight those changes and meet the reporting requirement.

2021 2A Overview

In 2013, four property-tax mills, which had been credited to taxpayers in order to remain below TABOR revenue collection limitation, were activated. The revenue generated from this change allowed the City to begin restoring essential services lost during the recession. Due to COVID-19, 2020 revenues are projected to drop by \$220.7M, the worst drop since 1933. The City and County of Denver expects modest revenue growth to occur in late 2021 but anticipates the economy will not return to pre-pandemic levels until 2022 at the earliest. Sales tax, lodgers' tax, and general government collections were some of the hardest hit revenue streams impacted as a result of the pandemic. Revenues and the associated essential services, like many other ongoing services provided to the citizens of Denver, restored through the passage of 2A are now part of the City's base budget. Since agencies were required to reduce their 2021 operating budgets to meet projected revenues, some citywide services will be impacted. Very few of the services restored from the passage of 2A will be impacted in 2021, but the services receiving less funding will be identified in the narrative below.

2021 Programmatic Overview

All 2A programs implemented in 2013 will continue in 2021. The following is a summary of the programs that were implemented in 2013 and key highlights of program changes for 2021.

Parks and Recreation

MY Denver Program Expansion – This expansion has allowed all Denver students – elementary through high school – free access to Denver's recreation centers and outdoor pools. An estimated 100,000 children will be served in 2021 pending the reopening of recreation centers as public health restrictions allow.

Parks Maintenance Standards – Prior to the passage of 2A, Parks only had the budget capacity to meet 70 percent of its maintenance standards for current acreage. The original goal was to bring maintenance standards up to 100 percent, but due to changes in the methodology used to evaluate park maintenance standards, the maintenance standards goal for 2A funds was reset to 80 percent under the new standard by the end of 2019. From 2013-2018, Initiative 2A has provided an annual increase of \$500,000 per year to improve maintenance standards for a total of \$3,000,000. Based upon this original goal set in 2013, the annual increase in funding was slated to end with the 2018 budget. The \$3,000,000 that was added to the Parks budget over the six years is a part of the Parks' base budget. Like other general funded agencies, Parks and Recreation's budget was impacted by strategic reductions, which will impact parks maintenance. Please see the full details in the Parks and Recreation Department budget detail.

Denver Human Services

TANF Workforce Funding and Child Care Assistance – Funding will continue to be used to support the TANF Workforce program to ensure that participants can receive workforce training and job placement services, including child care. Separately, the Colorado Child Care Assistance Program (CCCAP) currently serves about 3,000 kids per month. The City and County of Denver has a \$2.4 million maintenance of effort requirement in State Fiscal Year 2020-2021 to drawdown state funding for child care assistance.

Senior and Disabled Rebate Program – Additional annual 2A funding of \$1.25 million will continue supporting the property tax rebate offered to qualifying seniors and people with disabilities. For the 2019 program year, which ran from May 1, 2019 to April 30, 2020, 2,783 applicants were approved at an average rebate amount of \$555.

Office of Children's Affairs

After-School Programming – \$500,000 in funding will be maintained to support and restore investments in Out-of-School Time programs that take place before and after school and during the summer. In response to COVID-19, this programming has focused on supporting the few in-person programs operating while organizing, promoting, and providing technical assistance and professional learning to providers who have shifted to virtual programming. It is estimated these program dollars will serve 5,000 children in 2021.

Department of Safety

Recruit Classes – Two police classes and one fire class are anticipated in 2021. Classes support by 2A funding were preserved for 2021.

Economic Development and Opportunity

Business Personal Property Tax Credit – Measure 2A included a four-year Business Personal Property Tax exemption to companies that purchase new equipment. This incentive was offered through the end of 2016 and was extended by City Council for another five years until the end of 2021. Eleven (11) businesses participated in the 2020 program year for their 2019 investments. The applicant firms employed 3,104 employees in Denver prior to their expansion or relocation activities. Their additional investments of \$15.6 million in business personal property resulted in 700 *net* new jobs being created. Overall, 3,804 jobs were impacted (created or retained).

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 Economic Development and Opportunity to attract and retain quality jobs in targeted industry sectors. In 2019, the program provided support for five business attraction and expansion projects that impacted 1,415 jobs and encouraged \$25.75M in investments. The transfer from the General Fund to this fund did reduce by \$200,000 to \$1,000,000. This is offset by a projected remaining balance in the fund.

Denver Public Library

System-Wide Hours Expansion – A \$3.1 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. Due to COVID-19, buildings are currently closed to the public; however, library services continue through outreach, online and virtual offerings, and curbside and outdoor services. Economic impacts of the pandemic have led to reductions in budget and personnel for 2021, and many uncertainties remain regarding public health and the economy. Once public health officials deem indoor library services safe to resume, buildings will reopen to the public with modified services and hours to align with budget availability.

Transportation and Infrastructure

Street Maintenance Paving Program – The 2021 Paving Program managed by Street Maintenance designed to address the needs of 430 lane miles of city streets. This will be broken down into approximately 300 lane miles of local streets and 130 lane miles of arterial and collector streets. This does not include any paving activities that may be funded with GO Bond projects. The capital improvement fund is the source of funding for this program in 2021.

Fleet – The vehicle replacement backlog that was due primarily to the great recession has been eliminated, and city vehicles have continued to be replaced at a rate to maintain fleet availability. The \$7 million investment in 2021 is an \$8 million decrease over the 2020 investment (not including expansion vehicles). Approximately 14.3 percent of the City’s active fleet units are operating beyond their useful life entering 2021, which is down from a high of 55 percent during 2013. In March of 2020, the City suspended all vehicle purchases due to the COVID-19 pandemic and retained \$12.3 million of the planned fleet transfer to offset lost revenue. This resulted in increasing the total outstanding list of vehicles replaced by 2.9 percent increase to the active fleet operating beyond their useful life.

Citywide

Furlough Days – For 2021, city employees will be required to take up to nine furlough days as another measure to reduce expenditures as the result of COVID-19 impacting citywide revenues.

Annual Appropriation Ordinance

The Annual Appropriation Ordinance, referred to as the Long Bill, is a single appropriation ordinance enacted by City Council no later than the fourth Monday of November. This ordinance makes appropriations and authorizes expenditures for the ensuing fiscal year.

Basis of Budgeting

The City's accounts are organized by fund and account groups, each considered a separate entity. The operations of each fund are accounted for with a separate set of self-balancing accounts comprising its assets, liabilities, fund equity, revenues, and expenses.

Governmental Funds (General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds) use the modified accrual basis of budgeting and accounting. Revenues are recognized in the accounting period in which they become available and measurable. Expenditures are recognized in the accounting period in which the liabilities are incurred.

Proprietary Funds (Enterprise Funds and Internal Service Funds) are budgeted on a modified accrual basis not including depreciation or compensated absences. Each fund's financial statements, included in the Comprehensive Annual Financial Report (CAFR), are reported on a full accrual basis. In the accrual basis of accounting, both revenues and expenses are recognized in the accounting period in which they are earned and incurred.

Changes to the Adopted Budget

Budget Increases

Funds are expected to confine spending to amounts appropriated during the budget process. However, appropriations may be increased during the budget year in the following circumstances:

- **Carryover Encumbrances** — if a department has open purchase orders or contractual obligations at year-end, the encumbrances are closed and re-established in the ensuing year's budget, and the appropriation may be increased if needed to cover the actual expense when it occurs.
- **Unanticipated Revenue** — if a fund receives unexpected revenue during the year, such as from a grant or a bond issue, such revenue may be appropriated with City Council approval for expenditure in the year received. Denver voters approved Ballot Measure 2G in 2020. Beginning in 2021, this ballot measure will allow Council to initiate appropriations of unanticipated revenue received during the current fiscal year; these appropriations will be subject to review and potential veto by the Mayor.
- **Reserves** — Council may approve appropriation amounts from contingency reserves to fund supplemental budget requests which were not included in the adopted budget or in accordance with financial policies in cases where a fund's reserves are greater than required by policies.

Budget Decreases

Budgets may be decreased during the year to levels below adopted appropriations when dictated by financial circumstances. Such decreases are accomplished by a Council ordinance rescinding a portion of an appropriation or through an administrative process restricting use of an appropriation. Starting in 2021, Council may initiate such rescissions of appropriations due to voter approval of 2G in 2020; previously this type of budget decrease could only be initiated by the Mayor and then subject to Council review.

Level of Control and Budget Transfers

Expenditure control is exercised at the budget or “control” level, which are major divisions within an appropriation (e.g., Police Operations is a budget or “control” level division within the Police Department). Fund and agency managers are responsible for all expenditures made against appropriations within their fund or agency appropriation.

There are two general types of budget transfers:

Within Funds

Intra-appropriation transfers are made between major divisions (across account categories and/or between control level budgets) within an appropriation and require approval of the Budget and Management Office, and specifically of the Budget and Management Director if budget is transferred out of personnel accounts. Transfers between line-items within the same account category (e.g., personnel accounts such as overtime, supplies and services account such as office supplies or technology equipment, etc.) and within the same control level budget are reviewed by the Budget and Management Office but do not require approval.

Inter-appropriation transfers are transfers between two or more appropriation levels (e.g. between Police and Transportation and Infrastructure) within a fund and require approval of the Mayor and Council by ordinance.

Between Funds

This type of transfer requires approval of the Mayor and Council by ordinance.

Lapsing of Appropriations

Unspent appropriations lapse into fund balance at the end of the year. They cannot be spent unless approved by Council, with the following exceptions:

- Capital Projects — Appropriations for capital projects do not lapse until the project is completed and closed out.
- Special Revenue Funds — Some programs funded by federal or state grants or other special sources do not lapse until the funding expires or the project for which the funds were received is completed and closed out. Annually appropriated Special Revenue Funds typically lapse at the end of the year. A Special Revenue Fund’s appropriated annual budget is established for the ensuing budget year by the amount appropriated in the Long Bill or enabling ordinance; agencies may not spend more out of the fund than approved by Council unless the fund receives additional spending authority. There are some Special Revenue Funds that are both appropriated and non-lapsing. Many Special Revenue Funds are set up on a cash basis (budget is authorized as revenue is received) and do not lapse.

Description of Major Expenditure Categories

Expenditure budgets are divided into categories. Each category is assigned a code in the City's financial management information system. The major categories are:

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.
800000	Capital Equipment	Purchase of fixed assets costing \$5,000 or more.
900000	Internal Services	Charges for services or materials from one City agency to another; payments are made through an internal service delivery.

*The 600000 and 700000 categories are grouped into one total, named "Services and Supplies."

2021 Funding Sources and Expenditures

Capital equipment (non-fleet) is included in departments' operating budgets, for both replacement and new equipment. The Budget and Management Office classifies capital equipment as major and minor, depending on whether it is above or below \$50,000, the threshold for requiring City Council approval through ordinance. According to the City's Fiscal Rules, capital equipment includes capital and controlled assets. Equipment purchases considered to be capital assets have a useful life greater than one year and are valued at \$5,000 and above. Controlled assets can have various minimum thresholds for tracking depending on the asset. All equipment purchases between \$2,500 and \$4,999 are considered controlled. In addition, several technology-related items that are between \$500 and \$4,999, including computers, desktops, laptops, and tablets, are considered high-risk controlled assets. All capital, controlled, and high-risk controlled assets that meet these thresholds are tracked in the City's system of record and require periodic inventory.

Vehicles for General Fund agencies generally are purchased out of the Planned Fleet Fund which provides funding for fleet replacement on an annual cycle, and most new/expansion vehicles are budgeted here as well. Revenues to this fund come from a General Fund transfer and interest income. All vehicles are considered capital assets that must be tracked, and those costing over \$50,000 must be approved by City Council. The Planned Fleet Replacement Fund is not an appropriated fund so remaining funds (cost savings) may be used to replace additional vehicles as approved by the Department of Finance and by ordinance (if applicable).

General Fund Capital Equipment Program

For 2021, the capital equipment program for General Fund agencies consists of the following elements:

- \$9,000,000 for the purchase of vehicles funded by a General Fund transfer to the Planned Fleet Special Fund (11804). This includes \$1,251,188 for lease payments and \$7,748,812 for replacement vehicles. A list of approved vehicles is included in the "Planned Fleet Detail by Fund and Department" table below under "Planned Fleet Fund." Note that the table also includes non-General Fund vehicles purchased by other funding sources.
- \$294,554 is appropriated in agency budgets to purchase new non-fleet equipment in the controlled asset category, specifically for body cameras at Intake in the Denver Downtown Detention Center and radios for the Fire Department. Additionally, \$493,000 is approved for capital equipment purchases, including a heavy apparatus lift in the Fire Department and replacement equipment in the City's parks as well as recreation centers.
- Certain information technology categories are funded out of the Technology Services Capital Projects CIP fund (34080). These project funds are supported by the following General Fund transfers:
 - Innovation Fund Projects - \$0
 - Radio Replacement and System Upgrade - \$4,212,028
 - User Component (computers, laptops, and Safety mobile data terminals) - \$335,000
 - Replacement of Infrastructure and Network Components - \$1,314,915
 - Application Upgrades - \$518,000

Due to the impact of the COVID-19 global pandemic on the economy, the General Fund transfers to replace vehicles and other equipment were significantly reduced for 2021 (see transfer section in the General Fund tab of this book). Additionally, these transfers were decreased in 2020 as part of the mid-year reduction strategies to generate savings that were then sequestered in the restricted budget account.

Agencies and programs that are funded by Enterprise Funds, Internal Service Funds or Special Revenue Funds purchase vehicles and other capital equipment (both new and replacement) with those funding sources and are not included in the General Fund Transfers to the Planned Fleet Fund or the Technology Services Capital Projects Fund. Equipment for these agencies is also listed in the fleet and capital equipment tables, below.

Capital Equipment Detail by Fund and Department

Funding Source / Department	Agency	Equipment	Quantity	New/ Replacement
General Fund (01010)				
Fire Department				
	Administration	Communication Equipment	16	Replacement
		Heavy Apparatus Lift	1	Replacement
Sheriff Department	Operations	Body Cameras	90	New
Parks and Recreation				
	Parks	4 x 4 Pickup Truck	2	New
		Non-Fleet Vehicles	Miscellaneous	Replacement
	Recreation	Treadmill	12	Replacement
		Weight room equipment	Miscellaneous	Replacement
		Cardio equipment	Miscellaneous	Replacement
Aviation Enterprise Fund (73850)				
	Aviation	Blower/Front Mount	3	Replacement
		Cart	4	Replacement
		Compactor/Roller/Asphalt	1	Replacement
		Deicer/4000 Gallon	1	Replacement
		Lift	4	Replacement
		Lift/Boom	1	Replacement
		Light/Tower	1	Replacement
Denver Arts and Venues (15815)				
	All Divisions	Concessions Equipment	Multiple	Replacement
		Housekeeping Equipment	Multiple	Replacement
		Stage Components	Multiple	Replacement
		Banner frames	Multiple	Replacement
		Fire Drapes	2	Replacement
Environmental Quality Enterprise Fund (78100)				
		Computer	16	New
Parks, Trails, and Open Space (15828)				
		Pole Barn	1	New
Wastewater Management Enterprise Fund (72100)				
	Operations	CAD Computer	5	Replacement

Planned Fleet Detail by Fund and Department

Funding Source/ Department	Agency	Vehicle	Quantity	New/ Replacement
Planned Fleet Fund (11804)				
Fire Department				
	Fire	Aerial Ladder	1	Replacement
		Engine	2	Replacement
Police				
	Police	SUV	21	Replacement
		Sedan	3	Replacement
		Tractor	1	Replacement
		Command Post Trailer	1	Replacement
Sheriff				
	Sheriff	Van	2	Replacement
Transportation and Infrastructure				
	Street Maintenance	Street Sweeper	6	Replacement
	Solid Waste	Side Loader	2	Replacement
Aviation Enterprise Fund (73850)				
	Aviation	Sedan	1	Replacement
		Striper/Painter	2	Replacement
		Sweeper	5	Replacement
		Trailer	9	Replacement
		Truck/Broom/Multifunction Unit	9	Replacement
		Truck/Deicer	1	Replacement
		Truck/Digger/Derrick	1	Replacement
		Truck/Mini-Pumper	1	Replacement
		Truck/Multi-function Unit	4	Replacement
		Truck/Pickup	4	Replacement
		Truck/Pumper	1	Replacement
		Truck/Spreader	2	Replacement
		Truck/Stakebed	1	Replacement
		Truck/Tractor-Trailer	2	Replacement
		Truck/Utility	28	Replacement
		Van/Cargo	3	Replacement
		Van/Passenger	4	Replacement
Parks, Trails, and Open Spaces (15828)				
		Large Mower	1	New
		Lake Aerator	2	New
		Half-Ton Truck	1	New

Citywide Capital Equipment Program

Funding Source/ Department	Agency	Vehicle	Quantity	New/ Replacement
Wastewater Management Division Fleet Replacement Fund (72200)				
	Construction Operations	Cab Truck	1	Replacement
		Riser Truck	1	Replacement
		SUV	1	New
	Television Crews	TV Van	2	Replacement
	Systems Maintenance	Water Tanker	1	Replacement

The City's fire and police pension plans are administered by a statewide association established by State statute—the Fire and Police Pension Association (FPPA). The City and County of Denver's role in providing pension plans for both police officers and firefighters is set forth in the City's charter and State statute. There are three pension plans in place. One is a combined plan for those police officers and firefighters hired after April 8, 1978 when the State replaced local plans with a statewide plan. The employees in this plan are called "new hires." Two separate plans exist for police officers and firefighters hired before April 8, 1978. The employees in these latter two plans are called "old hires."

Each of these plans is a defined benefit plan. In a defined benefit plan, the benefit amount to be paid to the retiree is set by a formula which includes pay level and years of service. Funding is computed by an actuary to attain that level of benefit. (This contrasts with a defined contribution plan which provides for a fixed level of annual contribution, so that at retirement the employee would be entitled only to whatever benefit that contribution level and investment earnings would support).

Old-Hire Plans

In 1978, the Colorado Legislature intervened in police and fire pensions across the State because of a growing realization by all parties that the major plans were in serious financial trouble. Most plans had not been funded on an actuarially-sound basis, and so each carried a large "unfunded liability" for future pension payments. Put differently, cities had not contributed enough funds to the plans to assure payment of pension obligations. This would mean that, at some time in the future the plans would exhaust their capital without fully satisfying the accrued pension liabilities.

Colorado cities, employee groups, and the State agreed to contribute to a long-term plan to catch up on pension costs. Employers began to contribute local funds at higher levels. In part, this was to pay a substantial portion of the ongoing pension costs for active employees so that current activities would not aggravate the unfunded liability. The participating cities became liable for large annual payments to reduce the existing unfunded liability. The State also committed to making large annual contributions toward the unfunded liability, and employees began to contribute eight percent of payroll to cover a share of the ongoing pension costs for current employees.

The two "old hire" plans provide that after 25 years of service the plan participants are eligible to receive 50 percent of their wages as a pension (Firefighters must also have reached age 50 to become eligible for their pension.) This can increase 4 percent per year thereafter to a maximum benefit of 74 percent of wages. Neither police officers nor firefighters participate in the Social Security system.

In 2009, the Fire Old Hire Pension plan received no support from State funds and became the sole obligation of the City and County of Denver. In 2013, Senate Bill 13-234 authorized payments that completed the State's obligation to the Police Old Hire Pension by paying off the State's entire portion of the unfunded liability. Beginning in 2014, the Police Old Hire Pension Plan no longer received further payments from the State, and the funding of the plan is now the sole obligation of the City and County of Denver.

New-Hire Plan

The "new hire" plan has been fully funded from the plan's inception to include all costs associated with the plan, so there is no unfunded liability. This plan provides that after 25 years of service and age 55, the plan participants are eligible to receive a normal vested retirement. (For these purposes, pay includes base pay, longevity, and shift differential where applicable.) Additionally, a separate retirement account is created for each participant which is funded by any plan surplus. The balance in this separate retirement account fluctuates with the overall health of the plan.

In 2020, the FPPA Board authorized a taskforce to study the statewide hybrid plan applicable to all new-hire employees. The outcome of the taskforce was House Bill 20-1044, effective January 1, 2021 affecting the Statewide Death and Disability Plan Contributions; The Statewide Defined Benefit Separate Retirement Accounts; The Statewide Defined Benefit Rule of 80 and The Statewide Defined Benefit Employer Contributions.

The Statewide Death and Disability Plan Contribution Changes

The Statewide Death & Disability Plan provides benefits to Denver's first responders and their families in the event that the member is seriously injured or killed. Members are covered 24/7, both on- and off-duty, until they are eligible for normal retirement, retire or otherwise separate from the plan. In the last decade, FPPA has seen a significant increase in disability claims by plan members. This influx in claims, coupled with increasing life expectancy and reduced investment return assumptions, has resulted in a funding shortfall. As of January 1, 2019, the funding level for the SWD&D Plan was 72.7 percent, and without action the plan would have been in serious trouble.

In order to make up for the funding shortfall, an increase in contributions into the plan was necessary. However, the previous mechanism to change contribution rates—which allowed the Board to adjust rates by up to 0.1 percent every other year—was insufficient to make up this shortfall. Allowing the Board to adjust contribution rates as enacted in this provision (up to 0.2 percent every year) puts the plan on a path towards being fully funded.

Statewide Defined Benefit (SWDB) Plan Changes

This statutory provision provides for a normal retirement starting January 1, 2021 if a member's combined years of service and age totals 80 or more. The benefit percentage is still based on year of SWDB service. In order to fund the Rule of 80, a corresponding 1 percent increase in employer contributions will be implemented (0.5 percent per year over two years) in 2029 and 2030. Once a member meets the Rule of 80, they can continue to work or retire and begin pension payments; enter the DROP program or defer up to age 65.

Statewide Defined Benefit Plan Contribution Changes

In the past few years, experience has led FPPA to adopt new assumptions about things like retiree life expectancy and investment returns. Based on the results of what's called an experience study—a comparison between what is assumed would happen and what actually happened during a specific period of time—is was determined that members are living longer in retirement, and that there is a lower expected rate of return.

Making changes to these assumptions has lowered the funded status for the Statewide Defined Benefit Plan below the 100 percent funded mark. Being less than 100 percent funded reduces the ability to protect the plan from things like a market downturn or to provide meaningful benefit adjustments.

Increasing employer contributions by 4 percent over 8 years (at a rate of 0.5 percent per year) will help protect the plan from adverse market conditions and make it more likely that the FPPA Board will be able to authorize more meaningful benefit adjustments in the future.

This increase will also equalize the contribution rates paid by members and employers. Up until 2014, contribution rates for both members and employers were set at 8 percent. Then in 2014, FPPA's members elected to increase their contributions by 4 percent over an eight-year period, raising their contribution from 8 percent to 12 percent between 2015-2022. The election did not affect employer rates, which stayed at 8 percent. This provision will raise employer contributions to once again match the rate paid by members.

This statutory change implements a 4 percent increase in employer contributions over 8 years. It also allows the FPPA Board to further increase the required contributions, equally between employer and employee, upon approval through an election by both members and employers. The Board retains its statutory authority to roll back benefits to maintain actuarial soundness.

The New-Hire Plan is funded by contributions from the employer and the employee. Starting January 1, 2021 employers contribute at 8.5 percent and employees at 11.5 percent of payroll.

Funding of Police and Fire Pension Plans

Denver historically achieves its funding for old hire pensions through two separate mill levies, one for police and one for firefighters, to pay the unfunded liability. If, in any year, the mill levies do not generate the required payment, General Fund contributions from the agency operating budgets pay the remainder of the unfunded liability. The pension is revalued every two years by an actuary and the required payments are set for the following two years.

In 2016, the City established a Special Revenue Fund (SRF) to account for the revenue generated by the Police and Fire Pension mills. The City estimates that the funds generated by the mills will be sufficient to pay for the old hire Annually Required Contribution (ARC) and the 8.5 percent employer contribution for new hire police and fire pension contributions. The goal is to use the available funds in excess of the old hire pension contributions to pay for new hire police and fire pension costs which is consistent with the intent of the mills' establishment. This change eliminated the contribution from the General Fund for new hire police and fire pension. In future years, this contribution to new hire pension will not be required from the General Fund unless the contribution requirements exceed the police and fire pension mills revenue, in which case, the additional amount required will be budgeted in the Police and Fire operating budgets in the General Fund. To the extent funds remain in excess of the contribution, after a year-end reconciliation is performed, the City will either pay contributions above the ARC for old hire pensions, will retain the funds in fund balance for future year obligations, or the funds will be transferred to the General Fund as revenue. The SRF had an ending reserve balance at the end of 2020, which is partially funding the 2021 increase to contributions.

In 2018, the City added a limited Fire and Police Pension Administrator to support safety specific benefit needs. The Administrator coordinates and audits health, dental and vision plans for active and retired uniformed employees. The Administrator also handles pension enrollment, inquiries, change, and complaints from retired police officers and fire fighters. This funding will ensure that police and fire retiree concerns are met in a timely fashion and that changes to the program are communicated. In 2020, the limited position was extended through December 2021.

Beginning in 2018, the Denver International Airport began reimbursing the pension fund for the portion of services related to police officers and firefighters located at Denver International Airport as determined by the annual cost allocation plan.

The 2021 funding requirements for the old-hire police and fire pension ARC, the new hire employer contributions and special revenue estimated ending balance are as follows:

2021 Forecast:	Police	Fire	Total
Projected Pension Mill Revenue	25,728,419	21,569,796	47,298,215
Projected DEN Reimbursement Revenue	573,047	1,206,953	1,780,000
Total Projected Revenue	\$26,301,466	\$22,776,749	\$49,078,215
Actuarial Old Hire Employer Contribution	10,686,116	17,248,106	27,934,222
Projected New Hire Employer Contribution	11,986,634	9,005,527	20,992,161
Projected Civilian Administrator Support	126,885	0	126,885
Total Projected Expenditures	\$22,799,635	\$26,253,633	\$49,053,268
Projected 2021 Fund Balance			\$24,947
Projected 2020 Cash Balance*			\$11,948,503

*including previous year cash balance

Overview

The following Special Revenue Funds are active in the City's financial system of record but are excluded from the SRF section of the Budget Book because no expenditures posted in 2019 and none were anticipated during the budget process by the administering agency or department in 2020 or 2021. Some funds continue to receive revenue and/or have cash balances. Funds are being evaluated for closure by the Budget and Management Office and the agency expending authority if remaining balances are no longer required and/or can be transferred to other funds.

Special Revenue Fund Detail

Fund ID	Fund Name	Expending Authority	Description of Fund
11817	TABOR Amendment Reserve	Chief Financial Officer	This fund is used to account for a portion of the emergency reserve required by the TABOR Amendment to the Colorado State Constitution.
11823	Skyline - Redevelopment	Executive Director of Denver Economic Development and Opportunity	The Skyline Redevelopment project promotes the development of areas that have the potential for major changes that, over a long period of time, will result in significant new private development, jobs, increases to the tax base, and amenities. Types of projects and activities include blight surveys, feasibility analyses, relocation costs, options on buildings or land, the purchase of buildings or land, bridge and gap financing, construction loans, and preservation of historic buildings.
11826	Economic Development Sponsorship Donations	Executive Director of Denver Economic Development and Opportunity	This fund is used to defray the costs related to international, national, and local economic development events and activities.
11852	TABOR Reserve – Strategic Real Estate	Chief Financial Officer	This fund is used to account for a portion of the emergency reserve required by the TABOR Amendment to the Colorado State Constitution. Monies held in this fund may be used to purchase real property in the name of the City deemed to be nonessential to the City, the fair market value of which constitutes a portion of the City's TABOR emergency reserve for so long as the City owns the property.

Addendum to Special Revenue Funds

Fund ID	Fund Name	Expending Authority	Description of Fund
11865	Special Districts Revolving Loan	Chief Financial Officer	This fund was established in 2017 to support the continued creation of business improvement districts and general improvement districts in Denver. Allowable expenditures include advancing the cost of acquisition, installation, maintenance and financing of enhancements in the public right of way.
11873	Stapleton Retained Tax Reserve	Chief Financial Officer	This was established in 2019 to receive General Fund transfers to build a reserve that will be transferred back to the General Fund when the Stapleton TIF expires in 2025.
12823	Diversion & Youth Development	Executive Director of Safety	This fund supports the Diversion and Youth Development Program, which provides the youth input needed to assist Denver Public Safety Youth Programs Office (DPSYPO) in developing and prioritizing resources as well as targeting areas and implementing strategies to achieve the agency's goal of reducing youth crime and violence. The program identifies resources, implements trainings and plans and coordinates the annual Safe City Youth Summit to give youth a chance to discuss and identify ways that adults can support programs and policies that better the lives of youth. Revenues to the fund are donations.
13013	Child Support Holding	Executive Director of Denver Human Services	This fund is used to receipt child support payments on behalf of non-custodial parents and to apply those payments to the Family Support Registry. All child support and maintenance payments are processed through Colorado's Family Support Registry.
13307	Old Age Pension	Executive Director of Denver Human Services	This fund is used to pay and receipt cross-county claims related to the State's Old Age Pension program. The Old Age Pension (OAP) program provides financial assistance to low-income Colorado resident adults, 60 years of age or older.
13802	Family Crisis Project	Executive Director of Denver Human Services	This fund was created in 1987 to accept donations DHS received to support operational costs and services in connection with the Family Crisis Center (FCC).
14703	Drug Strategy and Behavioral Health Donations	Executive Director of Denver Department of Public Health and Environment	This fund was created in 2019 to accommodate donations for behavioral health programs under DDPHE when the Office of Behavioral Health Strategies was transferred from Denver Human Services.
14801	Environmental Health and Safety	Executive Director of Denver Department of Public Health and Environment	This fund has been used by DDPHE's Public Health Inspection Division 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. Its funding source is the U.S. Council of Mayors.

Addendum to Special Revenue Funds

Fund ID	Fund Name	Expending Authority	Description of Fund
16604	Office of Economic Development Revolving Loan Repayments	Executive Director of Denver Economic Development and Opportunity	This fund receives repayments of loans funded with the OED line of credit and makes repayments to the original note holder.
16811	Affordable Housing Incentive Fee Fund	Executive Director of the Department of Housing Stability	This fund receives funds for projects zoned under the 38th & Blake Station Area Incentive Overlay. Revenue in the fund can be used for production or preservation of rental housing, rental assistance for qualified household earning 80% or less of AMI, development of for-sale housing for qualified households earning 100% of AMI, homebuyer assistance programs for households earning 120% of AMI, permanent supportive housing for homeless persons and for supportive services associated with such housing (up to 10% of revenue), and other housing programs supporting low-income at risk individuals.

Accrual Basis

The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows. This is opposed to the cash basis of accounting under which transactions are recognized only when money changes hands.

Agency

A department, division, section, bureau, commission, board or other organizational unit established by law as a part of the City.

Annual Appropriating Ordinance

An ordinance passed by City Council making appropriations to various agencies. The appropriations contained in the ordinance must match the budget as amended and adopted by City Council. The annual appropriating ordinance is approved concurrently with the tax levy ordinances necessary to support the adopted budget.

Appropriated Funds

All funds except debt service funds and special revenue funds whose authorized expenditures are based upon cash or grants received.

Appropriation

An authorization, by ordinance, to a specified agency, program, project, or transfer fund to incur obligations and to expend from public money or anticipated public money. An appropriation is a sum of money from a specified fund or the General Fund for a specific purpose.

Assets

Resources with monetary value owned or held by a government.

Balance Sheet

See Statement of Net Assets.

Balanced Budget

[Subtitle B, Article VII, Part 1.4](#) of the Denver City Charter states “the budget...shall not propose expenditures in excess of estimated opening balances and anticipated income; however, in estimating, the Mayor may reduce the anticipated income from property taxes by an amount for uncollectible taxes. In the General Fund, the budget estimates for the ensuing year shall include an amount as a year-end closing balance which amount shall not be expended except for emergencies approved by a two-thirds vote of Council, within the fiscal year to which the proposed budget applies but may be considered as income available for expenditures in preparation of the proposed budget for the following year.”

Bond

A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date, together with periodic interest at a specified rate.

Budget

A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Calendar

The schedule for completion of the various phases in the preparation of the budget defined by the City Charter and Denver Revised Municipal Code. The budget calendar begins in April with the issuance of the budget instructions, including forms and procedures, and ends with City Council approving the Long Bill (the annual appropriating ordinance) in November.

Budget Document

A document prepared by the Mayor that must include but is not limited to: a general statement describing the important features of the budget; statements by funds showing estimates of expenditures, receipts, opening and closing balances compared with the previous and current fiscal years; statements of expenditures and work programs of the various agencies; the amount to be raised by taxation to pay interest on general obligation bonded indebtedness and to provide for the debt service fund; and the amounts to be expended for capital improvement projects and the sources of revenue for financing such projects. City Council adopts the budget by motion but may revise or alter the budget prior to adoption by a two-thirds vote.

Budget Savings

A portion of an agency's budget set aside in a restricted account and unavailable for expenditure. These savings include budget reductions imposed as a result of revenue shortfalls and unspent agency appropriations resulting from programmatic changes.

Capital Budget

A plan of proposed expenditures resulting in the acquisition of or addition to fixed assets and the means for financing these expenditures.

Capital Equipment

- **Major** – Equipment that has a useful life of more than one year and a unit cost of at least \$50,000.
- **Minor** – Nonrecurring items having a useful life of more than one year and a unit price of at least \$5,000 but less than \$50,000.

Capital Project Funds

Funds used for the acquisition and maintenance of major capital assets other than those financed through special assessment or enterprise funds.

Certificate of Participation (COP)

A form of financing which allows the purchase of an asset over time and requires City Council, but not voter, approval. Certificates are sold to investors, and the proceeds are used by the lessor (an outside party) to acquire a capital asset on behalf of the City. The asset becomes the collateral for the certificates, and the City assumes ownership of the asset at the end of paying the full amount of the lease. Payments are subject to annual appropriation and do not constitute a long-term obligation under TABOR.

Contingency Reserve

As defined by the City Charter, the proposed budget for the General Fund shall include an amount, not less than 2% of the total estimated expenditures set forth in the General Fund for the ensuing year, for the payment of any expense, the necessity of which is caused by any casualty, accident or unforeseen contingency after the passage of the annual appropriation ordinance. Revenues received during the year in excess of those projected or an opening balance larger than projected may be added to the contingency reserve.

Contributed Capital

An equity account that shows the amount of permanent fund capital contributed to that fund.

Coronavirus/COVID-19

A highly contagious disease, often characterized by severe respiratory distress, which may have originated in China in 2019 before growing to a worldwide pandemic. Attempts to curtail the spread of the disease and prevent hospital overcrowding led to large scale economic restrictions, including the temporary closure and then reduced capacity for restaurants and other types of businesses. These restrictions created the need for significant revenue revisions and budgetary reductions in both 2020 and 2021.

Current Assets

Those assets that are available or can be made readily available to finance current operations or to pay current liabilities.

Current Liabilities

Financial obligations payable within one year.

Debt Service Funds

Funds used for the payment of principal and interest on general obligation and other long-term debts.

Depreciation

The process of allocating the total cost of fixed assets over each period of their usefulness to the owner.

Encumbrance

The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure. Purchase orders, contracts, and/or other commitments require a reservation of appropriation. These commitments cease to be encumbrances when paid or when cancelled.

Enterprise Fund

A fund established to account for operations that are financed and operated in a manner similar to business enterprises in the private sector. The intent of the governing body is the costs (expenses, including depreciation) of providing goods or services to the public on a continuing basis be financed or recovered primarily through user charges.

Fiduciary Funds

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

Fixed Asset

A specific piece of tangible real or personal property with an expected useful life longer than one year. These items are acquired through outright purchase, construction, lease purchase agreements, installment purchase contracts, tax or special assessment foreclosure, eminent domain, donations, or gifts.

Fringe Benefits

Fringe benefits include the City's contribution to life insurance, retirement, health and dental insurance, and Social Security programs.

Fund

A fiscal and accounting entity, created by charter, ordinance, or applicable state law. A fund consists of a balanced set of accounts in which cash and other assets, related liabilities, residual balances, and changes therein are recorded and segregated. Funds have specific sources of receipts and specific purposes of expenditures except for the General Fund.

Fund Balance

The difference between fund assets and fund liabilities of governmental funds.

Funded Project

A funded appropriation for a specific purpose, such as street lighting.

General Fund

The largest of the City's funds including all resources not legally restricted to a specific use. Approximately fifty percent of the fund revenue is generated through the sales tax. The General Fund is also supported by the local property tax and the lodgers' tax as well as revenue derived from fees for services, materials, licenses, permits, and fines.

Governmental Funds

A group of funds accounting for activities associated with the City's basic operations. Types of Governmental Funds are the General Fund, Special Revenue Funds, Capital Project Funds, and Debt Service Funds. This group of funds uses a modified accrual basis of accounting and focuses on operating revenues and expenditures.

Internal Services Fund

A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost reimbursement basis.

Lapsing Fund

A fund in which appropriated amounts the agency does not or cannot spend by the end of the fiscal year lapse or come to an end and are not carried forward into the next fiscal year. The budget is liquidated at the end of the budget period for all non-encumbered budget balances. All General Fund appropriations and enterprise funds are lapsing funds, as are some special revenue funds.

Mill Levy

The rate used in calculating taxes based on the value of property, expressed in mills per dollar of property value. A mill is 1/1000 of a dollar.

Net Income

The excess of all revenues over the total of all expenses.

Net Position

The difference between assets and liabilities (formerly net assets).

Non-Lapsing Fund

A fund in which any remaining unspent appropriation at the end of the current fiscal year will carryforward to the next fiscal year.

Operating Budget

The plan of current expenditures and the proposed means of financing them.

Operating Expenses

Fund expenses which are directly related to the fund's primary service activities.

Operating Income

The excess of operating revenues over operating expenses.

Operating Revenue

Fund revenues directly related to the fund's primary service activities primarily consisting of user charges for services.

Personnel Services

Salaries and fringe benefits for all unlimited (permanent) and limited (temporary) employees and individual contracts.

Program Inventory

All programs and services the City provides to the community. The inventory facilitates prioritization during the annual budget process.

Position

The aggregate of duties and responsibilities performed by one person. A position may be unlimited, limited, or on-call, and may be filled or vacant.

Proprietary Funds

A group of funds accounting for activities often seen in and operated in a similar manner to the private sector. This group of funds are budgeted on a modified accrual basis and are reported in the 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; not equal to the amount of cash receipts.

Services and Charges

Purchase of professional and technical services (contract), utilities, repair and maintenance services, travel, printing and other services and charges.

Special Revenue Fund

Any fund which must be devoted to some special use in accordance with specific regulations and restrictions.

Statement of Cash Flows

The basic financial statement presenting information on the sources and uses of cash during an accounting period.

Statement of Revenues, Expenses and Changes in Fund

The basic financial operating statement presenting increases and decreases in an entity's net current assets.

Statement of Net Position

The basic financial statement describing the financial position of an entity at a specific date. Assets are the economic resources of the entity. Net position equals total assets minus total liabilities (debt).

Statement of Net Assets

Per [GASB statement No. 63](#), this has been changed to Statement of Net Position (see above).



Supplies and Materials

These include office supplies, building materials, health supplies, food, and automotive parts.

Tax Increment Financing (TIF)

TIF is a method of facilitating development or redevelopment of defined areas of property by utilizing future tax revenues to pay for some of the necessary public improvements. TIF allows local officials to designate an area as a “TIF District” for improvement and then earmark any future growth in property tax and/or sales tax revenues in that district to pay for the predetermined development.

Taxpayer Bill of Rights (TABOR)

A 1992 amendment to the Colorado Constitution limiting the government’s ability to raise and spend revenue. TABOR applies to all levels of government in Colorado and requires voter approval to increase tax revenue, limits revenue collections by prescribing a formula for growth in spending, and limits spending to not more than a given percent.

Temporary Assistance for Needy Families (TANF)

The federally funded block grant program that provides monthly cash assistance, work opportunities, and job training to families with children under age 18.

Transfer

The movement of cash from one City fund to another by journal voucher. Transfers must be authorized by ordinance.

Vacancy Savings

An estimate of the savings occurring from the time a position becomes vacant until it can be refilled, generally the result of turnover and/or filling positions at a lower rate of pay and/or classification. Vacancy savings are calculated from all personnel accounts directly related to a position being filled or vacant (i.e. regular compensation, taxes, retirement, health insurance and other benefits, etc.) and is based on the size of the department, as described in the table below.

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

Working Capital

The excess of current assets over current liabilities. This calculation is used to indicate the relative liquidity of an enterprise or internal service fund.

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 2021 Budget.

General Fund Expenditure Changes

Fund	Org	Agency/Division	Dollars	FTE	Description
01010	6501100	Department of Public Health and Environment - Community and Behavioral Health	\$1,395,000	0.00	Per the Mayor's Letter to City Council , moved budget for STAR from 911 to DDPHE and added funding per adjustments below.
01010	3541100	Executive Director of Safety - 911 Emergency Communications	(\$1,000,000)	0.00	Per the Mayor's Letter to City Council , moved budget for STAR from 911 Emergency Communications to DDPHE.
01010	0141000	Community Planning and Development - Office of the Manager	\$1,155,404	15.00	Corrected FTE so the budget is aligned with the operations of the organization (no change in operations). Offset below.
01010	0142000	Community Planning and Development - Development Services	(\$1,155,404)	(15.00)	Corrected FTE so the budget is aligned with the operations of the organization (no change in operations). Offset above.
01010	2590100	Department of Finance - Capital Planning and Programming	(\$2,000,000)	0.00	Reallocated budget initially housed in CPP for ADA-compliance improvements to the agencies implementing the changes: General Services, Parks, and the Library.
01010	7011100	Parks and Recreation - Finance & Administration	\$1,200,000	0.00	Reallocated from CPP for ADA-compliance improvements in Parks and Recreation.
01010	8113300	Denver Public Library - Facilities	\$500,000	0.00	Reallocated from CPP for ADA-compliance improvements in the Denver Public Library.
01010	3082800	General Services - Operations	\$300,000	0.00	Reallocated from CPP for ADA-compliance contracts administered by General Services.
01010	9938200	Transfer to National Western Center Campus Management SRF	(\$325,000)	0.00	Suspended transfer based upon need and available funding for buildings on the National Western Campus.
01010	0103900	Office of Children's Affairs - Youth Violence Prevention	\$516,000	1.00	Moved budget for Youth Violence Prevention programs so the budget is aligned with the appropriate program codes/cost center. (no change in operations). Offset below.
01010	0103100	Office of Children's Affairs - Administration	(\$516,000)	(1.00)	Moved budget for Youth Violence Prevention programs so the budget is aligned with the appropriate program codes/cost center. (no change in operations). Offset above.
01010	0114000	Denver Economic Development and Opportunity - Business Development Division	\$250,000	0.00	Transferred from the Small Business Opportunity Division to the Business Development Division to restore budget that moved in the prior year.
01010	0111000	Denver Economic Development and Opportunity - Small Business Opportunity Division	(\$250,000)	0.00	Transferred from the Small Business Opportunity Division to the Business Development Division to restore budget that moved in the prior year.

October – Changes Summary



Fund	Org	Agency/Division	Dollars	FTE	Description
01010	0103800	Office of Children's Affairs - Youth Transportation	\$150,000	0.00	Moved Youth Transportation funding to the Youth Transportation cost center from the OCA Administration cost center. Offset below.
01010	0103100	Office of Children's Affairs - Administration	(\$150,000)	0.00	Moved Youth Transportation funding to the Youth Transportation cost center from the OCA Administration cost center. Offset above.
01010	3501500	Executive Director of Safety - Pretrial	\$118,600	2.00	Moved two positions from Safety Management to Pretrial to align budget with operations. Offset below.
01010	3501100	Executive Director of Safety - Safety Management	(\$118,600)	(2.00)	Moved two positions from Safety Management to Pretrial to align budget with operations. Offset above.
01010	0150000	Human Rights and Community Partnerships	\$264,621	0.00	Corrected an omission of full budget for financial coach contracts.
01010	6508100	Denver Public Health and Environment - Administration	\$44,000	0.50	Corrected the allocation and budget for an FTE that was erroneously unallocated.
01010	3504000	Executive Director of Safety - Safety Programs	\$0	2.00	Increased FTE to extend a position in GRID and a position in Pre-trial. The cost will be absorbed by Safety.
01010	4510000	City Attorney's Office	(\$618,054)	(4.80)	Transferred budget and positions in City Attorney's Office to the new Internal Billings & Reimbursements SRF. Expenditures in this SRF have increased by the same amount. Note that the revenue for these positions has also been decreased in the General Fund and increased in the SRF to offset expenditures.
01010	7021205	Parks and Recreation - General Parks Citywide	(\$300,273)	(4.00)	Transferred budget and positions in Parks to the new Internal Billings & Reimbursements SRF. Expenditures in this SRF have been increased by this same amount.
01010	9917100	Transfer to the Economic Opportunity SRF	(\$195,800)	0.00	Reduced the General Fund transfer to the Denver Economic Development and Opportunity Workforce SRF in an amount equivalent to the costs that will be covered by the Bond.
01010	5011100	Department of Transportation and Infrastructure - Administration	(\$163,120)	(1.00)	Removed budget and FTE for a Mayoral Appointee position the Mayor intended to freeze in 2021.
01010	6503100	Department of Public Health and Environment - Denver Animal Protection	\$27,400	0.00	Restored budget for a Veterinary Fellow that was budgeted in the wrong fund in the September Book.
01010	6503200	Department of Public Health and Environment - Denver Animal Protection	(\$27,400)	(0.42)	Unbudgeted an intern position to offset the cost of restoring budget for the Veterinary Fellow.

October – Changes Summary

Fund	Org	Agency/Division	Dollars	FTE	Description
01010	6503200	Department of Public Health and Environment - Denver Animal Protection	\$0	1.00	Moved an FTE that was incorrectly budgeted in the Denver Animal Protection SRF to the General Fund. The cost to the General Fund is offset by reducing on-call dollars.
01010	6503400	Department of Public Health and Environment - Denver Animal Protection	\$27,200	0.34	Restored budget for a position that was inadvertently unbudgeted in the General Fund.
01010	6501100	Department of Public Health and Environment - Community and Behavioral Health	(\$21,710)	(0.25)	Transferred budget for a portion of an FTE from the General Fund to the Ryan White Grant to correct an error.
01010	0501600	County Court	(\$25,000)	0.00	Removed budget in County Court for personnel costs that will continue to be funded by the Crime Prevention and Control Commission in 2021.
01010	0160100	Office of Emergency Management	(\$1,805)	0.00	Decrease in personnel after correcting the General Fund allocations for positions mostly funded by grants.
01010	3522100	Fire Department - Operations	\$0	3.00	Manually corrected uniform FTE count. No dollar change was needed.
Total Net General Fund Expenditure Change			(\$919,941)	(3.63)	

General Fund Revenue Changes

Fund	Org	Agency/Division	Dollars	FTE	Description
01010	4510000	City Attorney's Office	(\$618,054)	0.00	Transferred charges for services generated by City Attorneys to the new Internal Billings & Reimbursements SRF.
Total Net General Fund Revenue Change			(618,054)	0.00	

Non-General Fund Expenditure Changes

Fund	Org	Agency/Division	Dollars	FTE	Description
78310	9978100	Department of Public Health and Environment - Transfer to Lowry Closure Fund	\$1,750,000	0.00	Added budget for a transfer that was missed in the September Book.

October – Changes Summary



Fund	Org	Agency/Division	Dollars	FTE	Description
78320	9978100	Department of Public Health and Environment - Transfer to Environmental Services Enterprise Fund	\$1,000,000	0.00	Corrected a fund/org combination that was invalid causing this transfer to not show up in the September Book.
78320	9785110	Department of Public Health and Environment - Transfer to Environmental Capital Fund	\$750,000	0.00	Corrected a fund/org combination that was invalid causing this transfer to not show up in the September Book.
11821	0145100	Department of Housing Stability - Skyline Housing Fund	\$1,300,000	0.00	Increased the Skyline Housing Fund to align with estimated program expenditures.
16609	0145100	Department of Housing Stability - Housing Stability Private Grants Fund	\$1,000,000	0.00	The Kaiser Permanente National Community Benefit Fund at the East Bay Community Foundation grant was omitted from the September Book.
11879	4510000	City Attorney - Internal Billings & Reimbursements Fund	\$618,054	4.80	Added budget and positions from the City Attorney's Office that were incorrectly included in the General Fund in the September Book.
16606	0145100	Department of Housing Stability - Affordable Housing Fund	\$561,146	0.00	Increased the projected budget based on 2021 revenue projections and encumbered projects.
16608	0145100	Department of Housing Stability - Homeless Shelter Utility Support Grant	\$350,000	0.00	This Homeless Shelter Utility Support grant was omitted from the September Book.
11879	7021205	Parks and Recreation - Internal Billings & Reimbursements Fund	\$300,273	4.00	Added budget and positions for snow-plow on-calls in Parks that were incorrectly included in the General Fund in the September Book.
12250	0401100	District Attorney's Office - Federal Grants	\$202,952	0.00	Increased expenditures to reflect actual grant award.
14810	6501000	Department of Public Health and Environment - Caring for Denver Fund	(\$37,023,397)	0.00	Transferred Caring for Denver projected expenditures/payments from the Community and Behavioral Health Division to the Administration Division.
14810	6508000	Department of Public Health and Environment - Caring for Denver Fund	\$37,023,397	0.00	Transferred Caring for Denver projected revenue from the Community and Behavioral Health Division to the Administration Division.
14809	6508000	Department of Public Health and Environment - Healthy Foods for Denver's Kids	\$296,031	3.00	Transferred positions administering the Healthy Foods for Denver's Kids program from the Community and Behavioral Health Division to Administration. Offset below.
14809	6501000	Department of Public Health and Environment - Healthy Foods for Denver's Kids	(\$296,031)	(3.00)	Transferred positions administering the Healthy Foods for Denver's Kids program from the Community and Behavioral Health Division to Administration. Offset above.

October – Changes Summary

Fund	Org	Agency/Division	Dollars	FTE	Description
14806	6501500	Department of Public Health and Environment - Public Health and Wellness Fund	(\$1,072,398)	0.00	Adjusted expenditures to reflect this Fund's portion of the 2021 General Fund transfer to the Public Health Special Revenue Fund, which is split between the Public Health and Wellness SRF and Solutions Center Fund.
11847	0114410	Denver Economic Development and Opportunity - Business Incentives Fund	(\$1,250,000)	0.00	Adjusted anticipated expenditures to better align with projected spending.
14808	6501900	Department of Public Health and Environment - Solutions Center Fund	(\$700,000)	0.00	Adjusted expenditures to reflect this Fund's portion of the 2021 General Fund transfer to the Public Health Special Revenue Fund, which is split between the Public Health and Wellness SRF and Solutions Center Fund.
78100	9785110	Department of Public Health and Environment - Transfer to Environmental Services Capital Fund	(\$750,000)	0.00	Reduced the transfer from this fund due to the transfer coming from another fund.
78100	9923100	Department of Public Health and Environment/Environmental Services Enterprise Fund	(\$627,208)	0.00	Reduced transfer to the Fleet Fund to reflect one half of the annual lease for the vehicles associated with the Pay as You Throw program due to program delays.
78100	9784110	Department of Public Health and Environment/Environmental Services Enterprise Fund	(\$250,000)	0.00	Removed the transfer to Underground Storage Tanks Fund, which is not needed for 2021.
17601	0117100	DEDO-Workforce Development	(\$195,800)	0.00	Reduced budget for personnel costs that will be paid by Elevate Denver Bond funds.
14821	6501800	Department of Public Health and Environment - Crime Prevention & Control Commission	\$0	3.00	Extended positions in the Sheriff Department for the Transition from Jail to Community Collaborative Program. The dollars were accounted for in CPCC in the September Book.
14002	6501100	Department of Public Health and Environment- Ryan White Fund	\$21,710	0.25	Transferred budget for a portion of an FTE from the General Fund so it is fully-funded by the Ryan White Grant.
14702	6503100	Department of Public Health and Environment - Animal Care and Control Donations Fund	(\$27,400)	(0.42)	Transferred budget for a Veterinary Fellow back to the General Fund.
14702	6503500	Department of Public Health and Environment - Animal Care and Control Donations Fund	(\$51,600)	(1.00)	Transferred an FTE that was incorrectly budgeted in the Denver Animal Protection SRF back to the General Fund.
12100	0160100	Office of Emergency Management - Homeland Security Grants	\$0	0.28	Grant position allocations shifted from Securing the Cities to UASI.

October – Changes Summary



Fund	Org	Agency/Division	Dollars	FTE	Description
11001	0160100	Office of Emergency Management - Federal Grants	\$0	(0.28)	Grant position allocations shifted from Securing the Cities to UASI.
12701	0401100	District Attorney's Office - District Attorney Donations Fund	(\$34,001)	0.00	Reduced budget to reflect anticipated expenditures in 2021.
11878	2561200	Department of Finance - Coronavirus Emergency Response Fund	\$0	0.00	This Special Revenue Fund was omitted from the September book; expenditures are not anticipated in 2021.
17803	0144100	Denver Economic Development and Opportunity - Coronavirus Business Support Fund	\$0	0.00	This Special Revenue Fund was omitted from the September book; expenditures are not anticipated in 2021.
Total Net Non-General Fund Expenditure Changes			\$2,895,728	10.63	

Non-General Fund Revenue Changes

Fund	Org	Agency/Division	Dollars	FTE	Description
78100	6506000	Department of Public Health and Environment/Environmental Services Enterprise Fund	\$1,250,000	0.00	Corrected a missed transfer to the Environmental Services operating fund from Fund 78310.
11879	4510000	City Attorney's Office/Employment & Labor Law- Internal Billings and Reimbursements	\$618,054	0.00	Increased revenue associated with the City Attorneys that were moved to this Fund after the September Book.
11879	7021205	Parks and Recreation/General Parks Citywide - Internal Billings and Reimbursements	\$300,273	0.00	Increased revenue associated with the Parks positions that were moved to this Fund after the September Book.
11879	4510000	City Attorney's Office/Employment & Labor Law- Internal Billings and Reimbursements	(\$258,000)	0.00	Decreased revenue to match expenditures.
Total Net Non-General Fund Revenue Changes			\$ 1,910,327	0.00	

BY AUTHORITY

ORDINANCE NO. 20201216

SERIES OF 2020

COUNCIL BILL NO. CB20-1216

COMMITTEE OF REFERENCE:

N/A

A BILL

For an ordinance making appropriations to pay the expenses of conducting the public business for the year 2021 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 2021 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.

<u>Item No.</u>	<u>Accounting Number</u>	<u>Appropriation Account</u>	<u>Expending Authority</u>	<u>Total Budget</u>
1	01010-0101000	Mayor's Office	Mayor	\$1,972,065
2	01010-0103000	Office of Children's Affairs	Director	4,084,167
3	01010-0106000	Performance Based Infrastructure Office	Executive Director	305,894
4	01010-0107000	Office of Climate Action, Sustainability and Resiliency	Executive Director	4,080,858
5	01010-0110000	Denver Economic Development and Opportunity	Director	7,601,899
6	01010-0135000	Board of Ethics	Director	185,827
7	01010-0140000	Community Planning and Development	Executive Director	30,163,401
8	01010-0144000	Department of Housing Stability	Executive Director	27,094,469
9	01010-0150000	Human Rights/Community Partnerships	Executive Director	5,125,462
10	01010-0157000	Office of the Independent Monitor	Monitor	1,898,386
11	01010-0160000	Emergency Management	Director	1,466,238
12	01010-0180000	Office of Special Events	Executive Director	724,896
13	01010-0201000	City Council	President	6,310,601
14	01010-0301000	Auditor's Office	Auditor	10,524,099
15	01010-0401000	District Attorney Office	District Attorney	27,666,599
16	01010-0501000	County Court	Presiding Judge	26,553,887
17	01010-0520000	Office of Municipal Public Defender	Public Defender	2,580,316
18	01010-0601000	Office of Human Resources	Personnel Director	13,608,200
19	01010-0603000	Hearings Office	Career Service Board	632,957
20	01010-0710000	Office of the Clerk and Recorder	Clerk and Recorder	9,726,915
21	01010-0910000	Board of Adjustment Zoning	Secretary	358,649
22	01010-1100000	Civil Service Commission	Executive Director	1,763,528



<u>Item No.</u>	<u>Accounting Number</u>	<u>Appropriation Account</u>	<u>Expending Authority</u>	<u>Total Budget</u>
23	01010-2500000	Department of Finance	Chief Financial Officer	61,413,946
24	01010-3000000	Department of General Services	Executive Director	50,315,108
25	01010-3070000	Technology Services	Director	75,661,997
26	01010-3501000	Safety Programs and Management	Executive Director of Safety	29,962,415
27	01010-3510000	Police Department	Executive Director of Safety	229,528,725
28	01010-3520000	Fire Department	Executive Director of Safety	124,158,964
29	01010-3530000	Sheriff	Executive Director of Safety	148,263,833
30	01010-4001000	Department of Excise & License	Director	3,963,828
31	01010-4511000	City Attorney Office	City Attorney	23,062,451
32	01010-5000000	Department of Transportation and Infrastructure	Executive Director	128,185,031
33	01010-6500000	Denver Department of Public Health and Environment	Executive Director	18,390,199
34	01010-7000000	Department of Parks and Recreation	Executive Director	76,573,732
35	01010-8100000	Denver Public Library	City Librarian	48,183,819

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Section 2. General Fund Authorized Capital Equipment: The General Fund (Accounting No. 01010) Agency appropriations in Section 1 for the year 2021 include the following tabulation of capital equipment items. The capital equipment items are to be purchased upon the order of the respective officers, or employees designated, or of their duly authorized agents.

<u>Item No.</u>	<u>Accounting Number</u>	<u>Appropriation Account</u>	<u>Expending Authority</u>	<u>Capital Equipment Description</u>	<u>Quantity</u>
1	01010-7010000	Parks and Recreation	Executive Director	4x 4 Pickup Truck	2
2	01010-3520000	Fire Department	Executive Director of Safety	Heavy Apparatus Lift	1

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Section 3. General Fund Appropriated Transfers: There is hereby appropriated from the General Fund (Accounting No. 01010) for the year 2021 the amounts of money indicated in the following tabulation to be transferred to and expended by the program indicated by the title of each transfer account. The Chief Financial Officer is the expending authority and shall initiate, by the last day of each calendar quarter in 2021 which is not a Saturday, Sunday, or holiday, or as required, the 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.

<u>Item No.</u>	<u>Accounting Number</u>	<u>Transfer Account Name</u>	<u>Amount</u>
1	01010-9911100	Transfer to General Government SRF	\$2,594,401

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<u>Item No.</u>	<u>Accounting Number</u>	<u>Transfer Account Name</u>	<u>Amount</u>
2	01010-9911410	Transfer to Alternative Transportation SRF	1,388,700
3	01010-9911510	Transfer to Business Incentives SRF	1,000,000
4	01010-9911810	Transfer to Affordable Housing SRF	3,700,000
5	01010-9913100	Transfer to Human Services Special Revenue Fund	2,100,000
6	01010-9914100	Transfer to Public Health and Wellness SRF	4,143,482
7	01010-9914200	Transfer to the Crime Prevention and Control Commission	3,592,600
8	01010-9915510	Transfer to Convention Center SRF	7,000,000
9	01010-9917100	Transfer to Economic Opportunity SRF	2,039,500
10	01010-9918110	Transfer to Social Impact Bonds SRF	2,906,000
11	01010-9923100	Transfer to Planned Fleet SRF	7,000,000
12	01010-9926100	Transfer to Liability Claims SRF	2,000,000
13	01010-9934210	Transfer to CIF - Radio Replacement and System Upgrade	4,212,028
14	01010-9934310	Transfer to CIF - User Component Replacement	335,000
15	01010-9934410	Transfer to CIF - Infrastructure Replacement	1,314,915
16	01010-9934810	Transfer to CIF - System Upgrades	518,369
17	01010-9938100	Transfer to Grant/Other CIF	840,000
18	01010-9991100	Transfer to Art Museum	1,484,072
19	01010-9992100	Transfer to Museum of Nature & Science	1,151,006
20	01010-9993100	Transfer to Botanic Gardens	1,122,625
21	01010-9994100	Transfer to Zoological Gardens	2,276,858
22	01010-9995100	Transfer to Four Mile Historic Park	66,600
23	01010-9996100	Transfer to Municipal Band	57,000

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Section 4. General Fund Appropriations for Programs or Projects: There is hereby appropriated from the General Fund (Accounting No. 01010) for the year 2021 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.

<u>Item No.</u>	<u>Accounting Number</u>	<u>Appropriation Account</u>	<u>Expending Authority</u>	<u>Amount</u>
1	01010-0102000	Civic Events	Mayor's Office	\$957,019
2	01010-2554000	Workers' Compensation Billings	Chief Financial Officer	7,068,387
3	01010-2561000	Special Payments	Chief Financial Officer	3,700,000
4	01010-2562000	Hotel Tax Increment	Chief Financial Officer	475,000
5	01010-2564000	DPS Stapleton Mill Levy Payment	Chief Financial Officer	2,242,600
6	01010-2565000	Annual Rental Payments	Chief Financial Officer	18,899,009
7	01010-2580800	Unemployment Comp Insurance	Chief Financial Officer	1,200,000
8	01010-2580900	General Contingency	Chief Financial Officer	26,095,000
9	01010-6511000	Payment - Public Health Clinic	Executive Director of Public Health and Environment	2,176,165
10	01010-6513000	Payment - Denver Cares	Executive Director of Public Health and Environment	2,970,909
11	01010-6514000	Payment - Poison Center	Executive Director of Public Health and Environment	156,900

<u>Item No.</u>	<u>Accounting Number</u>	<u>Appropriation Account</u>	<u>Expending Authority</u>	<u>Amount</u>
12	01010-6515000	Payment - Medically Indigent	Executive Director of Public Health and Environment	27,700,000
13	01010-6517000	Payment - Park Hill Clinic Financing	Executive Director of Public Health and Environment	150,868

Section 5. Estimated General Fund Revenues: The amount of revenues to be realized during the year 2021 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:

<u>Item No.</u>		
1	TAXES:	
2	Property	\$163,243,164
3	Sale and Use	733,835,234
4	Lodgers	17,658,816
5	Occupational Privilege	52,679,145
6	Motor Vehicle Ownership Tax/Fee	27,985,712
7	Telecommunications	697,179
8		
9	INTERGOVERNMENTAL:	
10	Payment In Lieu of Taxes	45,500
11	Highway Users Tax Apportionment	20,300,393
12	Cigarette Tax Apportionment	1,569,044
13	Miscellaneous Other	19,524,691
14		
15	GENERAL GOVERNMENT:	
16	Licenses and Permits	46,998,038
17	Fines and Forfeits	41,883,518
18	Interest Income	12,013,930
19	Fees	68,829,279
20	Charges for Services, Supplies and Materials	16,384,975
21	Use Charges	24,315,206
22	Internal Service Charges and Indirect Cost	37,825,480
23	Investment Service Charges	1,711,859
24	Cable Franchise	6,509,412
25	Miscellaneous Other	5,267,274
26		
27	TRANSFERS:	
28	Excise Tax	18,994,829
29	Miscellaneous Other	8,793,808
30		
31	TOTAL FINANCIAL RESOURCES	<u>\$1,327,066,486</u>

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33		
34	USES OF FINANCIAL RESOURCES	
35	General Fund Appropriations	\$1,322,633,374
36	General Contingency	26,095,000
37	Less: Sequestered and Other Budget Savings	(13,500,000)
38	Less: Unspent Agency Appropriations	(5,000,000)
39		
40	TOTAL USES OF FINANCIAL RESOURCES	\$1,330,228,374
41		
42	INCREASE/ (DECREASE) IN FUND BALANCE	(3,161,888)
43		
44		
45	Unassigned Fund Balance, January 1, 2021*	\$163,251,000
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47		
48	UNASSIGNED FUND BALANCE, DECEMBER 31, 2021*	\$160,089,000
49	*Fund Balance numbers are rounded	

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Section 6. Human Services Special Revenue Fund Appropriation: There is hereby appropriated from the Human Services Special Revenue Fund (Accounting No. 13000) for the year 2021 the amounts of money indicated in the following tabulations 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.

<u>Item No.</u>	<u>Accounting Number</u>	<u>Appropriation Accounts/Title</u>	<u>Total Budget</u>
1	13005-5530000	Child Welfare	\$43,169,699
2	13008-5510000	Service Delivery and Admin	108,469,907
3	13017-5524000	Child Care	4,498,449
4	13302-5543000	Aid to the Blind	1,000
5	13303-5541000	Aid to the Needy Disabled	1,000,000
6	13304-5553000	Developmental Disabilities	22,346,410
7	13305-5551000	General Assistance	1,485,176
8	13813-5580000	Affordability Program	6,053,465
9		TOTAL APPROPRIATED OPERATING EXPENDITURES	\$187,024,106

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<u>Item No.</u>	<u>Accounting Transfer Number</u>	<u>Transfer Account Name</u>	<u>Amount</u>
1	13008-9901100	Transfer to the General Fund	163,000
2	13008-9911410	Transfer to Alternative Transportation SRF	144,900

<u>Item No.</u>	<u>Accounting Transfer Number</u>	<u>Transfer Account Name</u>	<u>Amount</u>
3	13008-9913100	Transfer to Human Services Special Revenue Fund	1,000,000
TOTAL APPROPRIATED TRANSFERS			\$1,307,900

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2 **Section 7.** Special Revenue Funds: There is hereby authorized from the following listed Special
3 Revenue Funds such specific expenditures as are necessary for specific programs for the year 2021,
4 not to exceed the amount appropriated herein or in addition to amounts appropriated by separate
5 ordinance for such specific programs on the basis of anticipated revenue. Grants from the state or
6 federal government for specific projects, programs or services and deposited to a Special Revenue
7 Fund shall be deemed custodial funds not subject to appropriation within the meaning of Charter §
8 7.2.2, and may be expended upon the order of the agency or department signified by the Accounting
9 number. For those specific expenditures funded by private donations, loan repayments, or other
10 revenues as permitted in separate ordinances, expenditures are hereby authorized in amounts not
11 to exceed the revenues actually received and deposited to a Special Revenue Fund for a specific
12 program, to be expended upon the order of the agency or department head signified by the
13 Accounting number:

- 14 General Government Special Revenue Fund (Accounting No. 11000)
- 15 Public Safety Special Revenue Fund (Accounting No. 12000)
- 16 Human Services Special Revenue Fund (Accounting No. 13000)
- 17 Public Health Special Revenue Fund (Accounting No. 14000)
- 18 Culture and Recreation Special Revenue Fund (Accounting No. 15000)
- 19 Community Development Special Revenue Fund (Accounting No. 16000)
- 20 Economic Opportunity Special Revenue Fund (Accounting No. 17000)
- 21 TABOR Excess Revenue Special Revenue Fund (Accounting No. 19000)

22 Expenditures are hereby authorized from Special Revenue Funds in the amounts of money in the
23 following tabulation, to be expended for the purposes and upon the authorizations in said Ordinance
24 set forth.

<u>Item No.</u>	<u>Account Number</u>	<u>Appropriation Account Title</u>	<u>Expending Authority</u>	<u>Total Budget</u>
1	11827-4511000	Liability Claims	City Attorney	\$2,000,000
2	11835-2550000	Convention Center Hotel	Chief Financial Officer	11,000,000
3	11835-9938300	Transfer to Colorado Convention Center Capital Fund	Chief Financial Officer	3,500,000

<u>Item No.</u>	<u>Account Number</u>	<u>Appropriation Account Title</u>	<u>Expending Authority</u>	<u>Total Budget</u>
4	11846-0601000	Alternative Transportation	Personnel Director	2,160,000
5	11851-0103000	Denver Preschool Program	Director of the Office of Children's Affairs	23,108,436
6	11859-0150000	Energy Efficiency Assistance Fund	Director of Human Rights and Community Partnerships	1,974,156
7	11862-5052000	Composting Fund	Executive Director of Transportation and Infrastructure	1,896,421
8	11868-2590000	Tourism Improvement District Marketing and Promotion Fund	Chief Financial Officer	2,700,000
9	11871-0103000	College Affordability	Director of the Office of Children's Affairs	11,880,804
10	11872-0701000	Fair Elections	Clerk and Recorder	2,090,320
11	11879-0111000	Internal Billings and Reimbursements	Executive Director of Denver Economic Development and Opportunity	1,311,562
12	11879-0601200	Internal Billings and Reimbursements	Personnel Director	2,937,561
13	11879-3020000	Internal Billings and Reimbursements	Executive Director of General Services	406,298
14	11879-3515000	Internal Billings and Reimbursements	Executive Director of Safety	18,590,248
15	11879-3522000	Internal Billings and Reimbursements	Executive Director of Safety	19,923,107
16	11879-4511000	Internal Billings and Reimbursements	City Attorney	11,215,383
17	11879-7021000	Internal Billings and Reimbursements	Executive Director of Parks and Recreation	300,273
18	12302-3501000	Community Correction	Executive Director of Safety	14,617,066
19	12824-3511000	Police/Fire Pension	Executive Director of Safety	22,799,635
20	12824-3521000	Police/Fire Pension	Executive Director of Safety	26,253,633
21	14806-6501000	Public Health and Wellness	Executive Director of Public Health and Environment	1,433,056
22	14808-6501000	Solutions Center	Executive Director of Public Health and Environment	2,710,344
23	14809-6500000	Healthy Foods for Denver's Kids	Executive Director of Public Health and Environment	11,880,804
24	14810-6508000	Caring for Denver Child Care Facility	Executive Director of Public Health and Environment	37,128,521
25	14903-6502000	Inspection	Executive Director of Public Health and Environment	731,473
26	15815-3050000	Denver Arts and Venues	Director of Denver Arts and Venues	35,901,162
27	15828-7040000	Parks, Trails, and Open Space	Executive Director of Parks and Recreation	18,383,521
28	15828-9910000	Transfer to Parks, Trails, and Open Space Capital Improvement	Executive Director of Parks and Recreation	18,745,000
29	16606-0145000	Affordable Housing Property Tax and Other Local Revenue	Executive Director of the Department of Housing Stability	21,910,181

<u>Item No.</u>	<u>Account Number</u>	<u>Appropriation Account Title</u>	<u>Expending Authority</u>	<u>Total Budget</u>
30	17601-0117000	Employer Recruitment, Training and Retention Program	Executive Director of Denver Economic Development and Opportunity	1,481,700
31	17603-0117000	Summer Youth Program	Executive Director of Denver Economic Development and Opportunity	557,800

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2 Amounts in 11835-9938300 are transferred to the Capital Projects Fund 38422 as shown on page
 3 741, Volume 3 of the October Budget Book, though the October Budget Book did not reflect the
 4 transfer on page 108. The Final Budget Book will be corrected to show the transfer in both locations.

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6 **Section 8. Authorized Transfers**

7 (a) Special Trust Fund Authorized Transfers: There is hereby authorized the following cash
 8 transfers from the Special Trust Fund to the General Fund the amount indicated in the following
 9 tabulation:

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<u>Item No.</u>	<u>Accounting Number</u>	<u>Account Title</u>	<u>Amount Transferred Out</u>
1	56540-9901100	Transfer to the General Fund	\$900,000
2	56289-9931100	Transfer to Capital Improvement Projects Fund	1,750,000
3	56301-9931100	Transfer to Capital Improvement Projects Fund	315,000
4	56304-9931100	Transfer to Capital Improvement Projects Fund	47,800

<u>Item No</u>	<u>Accounting Number</u>	<u>Account Title</u>	<u>Amount Transferred In</u>
1	01010	General Fund	\$900,000
2	31000	Capital Improvements and Capital Maintenance Fund	2,112,800

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12 The foregoing is to transfer cash to the General Fund from the 911 Emergency Communications
 13 Trust Fund, Accounting No. 56540, which received a cash transfer from the General Fund in 2018
 14 through Ordinance No. 893, Series 2018, on condition of repayment over several years. The
 15 foregoing is also to transfer cash to the Capital Improvements and Capital Maintenance Fund from
 16 Gateway Trust Funds, Accounting No. 56289, 56301, 56304, for eligible capital improvements in the
 17 Gateway Area.

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(b) General Government Special Revenue Fund Series Authorized Transfers: There is hereby authorized the following cash transfers from the General Government Special Revenue Fund to the General Fund the amount indicated in the following tabulation:

<u>Item No.</u>	<u>Accounting Number</u>	<u>Account Title</u>	<u>Amount Transferred Out</u>
1	11867-9901100	Transfer to the General Fund	\$1,500,000

<u>Item No.</u>	<u>Accounting Number</u>	<u>Account Title</u>	<u>Amount Transferred In</u>
1	01010	General Fund	\$1,500,000

The foregoing is to transfer cash to the General Fund from the Sidewalk Repair Fund, Accounting No. 11867. The cash in this Special Revenue Fund originated from General Fund transfers.

(c) Medical Self-Insurance Program Fund Appropriation and Cash Transfer: Expenditures are hereby authorized in 2021 from the Medical Self-Insurance Program Fund, Accounting No. 59700, the amounts of money in the following tabulation to be expended by the Chief Financial Officer for the purpose of transferring cash from surplus reserves and upon the authorizations in said Ordinance set forth:

<u>Item No.</u>	<u>Accounting Number</u>	<u>Account Title</u>	<u>Amount Appropriated</u>
1	59700-9721110	Transfer to Wastewater Sanitary Operations	\$49,000
2	59700-9901100	Transfer to General Fund	1,512,800
3	59700-9913100	Transfer to Human Services Special Revenue Fund	188,400
4	59700-9915100	Transfer to Arts and Venues Denver	16,300
5	59700-9956100	Transfer to Special Trust and Agency Funds	10,000
6	59700-9973100	Transfer to Aviation	198,400
7	59700-9978100	Transfer to Environmental Services Enterprise Fund	8,300
8	59700-9979100	Transfer to Golf	16,800
	TOTAL		\$2,000,000

The foregoing appropriations are for cash transfers to Funds that were major contributors to the Medical Self-Insurance program to provide the initial reserve, which has been met for the Medical Self-Insurance Program.

(d) Capital Projects Fund Appropriation and Cash Transfer: Expenditures are hereby authorized in 2021 from the Capital Improvements Fund the amounts of money in the following tabulation to be expended by the Chief Financial Officer for the purpose of transferring cash from surplus reserves and upon the authorizations in said Ordinance set forth:

<u>Item No.</u>	<u>Accounting Number</u>	<u>Account Title</u>	<u>Amount Appropriated</u>
1	34080-9901100	Transfer to General Fund	\$357,306
2	38297-9901100	Transfer to General Fund	1,200,000
3	39000-9938300	Transfer to Convention Center Capital Fund (38422)	3,300,000

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2 The foregoing is to transfer cash generated by savings from completed technology projects from the
 3 Capital Improvements and Capital Maintenance Fund to the General Fund; to transfer cash from the
 4 Energy Conservation Capital Projects Fund, Accounting No. 38297, to the General Fund, which
 5 received a cash transfer from the General Fund in 2018; and to transfer cash from the Entertainment
 6 and Culture Capital Projects Fund, Accounting No. 39000, to the Convention Center Capital Fund,
 7 Accounting No. 38422, for seat tax revenues collected at the Colorado Convention Center and to
 8 serve as a reserve for future debt payments.

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10 **Section 9.** Special Revenue Fund Authorized Capital Equipment: There is hereby authorized
 11 capital equipment purchases from Special Revenue Funds as indicated in the following tabulation:

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<u>Item No.</u>	<u>Accounting Number</u>	<u>Appropriation Account</u>	<u>Expending Authority</u>	<u>Capital Equipment Description</u>	<u>Quantity</u>	<u>New/Replacement</u>
1	15815-3050000	Denver Arts and Venues	Director of Denver Arts and Venues	Fire Drapes	2	Replacement
2	15828-7040000	Parks, Trails, and Open Space	Executive Director of Parks and Recreation	Lake Aerator	2	New
3				Mower	1	New
4				4x4 Half-Ton Truck	1	New
5				Pole Barn	1	New

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14 **Section 10.** Planned Fleet Fund Authorized Capital Equipment: There is hereby authorized
 15 the purchase of new and replacement vehicles from the Planned Fleet Special Revenue Fund,
 16 Accounting No. 11804-5014400, for the departments and agencies as indicated in the following
 17 tabulation. The Executive Director of the Department of Transportation and Infrastructure is the
 18 expending authority for said purchases.

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<u>Item No.</u>	<u>Department</u>	<u>Vehicle Description</u>	<u>Quantity</u>	<u>New/Replacement</u>
1	<u>Fire Department</u>			
2		Aerial Ladder	1	Replacement
3		Engine	2	Replacement
4	<u>Denver Police Department</u>			

<u>Item No.</u>	<u>Department</u>	<u>Vehicle Description</u>	<u>Quantity</u>	<u>New/Replacement</u>
5		Command Post Trailer	1	Replacement
6		SUV	21	Replacement
7		Tractor	1	Replacement
9	<u>Department of Transportation and Infrastructure</u>			
10		Side Loader	2	Replacement
11		Street Sweeper	6	Replacement
12	<u>Denver Sheriff Department</u>			
13		Van	2	Replacement

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Section 11. Debt Service Funds: There is hereby authorized from the Debt Service Funds

(Accounting Nos. 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 2021, to be expended by the Chief Financial Officer or by duly authorized agents.

Section 12. Capital Improvements Fund

(a) There is hereby appropriated from the Winter Park Parks and Recreation Capital Projects Fund (Accounting No. 30001) the amounts of money indicated in the following tabulation to be expended for the purpose indicated by the title of each item, including associated capital equipment items. The appropriations are to be expended upon the order of Executive Director of Parks and Recreation, or of their duly authorized agents.

<u>Item No.</u>	<u>Accounting Number</u>	<u>Project Number</u>	<u>Project Title</u>	<u>Amount</u>
1	<u>30015-7010000</u>			
2		RJ007	Sand Creek Greenway	\$25,000
3		RJ007	UDFCD Trail Development	400,000
4			Total	\$425,000
5	<u>30045-7010000</u>			
6		RZ454	Mountain Parks - Facilities	\$325,000
7		RZ454	Mountain Parks - Infrastructure	375,000
8		RZ008	Park Access - Median Rehabilitation	250,000
9		RZ008	Park Access - Park Walks	809,000
10		RZ008	Park Access - Trail Improvements	500,000
11		RZ009	Park Facilities - Park Restrooms	280,000
12		RZ007	Resiliency - Natural Resources	275,000
13			Total	\$2,814,000

<u>Item No.</u>	<u>Accounting Number</u>	<u>Project Number</u>	<u>Project Title</u>	<u>Amount</u>
14				
15	<u>30050-7010000</u>			
16		RV002	South Platte Trail Reconstruction	2,000,000
17			Total	\$2,000,000
18			GRAND TOTAL	\$5,239,000

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(b) There is hereby appropriated from the Capital Improvements and Capital Maintenance 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 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.

<u>Agency</u>	<u>Expending Authority</u>	<u>Accounting Number</u>	<u>Project Number</u>	<u>Project Title</u>	<u>Amount</u>
<u>Community Planning and Development</u>	<u>Executive Director</u>	<u>34080-0141000</u>			
			ZA904	Board-up/Securing of Hazardous Structures	\$150,000
			ZA901	Demolish Hazardous Structures	150,000
				Total	\$300,000
<u>Other Cultural Facilities Support</u>	<u>Museum of Nature and Science</u>	<u>34080-1000000</u>			
			ZF100	Museum of Nature and Science Maintenance	\$350,000
				Total	\$350,000
<u>Other Cultural Facilities Support</u>	<u>Denver Art Museum</u>	<u>34080-1200000</u>			
			ZG100	Denver Art Museum Maintenance	\$350,000
				Total	\$350,000
<u>Department of Finance</u>	<u>Chief Financial Officer</u>	<u>34080-2570000</u>			
			PQ014	7th Avenue Maintenance Facility	\$2,000,000
			PT008	Citywide Courtroom Improvements	905,000
			ZJ100	Property Planning and Evaluation	300,000

<u>Agency</u>	<u>Expending Authority</u>	<u>Accounting Number</u>	<u>Project Number</u>	<u>Project Title</u>	<u>Amount</u>
				Total	\$3,205,000
<u>Department of Finance</u>	<u>Chief Financial Officer</u>	<u>34080-2590000</u>			
			SD100	2015A COP 911 and Fleet Service Center	\$708,128
			ZV100	Capital Planning Support	250,000
			PL001	Central Platte Service Payment	203,525
			ZV200	City Project Management	2,750,000
			ZV001	Cultural Center Garage Payment	462,644
			ZE002	National Western Center (NWC) Capital Maintenance	1,000,000
				Total	\$5,374,297
<u>General Services</u>	<u>Executive Director</u>	<u>33069-3010000</u>			
			GK050	City Buildings Security Enhancements	\$800,000
				Total	\$800,000
<u>Denver Arts and Venues</u>	<u>Executive Director</u>	<u>34080-3050000</u>			
			ZC406	1% for Public Art	\$36,000
			ZZ401	Public Art Maintenance	230,000
				Total	\$266,000
<u>Denver Arts and Venues</u>	<u>Executive Director</u>	<u>34080-3050000</u>			
			GZ101	Denver Performing Arts Complex (DPAC) Capital Maintenance	\$320,000
			GZ103	Red Rocks Capital Maintenance	1,500,000
				Total	\$1,820,000
<u>Technology Services</u>	<u>Executive Director</u>	<u>34080-3070100</u>			
			ZI905	Infrastructure and Network Replacement	\$1,314,915
			ZI903	Radio Replacement - Radars	26,300
			ZI903	Radio Replacement - Safety	1,000,000

<u>Agency</u>	<u>Expending Authority</u>	<u>Accounting Number</u>	<u>Project Number</u>	<u>Project Title</u>	<u>Amount</u>
			ZI903	Radio Replacement (Non-Safety)	350,000
			ZI903	Radio System Upgrade	2,835,728
			ZI908	Technology System Upgrades	518,369
			ZI904	User Component Replacement	290,000
			ZI904	User Component Replacement - Safety MDT/MCT Laptop Equipment	45,000
			Total		\$6,380,312
<u>Department of Transportation and Infrastructure</u>	<u>Executive Director</u>	<u>31015-5011000</u>			
			PO007	16th Street Mall Maintenance Program	\$300,000
			PU008	DRCOG TIP 16th Street Mall Rehabilitation	2,130,000
			PU001	DRCOG TIP I-25/Alameda Interchange	750,000
			PQ004	DRCOG TIP I-25/Broadway Interchange	1,500,000
			PM008	East Corridor Payment	3,797,332
			PQ003	Pena Boulevard Operations and Maintenance	1,000,000
			PQ001	Pena Boulevard Tower Road Interchange	25,400
			Total		\$9,502,732
<u>Department of Transportation and Infrastructure</u>	<u>Executive Director</u>	<u>31025-5011000</u>			
			PZ039	Neighborhood Infrastructure Maintenance - Parking	\$330,000
			PZ037	Traffic Signal Infrastructure and Maintenance	1,820,000
			Total		\$2,150,000
<u>Department of Transportation and Infrastructure</u>	<u>Executive Director</u>	<u>31050-5011000</u>			
			PO008	Denver Moves Bicycles Implementation	\$5,000,000

<u>Agency</u>	<u>Expending Authority</u>	<u>Accounting Number</u>	<u>Project Number</u>	<u>Project Title</u>	<u>Amount</u>
			PS006	Denver Moves Transit Implementation	500,000
			PV100	DOTI Project Delivery Support	2,000,000
			PJ100	Gateway Regional Infrastructure	1,750,000
			PJ100	Gateway Regional Infrastructure: Drainage	47,800
			PJ100	Gateway Regional Infrastructure; Roads and Medians	2,315,000
			PV002	Mobility and Wayfinding Improvements	1,000,000
			PQ017	Neighborhood Transportation and Traffic Calming	150,000
			PS011	Pedestrian Crossing Improvements	650,000
			PR008	Safe Routes to School	500,000
			PR002	Sidewalk Gaps and Safety Repair	3,000,000
			PU003	Strategic Transportation Plan	1,000,000
			PQ015	Vision Zero Implementation	890,000
			PV001	Washington Street to NWC Connections	2,500,000
			Total		\$21,302,800
<u>Department of Transportation and Infrastructure</u>	<u>Executive Director</u>	<u>33069-5011000</u>	GK070	ADA Improvements	\$1,500,000
			GK050	Solid Waste Transfer Station	2,200,000
			GK030	Studies/Assessments	13,000
			Total		\$3,713,000
<u>Department of Transportation and Infrastructure</u>	<u>Executive Director</u>	<u>34991-5011000</u>	GK022	1245 Champa Maintenance/Repair	\$240,000

<u>Agency</u>	<u>Expending Authority</u>	<u>Accounting Number</u>	<u>Project Number</u>	<u>Project Title</u>	<u>Amount</u>
			GK014	City and County Building Campus Maintenance/Repair	125,000
			GK010	Combined Communications Center Maintenance/Repair	330,000
			GK040	Facilities Reserve for Emergency Projects	620,000
			GK009	Fire Facilities Maintenance/Repair	585,000
			GK007	Human Services (Main Campus) Maintenance/Repair	250,000
			GK008	Human Services (Other Facilities) Maintenance/Repair	75,000
			GK016	Justice Center Maintenance/Repair	355,000
			GK020	Library Facilities Maintenance/Repair	1,210,000
			GK002	Minori Yasui Building Maintenance/Repair	400,000
			GK012	PAB/PADF Maintenance/Repair	275,000
			GK005	Roslyn Campus Maintenance/Repair	25,000
			GK013	Sheriff Facilities Maintenance/Repair	1,560,000
			GK030	Studies/Assessments	17,000
			GK006	Waste Management Facilities Maintenance/Repair	120,000
			Total		\$6,187,000
<u>Department of Transportation and Infrastructure</u>	<u>Executive Director</u>	<u>34993-5011000</u>	PZ034	Bridge Maintenance and Emergency Repairs Program	\$9,697,000
			PZ034	Bridge Maintenance Program - Bike-Ped Bridges	60,000
			PZ033	Emergency Infrastructure Repairs (Orphan Assets)	150,000

<u>Agency</u>	<u>Expending Authority</u>	<u>Accounting Number</u>	<u>Project Number</u>	<u>Project Title</u>	<u>Amount</u>
			PZ039	Neighborhood Infrastructure Maintenance	802,000
			PZ039	Neighborhood Infrastructure Maintenance - Bike Infrastructure	50,000
			PZ040	Parking Garage Maintenance	330,000
			PZ043	Right of Way Concrete Maintenance - Concrete Street and Alley Repair	1,100,000
			PZ043	Right of Way Concrete Maintenance - Curb and Gutter	2,600,000
			PZ043	Right of Way Concrete Maintenance - Curb Ramps	3,800,000
			PZ043	Right of Way Concrete Maintenance - Medians/Traffic Islands	150,000
			PZ045	Signs and Marking Maintenance - Pavement Markings	360,000
			PZ041	Street and Alley Asphalt Maintenance - Alley Program	200,000
			PZ041	Street and Alley Asphalt Maintenance - Street Rotomill and Overlay	15,000,000
			PZ127	Street Light Maintenance	200,000
			PZ128	System Operations Maintenance - Fiber Maintenance	250,000
			PZ128	System Operations Maintenance - Conduit Cable, Electronics	350,000
			PZ128	System Operations Maintenance - Signal System Match	240,000
			PZ128	System Operations Maintenance - Transportation Management Center	125,000

<u>Agency</u>	<u>Expending Authority</u>	<u>Accounting Number</u>	<u>Project Number</u>	<u>Project Title</u>	<u>Amount</u>
<u>Denver Department of Public Health and Environment</u>	<u>Executive Director</u>	<u>34080-6508000</u>	PZ128	System Operations Maintenance - Vehicle and Multi-Modal Detection	125,000
			PZ037	Traffic Signal Infrastructure and Maintenance	8,781,000
			Total		\$44,370,000
			EP001	DHHA Office of the Medical Examiner Relocation	\$1,645,080
			EO001	DHHA Westside Clinic Payment	1,200,000
			Total		\$2,845,080
<u>Department of Parks and Recreation</u>	<u>Executive Director</u>	<u>32045-7010000</u>	RZ008	Park Access - Park Walks	\$391,000
			RZ010	Park Amenities - Playgrounds	442,000
			Total		\$833,000
<u>Department of Parks and Recreation</u>	<u>Executive Director</u>	<u>32050-7010000</u>	RV100	DPR Project Delivery Support	\$200,000
			RT001	Heron Pond Parks and Water Quality Improvements	2,000,000
			RK070	Parks ADA Improvements	1,500,000
			Total		\$3,700,000
			ZG200	Denver Botanic Gardens Infrastructure Repairs	\$350,000
<u>Department of Parks and Recreation</u>	<u>Executive Director</u>	<u>34080-7010000</u>	ZZ303	Denver Zoo Repairs	350,000
			Total		\$700,000
			GRAND TOTAL		\$114,149,221

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(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 respective officers or employees designated, or of their duly authorized agents.

<u>Item No.</u>	<u>Agency</u>	<u>Expending Authority</u>	<u>Accounting Number</u>	<u>Project Number</u>	<u>Project Title</u>	<u>Amount</u>
1	<u>Department of Finance</u>	<u>Chief Financial Officer</u>	<u>35050-2570000</u>			
2				PQ014	7th Avenue Maintenance Facility	\$2,000,000
3					Total	\$2,000,000
4	<u>Department of Parks and Recreation</u>	<u>Executive Director</u>	<u>35045-7010000</u>			
5				RZ008	Park Access - Bridges	\$50,000
6				RZ008	Park Access - Roads and Parking	300,000
7				RZ010	Park Amenities - Dog Parks	50,000
8				RZ010	Park Amenities - Historic Structures	400,000
9				RZ010	Park Amenities - Lighting	50,000
10				RZ010	Park Amenities - Outdoor Recreation	515,000
11				RZ010	Park Amenities - Playgrounds	158,000
12				RZ009	Park Facilities - Outdoor Aquatics Rehabilitation	250,000
13				RZ009	Park Facilities - Park Restrooms	370,000
14				RZ009	Park Facilities - Recreation Center Rehabilitation	2,500,000
15				RZ009	Park Facilities - Structures	535,000
16				RZ009	Park Facilities - Water Features	125,000

<u>Item No.</u>	<u>Agency</u>	<u>Expending Authority</u>	<u>Accounting Number</u>	<u>Project Number</u>	<u>Project Title</u>	<u>Amount</u>
17				RZ010	Parks Amenities - Picnic Facilities	200,000
18				RZ006	Reinvestment - Emergency Response	200,000
19				RZ006	Reinvestment - Parks Rehabilitation	1,155,000
20				RZ007	Resiliency - Water Conservation	395,000
21					Total	\$7,253,000
22					GRAND TOTAL	\$9,253,000

(d) Grant and Other Money Projects Fund: There is hereby authorized from the following Grant and Other Money Projects Fund (Accounting No. 38000) such specific expenditures as are necessary for specific capital projects for the year 2021, not to exceed the amount appropriated herein or in addition to amounts appropriated by separate ordinance for such specific programs on the basis of anticipated revenue. Grants from the state or federal governments or other sources including private grants and program revenue for specific capital projects, and deposited to a Grant and Other Money Projects 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 capital projects funded by private donations, loan repayments, or other revenues as permitted in separate ordinances, expenditures are hereby authorized in amounts not to exceed the revenues actually received and deposited to a Grant and Other Money Project Fund for a specific program, to be expended upon the order of the agency or department head signified by the Accounting number.

There is hereby appropriated from the Grant and Other Money Project Fund (Accounting No. 38000) 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 Chief Financial Officer or by duly authorized agents.

<u>Item No.</u>	<u>Accounting Number</u>	<u>Project Number</u>	<u>Project Title</u>	<u>Amount</u>
1	38410-2500000	ZE001	NWC Historic Resources	150,000
2	38422-2500000	CCC03	Colorado Convention Center Capital Maintenance	300,000

<u>Item No.</u>	<u>Accounting Number</u>	<u>Project Number</u>	<u>Project Title</u>	<u>Amount</u>
3	38422-2500000	ZE002	Colorado Convention Center Capital Maintenance	1,000,000
4	38743-2500000	PR014	Central Park Boulevard	840,000

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2 (e) There is hereby appropriated from the Entertainment and Cultural Capital Projects Fund
 3 (Accounting No. 39000) the amounts of money indicated in the following tabulation to be expended
 4 for the purpose indicated by the title of each item, including associated Authorized Capital
 5 Equipment Items. The appropriations are to be expended upon the order of the respective officers
 6 or employees designated, or of their duly authorized agents.

<u>Item No.</u>	<u>Agency</u>	<u>Expending Authority</u>	<u>Accounting Number</u>	<u>Project Number</u>	<u>Project Title</u>	<u>Amount</u>
1	<u>Department of Finance</u>	<u>Chief Financial Officer</u>	<u>39010-2501000</u>			
2				GM001	National Western Capital Projects	\$377,695
3					Total	\$377,695
4	<u>Department of Finance</u>	<u>Chief Financial Officer</u>	<u>39010-2590000</u>			
5				GE008	Auditorium Lease Payment	\$5,382,750
6					Total	\$5,382,750
7	<u>Denver Arts and Venues</u>	<u>Executive Director</u>	<u>39010-3050000</u>			
8				GZ101	Auditorium Capital Maintenance	\$110,000
9				GZ101	Boettcher Concert Hall Capital Maintenance	50,000
10				GI008	Bonfils Theatre Complex Capital Projects	328,610
11				GZ101	Buell Theatre Capital Maintenance	550,000
12				GZ103	Coliseum Capital Maintenance	516,487
13				GZ101	Denver Performing Arts Complex (DPAC) Capital Maintenance	120,000
14				GZ102	McNichols Capital Maintenance	50,000
15				GZ103	Red Rocks Capital Maintenance	1,462,000
16					Total	\$3,187,097
17					GRAND TOTAL	\$8,947,542

7

(f) There is hereby appropriated from the Parks, Trails, and Open Space Fund (Accounting No. 36000) 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 Executive Director of Parks and Recreation, or of their duly authorized agents.

<u>Item No.</u>	<u>Accounting Number</u>	<u>Project Number</u>	<u>Project Title</u>	<u>Amount</u>
1	<u>36045-7010000</u>			
2		RZ454	Mountain Parks - Facilities	\$450,000
3		RZ454	Mountain Parks - Infrastructure	265,000
4		RZ008	Park Access - Trail Improvements	150,000
5		RZ010	Park Amenities - Outdoor Recreation	375,000
6		RZ010	Park Amenities - Playgrounds	1,700,000
7		RZ009	Park Facilities - Structures	275,000
8		RZ006	Reinvestment - ADA Upgrades	500,000
9		RZ006	Reinvestment - Parks Rehabilitation	500,000
10		RZ006	Reinvestment - Project Development Funds	300,000
11		RZ007	Resiliency - Natural Resources	740,000
12		RZ007	Resiliency - Tree Program	400,000
13		RZ007	Resiliency - Water Conservation	\$100,000
14			Total	\$5,755,000
15	<u>36050-7010000</u>			
16		RV004	City Park Master Plan Implementation	\$3,000,000
17		RV001	DPR Land Expansion Pre-Acquisition Costs	500,000
18		RT001	Heron Pond Parks and Water Quality Improvements	4,200,000
19		RV007	Montbello ELK Learning Center	2,250,000

<u>Item No.</u>	<u>Accounting Number</u>	<u>Project Number</u>	<u>Project Title</u>	<u>Amount</u>
20		RV003	Northfield Athletic Complex Phase II	540,000
21		RV005	Rosedale Maintenance Facility Renovation	2,000,000
22		RV006	Skyline Park Improvements	500,000
23			Total	\$12,990,000
24			GRAND TOTAL	\$18,745,000

Section 13. Lease Purchase Rentals:

(a) 2010B Lease Base Rentals. There is hereby authorized the payment of \$151,701 from the 2001A Lease Base Rentals Special Trust Fund (Accounting No. 56820) for the 2021 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 2021 annual rental payments under the terms of this lease, in accordance with the following schedule of amounts:

<u>Item No.</u>	<u>Accounting Number</u>	<u>Appropriation Account</u>	<u>Amount to be Transferred</u>
1	N/A	Zoo Parking Structure	\$12,100
2	N/A	Denver Museum of Nature & Science	139,601
3		Total	\$151,701

(b) 2012A Lease Base Rentals. There is hereby authorized the payment of \$1,138,500 from the 2002A and 2002B Lease Base Rentals Special Trust Fund (Accounting No. 56841) for the 2021 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 2021 annual rental payments under the terms of these leases, in accordance with the following schedule of amounts:

<u>Item No.</u>	<u>Accounting Number</u>	<u>Appropriation Account</u>	<u>Amount to be Transferred</u>
1	01010-2565000	Annual Rental Payments (Cultural Center & N. Cherry Creek Parking Garage)	\$675,856

2	34080-2590000	Annual Rental Payments (Cultural Center & N. Cherry Creek Parking Garage)	<u>462,644</u>
3		Total	\$1,138,500

(c) 2013A Lease Base Rentals. There is hereby authorized the payment of \$5,382,750 from the 2003 B Lease Base Rental Special Trust (Accounting No. 56844) for the 2021 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 2021 annual rental payments under the terms of this lease, in accordance with the following schedule of amounts:

<u>Accounting Number</u>	<u>Appropriation Account</u>	<u>Amount to be Transferred</u>
39010-2590000	Denver Arts and Venues Capital Projects; FOR: GE008, Quigg Newton Municipal Auditorium	\$5,382,750

(d) 2008A Lease Base Rentals and Additional Rental Payments: There is hereby authorized the payment of \$17,058,897 from the 2008A Lease Base Rental Special Trust Fund (Accounting No. 56845) for the 2021 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 2021 annual rental payments under the terms of this lease, in accordance with the following schedule of amounts:

<u>Accounting Number</u>	<u>Appropriation Account</u>	<u>Amount to be Transferred</u>
01010-2565000	Annual Rental Payments (Wellington E. Webb Municipal Office Building)	\$17,058,897

(e) 2010A Lease Base Rentals. There is hereby authorized the payment of \$203,432 from 2010A Lease Base Rental Special Trust Fund (Accounting No. 56847) for the total City-wide 2021

1 lease payments associated with Lease Purchase Agreement No. 2010A with Central Platte
 2 Campus Facilities Leasing Trust 2010. Upon written request by the Chief Financial Officer, funds
 3 (monies) shall be transferred from City agency accounts by intergovernmental transfer in such
 4 amounts and at such times as deemed necessary for the 2021 annual rental payments under the
 5 terms of this lease in accordance with the following schedule of amounts:

<u>Accounting Number</u>	<u>Appropriation Account</u>	<u>Amount to be Transferred</u>
34080-2590000	Revenue Capital Projects; FOR: PL001, Central Platte Service Center	\$203,432

6
 7 (f) 2012C Lease Base Rentals. There is hereby authorized the payment of \$4,708,919 for
 8 the total City-wide 2021 lease payments associated with Lease Purchase Agreement No. 2012C
 9 with Denver Properties Leasing Trust 2012C in accordance with the following schedule of
 10 amounts:

<u>Item No.</u>	<u>Accounting Number</u>	<u>Appropriation Account</u>	<u>Amount</u>
1	31015-5011000	East Corridor COP; FOR: PM008	\$3,797,332
2	72710-5061000	East Corridor COP; FOR: PA776	<u>911,587</u>
3		Total	\$4,708,919

11
 12 (g) 2015A Lease Base Rentals. There is hereby authorized the payment of \$1,898,744 for
 13 the total City-wide 2021 lease payments associated with Lease Purchase Agreement No. 2015A
 14 with Denver Public Facilities Leasing Trust 2015A in accordance with the following schedule of
 15 amounts:

<u>Item No.</u>	<u>Accounting Number</u>	<u>Appropriation Account</u>	<u>Amount</u>
1	56540-3501000	2015A Capital Projects; FOR: SD100	\$1,190,616
2	34080-2590000	2015A Capital Projects; FOR: SD100	<u>708,128</u>
3		Total	\$1,898,744

16
 17 (h) 2017A Lease Base Rentals. There is hereby authorized the payment of \$1,731,187 from
 18 the 2008B Lease Base Rental Special Trust Fund (Accounting No. 56846) for the 2021 lease
 19 payments associated with Lease Purchase Agreement No. 2017A with Denver Botanic Gardens

Parking Facility Leasing Trust 2017A. Lease payments will be made from revenues deposited with the trustee by the Denver Botanic Gardens Foundation.

(i) 2018A Lease Base Rentals. There is hereby authorized the payment of \$8,148,769 from the 2018A Lease Base Rental Special Trust Fund (Accounting No: 38422) for the 2021 lease payments associated with Lease Purchase Agreement No. 2018A with the Denver Public Facilities Leasing Trust 2018A.

<u>Accounting Number</u>	<u>Appropriation Account</u>	<u>Amount</u>
38422-2590000	CCC02 – Colorado Convention Center Debt Payments	\$8,148,769

Section 14. 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 2021, 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 15. 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 2021, 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 the Department of Transportation and Infrastructure or by duly authorized agents.

Section 16. 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 2021, to be expended upon the order of the Executive Director of the Department of Transportation and Infrastructure 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:

<u>Accounting Number</u>	<u>Appropriation Account Title</u>	<u>Amount</u>
--------------------------	------------------------------------	---------------

72100-5060000 Wastewater Management \$109,744,344

<u>Item No.</u>	<u>Accounting Number</u>	<u>Appropriation Accounts Title/Description</u>	<u>Amount</u>
1	72300-5060000	Storm Operations	\$22,540,712
2	72901-5060000	Storm Bond Payments	11,046,125
3	72100-9724110	Transfer to Sanitary Capital Fund	7,500,000
4	72100-9722110	Transfer to Wastewater Planned Fleet Replacement	990,000
5	72100-9911410	Transfer to Alternative Transportation SRF	12,900
6	72300-9721110	Transfer to Sanitary Operating Fund	13,500,000
7	72300-9727110	Transfer to Storm Capital Fund	31,500,000
8	72300-9728110	Transfer to Water Quality Capital Projects	5,000,000

(b) There is hereby authorized from the Wastewater Management Planned Fleet Replacement Fund (Accounting No. 72200) the following capital equipment:

<u>Item No.</u>	<u>Description</u>	<u>Quantity</u>	<u>New/Replacement</u>
1	4X4 SUV	1	New
2	Cab Truck	1	Replacement
3	TV Van	2	Replacement
4	Riser Truck	1	Replacement
5	Water Tanker	1	Replacement

(c) 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 the Department of Transportation and Infrastructure or by duly authorized agents.

<u>Item No.</u>	<u>Accounting Number</u>	<u>Project Number</u>	<u>Project Title</u>	<u>Amount</u>
1	72400-5061000			
2		PZ711	Capital Maintenance - Critical Sanitary	\$313,000
3		PZ711	Capital Maintenance - Manhole and Pipe Rehabilitation	3,800,000
4		PZ718	Capital Project Support	1,500,000
5		PZ726	General Sanitary Improvements	4,000,000
6		PA800	Sanitary Capital - North	3,000,000
7		PZ726	Sanitary Master Plan Updates	200,000

<u>Item No.</u>	<u>Accounting Number</u>	<u>Project Number</u>	<u>Project Title</u>	<u>Amount</u>
8		PZ726	Sanitary Project Development	150,000
9			Total	\$12,963,000

1

2

(d) 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 the Department of Transportation and Infrastructure or by duly authorized agents.

<u>Item No.</u>	<u>Accounting Number</u>	<u>Project Number</u>	<u>Project Title</u>	<u>Amount</u>
1	<u>72700-5061000</u>			
2		PZ710	Capital Maintenance - Critical Storm	\$150,000
3		PC707	Citywide Concrete Improvements	2,100,000
4		PC708	General Storm Improvements	5,000,000
5		PC708	Public Restrooms Program	300,000
6		PA776	Storm Capital - North	13,450,000
7		PF701	Storm Capital - Northeast	1,150,000
8		PF706	Storm Capital - Northwest	2,000,000
9		PH718	Storm Capital - Southeast	4,500,000
10		PC708	Storm Master Planning	300,000
11		PC708	Storm Project Development	500,000
12		PC708	USACE Implementation: SPR and Gulches	2,500,000
13			Total	\$31,950,000

7

8

9

(e) 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.

<u>Item No.</u>	<u>Accounting Number</u>	<u>Project Number</u>	<u>Project Title</u>	<u>Amount</u>
1	<u>72705-5061000</u>			
2		PC708	Water Quality Implementation	\$5,000,000
3		PC708	Water Quality Project Development	250,000
4		Total		\$5,250,000

Section 17. 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 2021, 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:

<u>Item No.</u>	<u>Accounting Number</u>	<u>Appropriation Accounts Title</u>	<u>Amount</u>
1	73130-6000000	Hotel	\$31,200,000
2	73790-6000000	Customer Facility Charge	7,976,022
3	73810-6000000	Airport Enterprise Fund - Operations	456,411,953
4	73850-6000000	Capital Equipment and Improvements Fund	22,243,244

Authorized Capital Equipment Program:

<u>Item No.</u>	<u>Description</u>	<u>Quantity</u>	<u>New/Replacement</u>
1	Blower/Front Mount	3	Replacement
2	Cart	4	Replacement
3	Compactor/Roller/Asphalt	1	Replacement
4	Deicer/4000 GAL	1	Replacement
5	Lift	4	Replacement
6	Lift/Boom/40'	1	Replacement
7	Light/Tower	1	Replacement
8	Sedan	1	Replacement
9	Striper/Painter	2	Replacement
10	Sweeper	5	Replacement
11	Trailer	9	Replacement
12	Truck/Broom/Multi-function Unit	9	Replacement
13	Truck/Deicer	1	Replacement
14	Truck/Digger/Derrick	1	Replacement
15	Truck/Mini-pumper	1	Replacement
16	Truck/Multi-function Unit	4	Replacement
17	Truck/Pickup	4	Replacement
18	Truck/Pumper	1	Replacement
19	Truck/Spreader	2	Replacement
20	Truck/Stakebed	1	Replacement
21	Truck/Tractor-trailer	2	Replacement
22	Truck/Utility	28	Replacement
23	Van/Cargo	3	Replacement
24	Van/Passenger	4	Replacement

1

2

3 (b) There is hereby authorized from the Airport Enterprise Fund (Accounting No. 73000) such
 4 expenditures as are necessary for the payment of interest on and principal of airport revenue
 5 bonds and airport special facilities revenue bonds, becoming due in the year 2021, to be expended
 6 by the Chief Financial Officer or by duly authorized agents.

7 (c) There is hereby authorized from the Airport Enterprise Fund (Accounting No. 73000) such
 8 expenditures as are necessary for the Special Facilities Revenue Bonds services and charges, not
 9 to exceed the available funds in said Special Facilities Revenue Bond Funds, to be expended by
 10 the Chief Executive Officer of Aviation or by duly authorized agents.

11

12 **Section 18. Environmental Services Enterprise Fund:**

13 (a) There is hereby appropriated from the Environmental Services Enterprise Fund
 14 (Accounting No. 78000) the amounts of money necessary for the operation, maintenance, and
 15 equipment of said enterprise activities for the year 2021 to be expended upon the order of the

1 Executive Director of Public Health and Environment or by duly authorized agents, for the purpose
 2 indicated in the following tabulation. This authorization for expenditures includes the capital
 3 equipment program as indicated in the following tabulation:
 4

<u>Item No.</u>	<u>Accounting Number</u>	<u>Appropriation Accounts Title</u>	<u>Amount</u>
1	78100-6506000	Environmental Services - Operations	\$9,570,748
2	78100-9911410	Transfer to Alternative Transportation SRF	411,300
3	78100-9923100	Transfer to Planned Fleet SRF	744,000
4	78100-9901100	Transfer to General Fund	3,273,702
5	78310-9978100	Transfer to Environmental Services Enterprise Fund/Lowry Closure	1,750,000
6	78320-9785110	Transfer to Environmental Capital Fund/Lowry Air Force Base Remediation	750,000
7	78320-9978100	Transfer to Environmental Services Enterprise Fund/Lowry Air Force Base Remediation	1,000,000

5
 6 (b) There is hereby appropriated from the Environmental Services Enterprise Fund
 7 (Accounting No. 78000) the amounts of money for the Underground Storage Tanks as indicated in
 8 the following tabulation, to be expended upon the order of the Executive Director of Public Health
 9 and Environment or by duly authorized agents.

<u>Item No.</u>	<u>Accounting Number</u>	<u>Project Number</u>	<u>Project Title</u>	<u>Amount</u>
1	<u>78410-6506000</u>			
2		EZ005	Underground Storage Tanks	\$329,600
3			Total	\$329,600

10

11 **Section 19. Golf Enterprise Fund:**

12 a) There is hereby appropriated from the Golf Enterprise Fund (Accounting No. 79000) the
 13 amounts of money necessary for the operation, maintenance, and equipment of said enterprise
 14 activities for the year 2021, to be expended upon the order of the Executive Director of Parks and
 15 Recreation or by duly authorized agents, for the purpose indicated in the following tabulation. This
 16 authorization for expenditures includes the capital equipment program as indicated in the following
 17 tabulation:
 18

<u>Accounting Number</u>	<u>Appropriation Accounts Title</u>	<u>Amount</u>
79100-7029000	Golf-Operations	\$13,190,951

19

(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.

<u>Item No.</u>	<u>Accounting Number</u>	<u>Project Number</u>	<u>Project Title</u>	<u>Amount</u>
1	<u>79400-7029000</u>			
2		RG100	Golf Buildings/Mechanical	300,000
3		RG100	Golf Course Construction	300,000
4		RG100	Golf Course Water Infrastructure	100,000
5			Total	700,000

5

6

Section 20. 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.

10

Section 21. Employee Pay. The appropriations set forth herein are based upon the following provisions for employee pay for the year 2021.

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. Notwithstanding any Career Service rules to the contrary, employees shall receive no merit increase in pay or merit payment for any Performance Evaluation due in 2021. However, nothing herein shall be deemed to relieve appointing authorities from their obligation to prepare Performance Evaluations in accordance with Career Service Rule 13.
2. Employees shall receive no performance-based incentive payments pursuant to Chapter 18, Article II, Division 4, D.R.M.C.
3. Due to the approval by City Council and the Mayor of the Office of Human Resources' recommendation to reject the 2020 annual pay survey findings in light of existing budgetary concerns, employees will not receive any pay increases or adjustments in 2021 based on the 2020 pay survey findings, as provided in Section 18-5, D.R.M.C., and Career Service Rule 7.

1 THIS BILL IS THE ANNUAL APPROPRIATION ORDINANCE AND IS REQUIRED BY LAW IN
2 ORDER TO IMPLEMENT THE CITY'S ANNUAL BUDGET AS ADOPTED BY CITY COUNCIL.

3
4 PASSED BY THE COUNCIL: November 23, 2020

5 *Stan Filmar* - PRESIDENT

6 APPROVED: *Rd M* - MAYOR Nov 25, 2020

7 ATTEST: *Paul [Signature]* - CLERK AND RECORDER,
8 EX-OFFICIO CLERK OF THE
9 CITY AND COUNTY OF DENVER

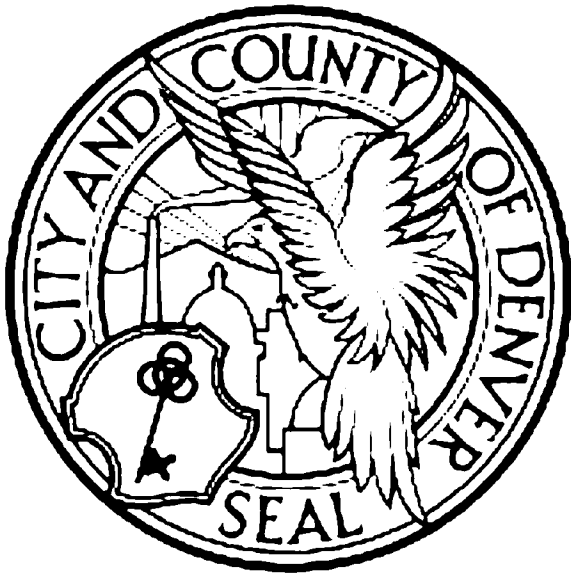
10 NOTICE PUBLISHED IN THE DAILY JOURNAL November 19, 2020 ; November 30, 2020

11 PREPARED BY: Rachel Bardin, Budget and Management Office DATE: November 12, 2020

12 Pursuant to section 13-12, D.R.M.C., this proposed ordinance has been reviewed by the Office of
13 the City Attorney. We find no irregularity as to form, and have no legal objection to the proposed
14 ordinance. The proposed ordinance is not submitted to the City Council for approval pursuant to §
15 3.2.6 of the Charter.

16 Kristin M. Bronson, Denver City Attorney

17 BY: *Jonathan Griffin*, Assistant City Attorney DATE: Nov. 16, 2020



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DENVER
THE MILE HIGH CITY



CITY AND COUNTY OF DENVER
MAYOR'S BUDGET

VOLUME 2

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Overview

The Agency Detail section contains all department and agency budgets and a description of services. The department and agency summaries include goals for the coming year and the resources dedicated to achieving those goals. The Budget and Management Office facilitates this process on behalf of the Mayor's Office.

Department and Agency Summaries

Department and agency narratives include the following information:

An **Organizational Chart** representing the hierarchy of the functional program units in each department or agency.

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

A **Department or Agency Summary** providing a brief, high-level overview of the entire organization and purpose. Included in this section is a link to the organization's website for more information.

A **Services** section composed of the organization's functional program units and a description of what and how they deliver services to people in Denver.

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

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

For 2020, the **2020 COVID-19 Impacts** section describes the pandemic's effects on agencies' services and programs, including delays to major projects, closures of buildings, cancellations of events and other disruptions to standard operations.

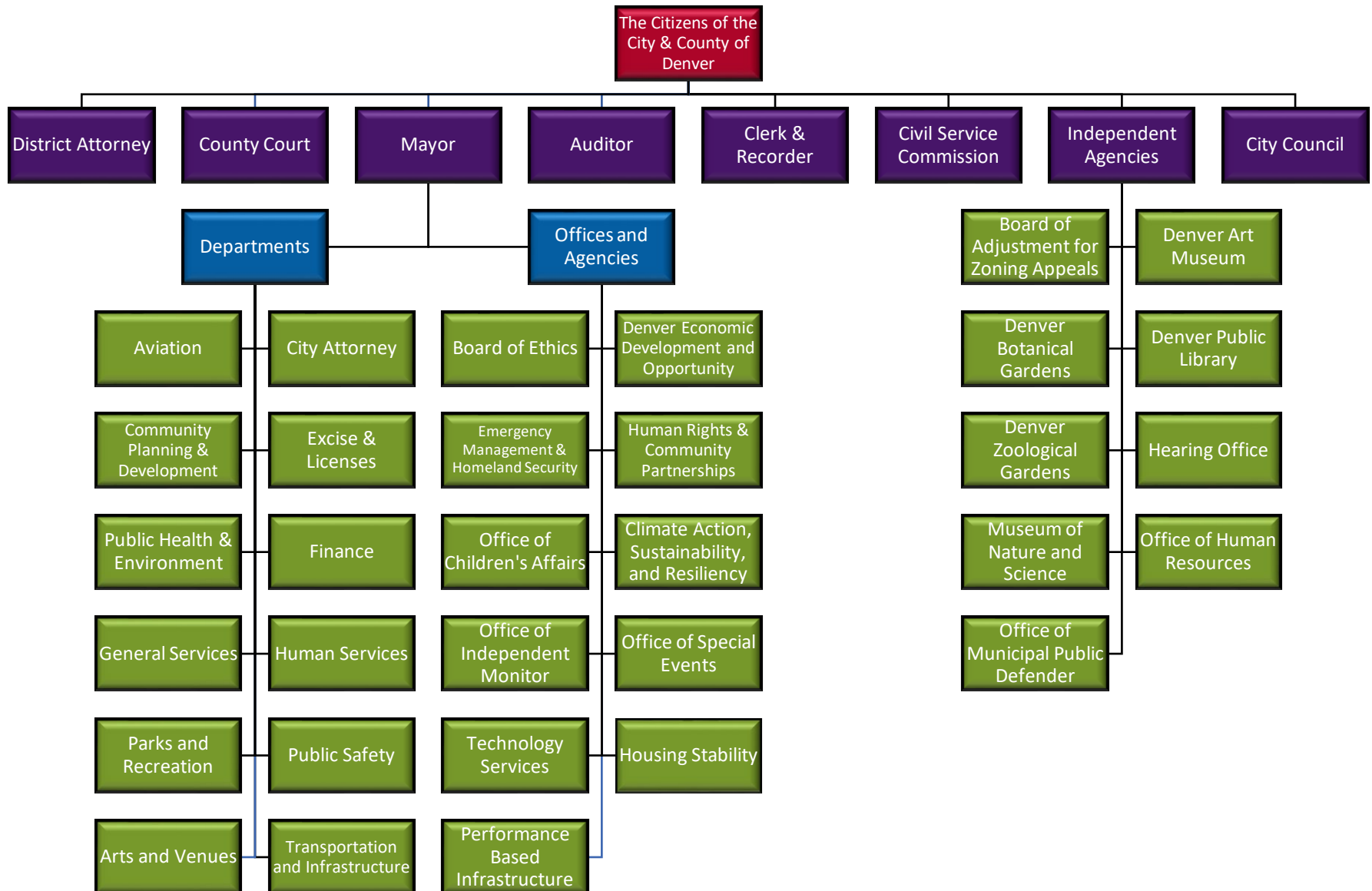
The **Department Budget** (department level only) summary provides a breakout of agencies or major divisions within the department, as well as by funding source, including: General Fund, Enterprise Funds and Internal Service Funds, grants and other SRFs, and Capital Improvement Funds. Appropriated transfers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

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

- Changes in expenditures due to personnel changes, programmatic expansions or reductions, or committed savings.
- Changes in revenue that cannot be explained by economic or population growth that may be the result of increased customer demand, new fees or increases to existing fees, or additional programs.
- Impacts on departments from citywide policy or budgeting changes (e.g., agency re-organizations or the impact of furlough savings).

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

City and County of Denver – Organizational Structure



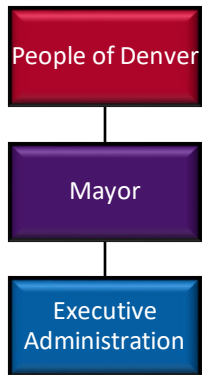
Department Budget

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Mayor's Office	1,863,691	1,974,044	1,972,065	(1,979)	(0.1%)
Civic Events	991,661	1,001,019	957,019	(44,000)	(4.4%)
Office of Children's Affairs	3,731,490	3,377,538	4,084,167	706,629	20.9%
Performance Based Infrastructure Office	1,424,196	1,697,011	305,894	(1,391,117)	(82.0%)
Office of Climate Action, Sustainability and Resiliency	0	4,898,702	4,080,858	(817,844)	(16.7%)
Board of Ethics	219,233	181,291	185,827	4,536	2.5%
Human Rights and Community Partnerships	4,234,684	3,991,374	4,083,117	91,743	2.3%
Division of Disability Rights	498,720	956,999	1,042,345	85,346	8.9%
Office of Independent Monitor	1,837,174	1,952,384	1,898,386	(53,998)	(2.8%)
Emergency Management and Homeland Security	1,559,146	1,550,998	1,466,238	(84,760)	(5.5%)
Office of Special Events	712,831	761,585	724,896	(36,689)	(4.8%)
Excise & Licenses	4,694,746	4,748,541	3,963,828	(784,713)	(16.5%)
City Attorney	35,073,093	36,105,871	23,062,451	(13,043,420)	(36.1%)
Total	56,840,666	63,197,357	47,827,091	(15,370,266)	(24.3%)
General Fund Expenditures by Type					
Personnel Services	42,986,150	46,547,509	38,308,981	(8,238,528)	(17.7%)
Services and Supplies	13,677,489	12,219,883	9,366,872	(2,853,011)	(23.3%)
Capital Equipment	93,149	159,496	15,000	(144,496)	(90.6%)
Internal Services and Misc.	83,878	153,100	136,238	(16,862)	(11.0%)
Restricted Budget	0	4,117,369	0	(4,117,369)	(100.0%)
Total	56,840,666	63,197,357	47,827,091	(15,370,266)	(24.3%)
Total General Fund	56,840,666	63,197,357	47,827,091	(15,370,266)	(24.3%)
General Fund Revenue					
Licenses and Permits	6,818,045	6,441,870	7,086,558	644,688	10.0%
Fines and Forfeits	399,687	300,809	315,390	14,581	4.8%
Charges for Services	13,128,055	12,772,270	2,587,742	(10,184,528)	(79.7%)
Internal Service and Indirect Cost	20,034	0	0	0	0.0%
Miscellaneous Other	59,962	3,998,702	3,273,702	(725,000)	(18.1%)
Total	20,425,783	23,513,651	13,263,392	(10,250,259)	(43.6%)
Special Revenue Funds Expenditures					
General Government	42,588,154	41,351,717	50,355,482	9,003,765	21.8%
Total Special Revenue Funds	42,588,154	41,351,717	50,355,482	9,003,765	21.8%

General Administration Department Budget Summary

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
Grants					
Grants	13,811,988	18,512,243	24,676,026	6,163,783	33.3%
Capital Grants	1,519,768	0	0	0	0.0%
Total Grants	15,331,756	18,512,243	24,676,026	6,163,783	33.3%
Personnel Complement					
General Fund Operations - Civilian	370.64	401.91	313.01	(88.90)	(22.1%)
General Government - Civilian	14.10	17.95	92.07	74.12	412.9%
Public Safety - Civilian	3.50	4.50	3.48	(1.02)	(22.7%)
Total	388.24	424.36	408.56	(15.81)	(3.7%)
Total Personnel Complement	388.24	424.36	408.56	(15.81)	(3.7%)
Capital Improvements					
Capital Improvements*		5,000,000	0	(5,000,000)	(100.0%)
Total		5,000,000	0	(5,000,000)	(100.0%)

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



Mission

To provide leadership in developing policies and priorities that support Denver's families, neighborhoods and businesses. The Mayor's Office coordinates the activities of city government to ensure that services are provided in an efficient and cost-effective manner and to make Denver City government accessible to everyone.

Department Summary

The Mayor is the chief executive officer of the City and County of Denver and is responsible for the oversight of eleven charter departments and nine agencies and offices. The Mayor's Office directs all city departments, agencies and offices, except those administered by other elected officials, and delivers many services through city management. For more detailed information, visit <https://www.denvergov.org/content/denvergov/en/mayors-office.html>.

Services

Executive Administration - The Mayor's Office delivers the highest quality services at the lowest possible cost and helps to focus the administration's efforts on the community's top priorities. Key areas of focus for 2021 include: COVID-19 pandemic response and recovery; economic recovery; equity, race and social justice; reducing crime; increasing and improving services, shelter and housing for people experiencing homelessness; and addressing climate change. Every agency and every employee have the potential to make a difference in these priority areas.

Strategies

COVID-19 Emergency Response and Long-Term Recovery

Without a vaccine or pharmaceutical breakthrough, communities around the world must remain in the dual position of emergency response and long-term recovery. The Mayor's Office has adjusted its workload to reflect this reality and will continue working together in 2021 with city agencies and partner organizations on an array of strategies and tactics, including community testing, case monitoring, food delivery, childcare and access to many other vital resources.

Because COVID triggered a global recession, a significant portion of the Mayor's Office focus in 2021 will remain on economic relief and recovery. With participation from more than 100 community members, the Mayor's Economic Relief and Recovery Council will continue to drive the City's approach to supporting Denver's small, women- and minority-owned businesses as well as Denver's local nonprofits.

Race and Social Justice

Long before the killing of George Floyd by Minneapolis police on May 25, 2020, the Mayor's Office was implementing an Equity Platform announced in 2018. Under the leadership of a new Office of Social Equity and Innovation, 2021 will see an even stronger commitment to accelerating the pace of change within city government and in Denver's diverse neighborhoods. Long-overdue changes to address systemic racism will be at the forefront of this strategy.

Reducing Crime

Unfortunately, major cities across the nation are experiencing an increase in crime, including violent crime involving young people. Denver is no different. The Mayor's Office in 2021 will continue to partner with community-based organizations to de-escalate violence and provide safe activities and alternatives for Denver's youth and young adults.

Addressing Homelessness

Like cities across the country, and in large part exacerbated by COVID-19, Denver has seen a significant increase in the number of unsheltered people living on our streets. 2021 will bring an elevated focus by the Mayor's Office and Department of Housing Stability on serving this population with enhanced outreach, resources and services. Additional investments in shelter and housing will also be key elements of the 2021 strategy.

Budget Detail

Mayor's Office (0101000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	1,741,931	1,741,819	1,787,994	46,175	2.7%
Services and Supplies	116,481	183,423	183,423	0	0.0%
Capital Equipment	4,415	0	0	0	0.0%
Internal Services and Misc.	864	648	648	0	0.0%
Restricted Budget	0	48,154	0	(48,154)	(100.0%)
Expenditures by Type Total	1,863,691	1,974,044	1,972,065	(1,979)	(0.1%)
Expenditures by Activity					
Administration	1,863,691	1,974,044	1,972,065	(1,979)	(0.1%)
Other Program Funding Sources					
General Government SRF					
Climate Office Donations	257,970	0	0	0	0.0%
Total Program Expenditures	2,121,661	1,974,044	1,972,065	(1,979)	(0.1%)
Personnel Complement (Budgeted)					
Administration	14.00	14.00	14.00	0.00	0.0%
Total Personnel Complement	14.00	14.00	14.00	0.00	0.0%
Revenue					
Charges for Services	86	0	0	0	0.0%
Miscellaneous Other	150	0	0	0	0.0%
Revenue Total	236	0	0	0	0.0%
Furlough Savings			(45,496)		
Vacancy Savings			(41,954)		

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-year Reductions

Due to the impact of COVID-19 on the economy in 2020, the Mayor's Office implemented \$175,950 in mid-year reductions, including the following savings:

- \$48,154 in personnel services in the Mayor's Office by requiring staff to take eight unpaid furlough days.
- \$127,796 in personnel savings in the Department of Transportation and Infrastructure by holding vacant a Mayoral Appointee position.

For 2021 Budget reduction proposals, the Mayor's Office submitted budget reductions to hold vacant additional Mayoral Appointee positions. Section 9.1.1 (e) (iv) of the City Charter authorizes the Mayor to appoint up to fifty employees to serve at his or her pleasure in "positions specifically designated or created by the Mayor in any department or agency of the City under the direct control of the Mayor." Since the budget for these positions resides in other departments, the budget impact is realized in those appropriations, not the Mayor's Office. A summary of the frozen Mayoral Appointee positions in

2021 is described below, including the name of the agency or department where the budget is reduced. Additionally, the Mayor offered reductions in 2020 and 2021 in the Civic Events appropriation, for which the Mayor is the expending authority. These are reflected in that section of the Budget Book.

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Citywide		
• A decrease in personnel services to freeze three Mayoral Appointee positions that are budgeted in Human Rights and Community Partnerships and will not be filled in 2021.	(3.00)	(438,400)
• A decrease in personnel services to freeze a Mayoral Appointee position that is budgeted in the Denver Economic Development and Opportunity and will not be filled in 2021.	(1.00)	(176,600)
• A decrease in personnel services to freeze a Mayoral Appointee position that is budgeted in the Department of Transportation and Infrastructure and will not be filled in 2021.	(1.00)	(163,100)
• A decrease in personnel services to freeze a Mayoral Appointee position that is budgeted in Community Planning and Development and will not be filled in 2021.	(1.00)	(135,600)
• A decrease in personnel services to freeze a Mayoral Appointee position that is budgeted in Technology Services and will not be filled in 2021.	(1.00)	(76,300)

The budgeted furlough savings is \$45,496.

The budgeted vacancy savings is \$41,954.

Program Summary

The Civic Events appropriation provides funding to support events of interest to the whole community; city membership in local, state, and national organizations; and payments for the City's legislative lobbyists. City membership affiliations include: Denver Regional Council of Governments, Colorado Municipal League, National League of Cities, U.S. Conference of Mayors, the Metro Mayors Caucus, Denver Sister Cities International, the National Civic League, and the African American Mayors Association. The Civic Events budget is administered by the Mayor's Office to support the City's goals and initiatives in national, state, and regional organizations.

Services

Community Events - Civic Events funding assists large, inclusive events for the community. These events include but are not limited to the following: Denver Days, Cabinet in the Community, meetings with Registered Neighborhood Organizations, community forums, celebrations, organizations, and other civic events.

Intergovernmental Engagement - Civic Events funding also keeps Denver affiliated with organizations that facilitate policy discussion, engagement, and collaboration between government entities.

Budget Detail

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Civic Events (0102000)					
Expenditures by Type					
Services and Supplies	991,661	911,767	957,019	45,252	5.0%
Restricted Budget	0	89,252	0	(89,252)	(100.0%)
Expenditures by Type Total	991,661	1,001,019	957,019	(44,000)	(4.4%)
Expenditures by Activity					
Civic Events Administration	991,661	1,001,019	957,019	(44,000)	(4.4%)
Total Program Expenditures	991,661	1,001,019	957,019	(44,000)	(4.4%)

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-year Reductions

Due to the impact of COVID-19 on the economy in 2020, Civic Events implemented \$89,252 in mid-year reductions, including the following savings:

- \$89,252 in services and supplies achieved by reducing professional services budgets due to holding fewer public events and reducing budget for dues, licenses and subscriptions. Civic Events was still able to maintain all existing memberships despite the reduction.

Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line. The Mayor's Office resubmitted these budget reductions again for 2021 as described in the Significant Budget Changes section below.

2021 Impact Description**FTEs****Dollars****Civic Events**

- A decrease in services and supplies due to reductions in professional services budget to support events in 2021. The Mayor's Office does not foresee major impacts to operations because it anticipates fewer events.

0.00

(44,000)



Mission

To support Denver agencies, the community and its service providers in ensuring all children and youth have basic needs met, are ready for kindergarten and have the opportunity to succeed academically and professionally.

Department Summary

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

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



Services

Advocacy/Policy:

- Provides support for OCA mission level objectives, either through work on a program or as a vocal stakeholder.
- Reviews, analyzes and understands policies at all levels that impact children and youth in Denver.
- Formulates recommendations and strategies that support or enhance policies, communicating impacts and outcomes to stakeholders.

Coaching Parents/Kids and Community Engagement:

- Provides direct training to parents and/or children and youth in the community related to one of OCA's objectives or programs.
- Engages the community directly in carrying out work.

Communication and Marketing:

- Communicates with OCA partners and customers through email, print and other media.
- Prepares print, web or other media communicating OCA's work and outcomes to distribute to stakeholders and the public.
- Establishes communication channels such as social media, radio, or television.

Convening/Partnership:

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

Data & Analysis:

- Gathers, analyzes, interprets and presents data that supports the mission of the agency.
- Identifies leading/lagging indicators and develops metrics and tools to track key indicators related to policy.
- Manages data agreements and produces reports based on data.

Operations & Administration:

- Performs work related to the core administrative functions of OCA that facilitate efficient, ethical and transparent transactions and agreements.
- Manages work and staff efficiently and creates organizational structures that leads to improved outcomes for the agency and its customers.

Program Monitoring & Evaluation:

- Regular monitoring to ensure compliance with local, state and federal regulations, health and safety requirements, complaint follow up, and ad hoc monitoring as needed.
- Visits and reviews sites managed by partners or providers to observe practices, perform health and safety checks, and interact with program staff.

Technical Program Support:

- Provides program support to providers, community organizations, grantees, and other stakeholders.
- Assisting with policies, procedures, best practices, and technical assistance.
- Managing activities for OCA oversight councils, whose primary role is to provide assistance, guidance, and decision-making authority to programs.
- Creating requirements, scopes of work, strategic plans, key strategic goals, and community needs assessments for community providers that have contracts with OCA to deliver services.



Strategies

OCA increases access to and participation in quality programs and services through strategic partnerships, creating information hubs, and connecting families with support resources.

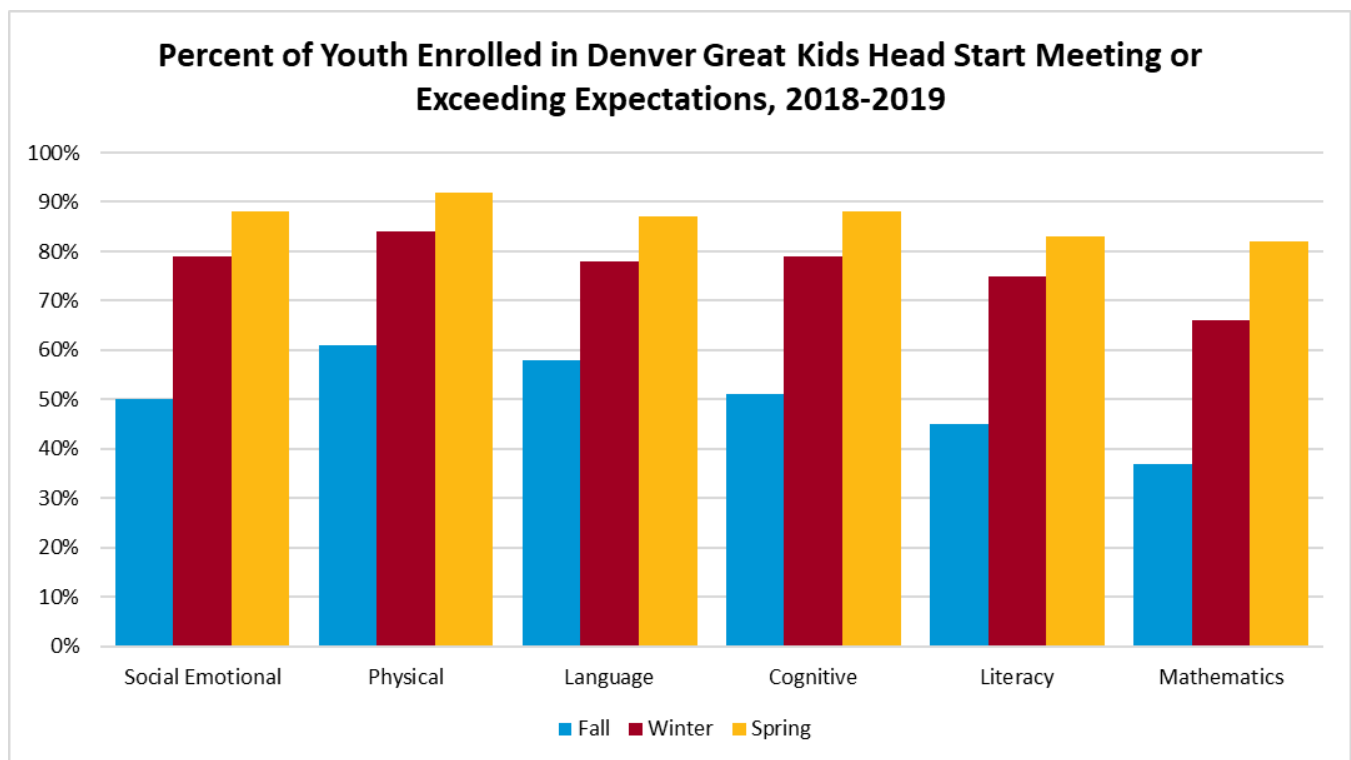
OCA implements a continuous improvement cycle that effectively uses data collection and analysis to identify opportunities and gaps to inform program investments, planning, execution, and evaluation, as well as necessary advocacy and policy strategies to improve outcomes for Denver children.

Performance and Program Highlights

Education and Kindergarten Readiness

Denver Great Kids Head Start (DGKHS) partners with seven delegate agencies (preschool providers) and three vendors (comprehensive service providers) to provide high quality preschool and direct services to 1,153 children and their families. Preschool providers operate 28 center locations with 81 classrooms. DGKHS is authorized to serve children in all Denver neighborhoods and in July 2020 received a federal grant for over \$2 million to expand and support school-readiness programs during 2020 and 2021 that serve families with children ages 0 to 5 years old.

In addition to other comprehensive metrics of child well-being, the DGKHS program uses an assessment tool called Teaching Strategies Gold (TS Gold) to assess the progress of preschool aged children in the Head Start program in six domains. The following graph illustrates the percentage of children in DGKHS programs who meet or exceed social, physical, and academic expectations for their age as defined by TS Gold's "Widely Held Expectations." Overall, those students who participated in the DGKHS program for a full program year demonstrated significant growth across all domains in all categories of students analyzed from fall 2018 through spring 2019. DGKHS programs have and will continue to adapt to the impacts of COVID-19 to ensure support for children and families. These adaptations include virtual learning, phone calls, material and food distribution, in-home lesson plans, and mental health support for children, staff, and families.



The **Five by Five Program** provides qualifying families of children as old as five years old with access to cultural experiences that support kindergarten readiness. The Five by Five program is supported by 22 cultural partners and in 2019 provided visits to more than 45,000 people. The program also leverages the cultural institutions to provide professional development opportunities to school providers and early education training to parents, who are the child's first teachers. OCA expects a continued significant decline in visits in 2021 compared to 2019 due to ongoing impacts of COVID-19. OCA will continue to utilize an equity lens in providing access to Five by Five participants.

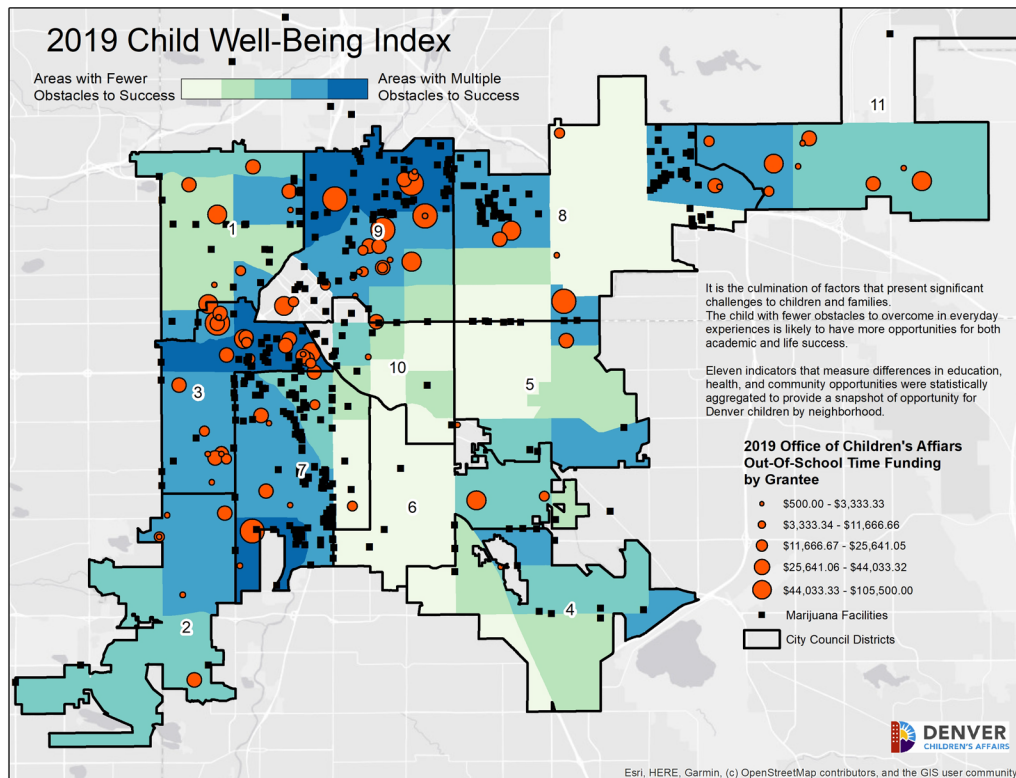
2A Funded Programs

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

The **MY Denver program** began as a pilot in 2012 and was expanded to include all Denver school aged children in 2013 with the passage of ballot measure 2A. MY Denver allows participants to have free access to recreation centers, swimming pools, cultural facilities, and other opportunities. There are more than 100,000 eligible children and youth in Denver. Due to numerous process improvements and partnerships with Denver Public Schools and Denver Public Libraries, more than 90 percent of all eligible children in Denver are now enrolled in the MY Denver program.

Effective **Out of School** programs help young people learn, grow and thrive, while providing families with the support they need to balance work and life. The Office of Children's Affairs has been investing in these programs since its inception, most recently through ballot measure 2A and through Marijuana Tax Revenue. This investment also supports the City's afterschool intermediary, the Denver Afterschool Alliance (DAA), which assists afterschool providers across Denver to improve and enrich programming, use data more effectively, and engage in professional learning. In addition, DAA advocates for afterschool funding, and serves as a trusted expert on afterschool issues. In 2019, a total of \$1.6 million was invested in 47 organizations serving 111 sites, serving close to 15,722 youth. Using the Child Well-Being Index as part of the grant process, funds are directed to areas where youth have multiple obstacles to success, which will positively impact most underserved youth in Denver.

In 2020, OCA is supporting 31 organizations, selected through a competitive grant process, with the intention of serving 10,000+ children and youth. Services have been impacted by a reduction in funding (funding has been increased for 2021) and by COVID-19, which in 2020 has nearly eliminated the number of in-person programs available, due mostly to a lack of available facilities. In response to COVID-19, the DAA has focused on several activities to understand impacts on the youth service field, support the few in-person programs that are operating, and organize, promote and provide technical assistance and professional learning to providers who have shifted to virtual programming. There have been 9,311 youth served as of late summer 2020.

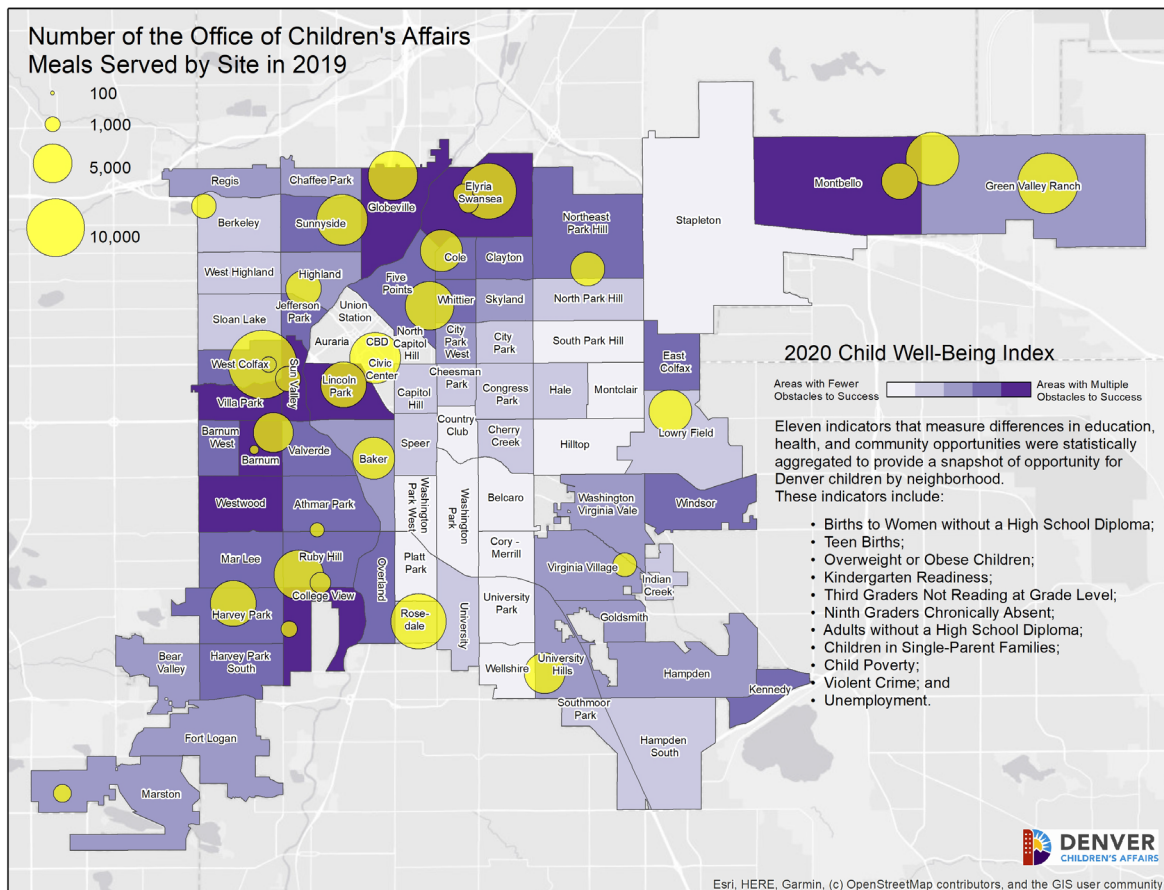


Health Initiatives

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

The **Tasty Food** program includes distributing free, healthy meals to children and youth through the Summer Food Service Program and the At-Risk After School Meals Program in eligible Denver neighborhoods. This OCA program, through partnership with other organizations including Food Bank of the Rockies and Denver Public Schools, help ensure that no child needs to suffer hunger in Denver. Tasty Food works 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-funded program. In 2019, the City offered summer meals, school year snacks and supper services that fed children 163,180 meals at 31 sites.

Since 2017, Tasty Foods has experienced a decrease in participation. Anecdotal information from sites (including sites who relocated from Denver) attributes declines in participation due to declines in youth population (particularly in Northwest Denver), and overall decreases in poverty. This reduction trend is expected to reverse due to COVID-19 and sudden and sustained loss of employment. However, a 2021 projection regarding number of meals served is challenging to make with respect to federal waivers and whether or not school will be held in person.



Youth Violence Prevention

The Office of Children's Affairs will oversee funding and efforts related to youth violence prevention, which will include implementation, coordination, and evaluation of Denver's Comprehensive Youth Violence Prevention Plan. Current activities include Pop Up Safe Zone programs, youth violence prevention microgrants, and citywide collaboration with community organizations and efforts.

2020 COVID-19 Overview & Statement

In this pandemic environment, meeting the needs and increasing access to supports for young people and their families is paramount to the recovery of the city. OCA has remained committed to and continued work developing strategies to increase access to nutritious food, high-quality childcare and afterschool programs, early learning and literacy resources, expanded social and emotional supports, youth transportation, mentorship, cultural experiences and pathways to post-secondary education and careers.

COVID-19 has had a large impact on OCA and its many partners. Few Out of School time and Head Start providers have been able to continue to operate in-person services, cultural partners closed as a part of the Denver Stay-at-Home Order in March and then reopened with reduced capacity and modified operations, and meals served to youth through OCA's Tasty Food program more than doubled in the wake of the Stay-at-Home Order.

COVID-19 Mitigation Strategies

OCA has strategically aligned budget and operational focus to the following 4 strategic priorities, which align with the Mayor and City Council's visions for recovery and mitigation.

- Supporting the economic recovery of the city:** The disruption to the City's economy has been severe, and OCA is focused on supporting working families and parents to help recover the economy and get people back to work. Strategies to mitigate the impacts of COVID-19 in support of economic recovery have included expanding access to childcare and early education so parents can work, finding new employment opportunities for youth and young adults, connecting families with resources to increase family stability, and helping families navigate the transition to virtual learning and continuing to provide family services through our Head Start program.
- Child and youth well-being:** COVID-19 and racial inequity have had a severe impact on the physical and mental health of our children and families. OCA is leading the work of the Social Safety Net Council to help city agencies collaborate and align their work and provide families with the resources they need to stay safe and healthy.
- Mitigation of learning loss and disruption:** As of August 2020, children and youth have been absent from in-person learning for nearly six months. The long-term outcomes of extended virtual learning, lack of access to support services and interactions with other trusted adults, isolation at home and significantly decreased social interactions, and disparities in resource deployment (e.g. digital divide, special needs services) will be felt for years to come. OCA is working to provide supports to children and families to mitigate these disruptions and help our students stay on track to academic success. Through partnerships with Denver Public Schools, increased funding for our youngest learners through the Head Start program expansion, deeper social and emotional supports, and virtual learning hubs OCA is filling a critical need for families and ultimately for our future workforce.
- Support and Convene Youth Violence Prevention:** As a result of ongoing stressors to families and communities, and reduced services due to COVID-19, we have seen a sharp increase in youth violence in our city. OCA is helping mitigate these negative impacts of COVID-19 through deeper investments in our existing initiatives, community partnerships, youth workforce supports, and youth leadership opportunities. OCA will continue to work closely with the Youth Violence Prevention Action Table and support ongoing efforts to address youth violence from a public health perspective.

OCA is also serving as a supporting agency addressing four key strategic objectives outlined in the Citywide COVID-19 Recovery Action Plan.

COVID-19 Performance & Program Highlights

OCA has collaborated in efforts or directly received additional COVID-19 relief federal funding for nutrition, emergency childcare and for dispersing community grants for community partners serving youth. These dollars and programmatic and operational pivots have been necessary in meeting basic needs for young people.

Tasty Food responded to COVID-19 through Emergency Feeding (USDA-funded and administered by the Colorado Department of Education). From March 16-June 12, Tasty Food distributed 55,639 meals through this program. This average of 850 meals distributed daily is more than double the typical 400 meals consumed by youth prior to COVID-19. OCA anticipates serving around 150,000 meals in 2020. This projected overall decrease in meals served from 2019 to 2020 is due to lowered demand earlier in 2020, fewer overall sites in 2020, a lack of regular youth activities at libraries and recreation centers (less youth are out and about during 2020), and a change in format (2020 meals are being served "grab and go" style).

In-person afterschool and summer program slots for children and youth across Denver have been drastically reduced by COVID-19 precautions and restrictions, with at least 5,615 fewer youth and families being served with in-person programs over the summer of 2020. Providers have pivoted services to offer virtual programs and have served thousands of youth through online platforms. All professional development and coaching support for our provider partners has moved to a virtual setting. DGKHS programs continued to support children and families through a variety of methods, including virtual learning, phone calls, material and food distribution, in-home lesson plans, and mental health support for children, staff, and families.

OCA has received two grants to support the community through federal coronavirus relief funds. One \$150,000 grant is to provide grants up to \$10,000 to community nonprofit organizations serving Denver's youth. The other is a \$200,000 grant to support childcare programming in the development of learning pods, which are connected, socially distanced locations for youth to complete and receive support with their remote coursework.

Budget Detail

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Office of Children's Affairs (0103000)					
Expenditures by Type					
Personnel Services	1,539,298	1,531,840	1,333,487	(198,353)	(12.9%)
Services and Supplies	2,186,403	1,615,916	2,743,882	1,127,966	69.8%
Capital Equipment	1,189	3,122	0	(3,122)	(100.0%)
Internal Services and Misc.	4,600	3,150	6,798	3,648	115.8%
Restricted Budget	0	223,510	0	(223,510)	(100.0%)
Expenditures by Type Total	3,731,490	3,377,538	4,084,167	706,629	20.9%
Expenditures by Activity					
Administration	857,852	764,142	716,646	(47,496)	(6.2%)
Early Childhood Care and Education	255,234	257,641	198,025	(59,616)	(23.1%)
Youth Development	222,784	289,030	176,206	(112,824)	(39.0%)
After School and Summer Programs	1,900,658	1,646,610	2,061,351	414,741	25.2%
Health Initiatives	206,388	210,115	205,994	(4,121)	(2.0%)

Office of Children's Affairs (0103000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Generation of City Builders	60,000	60,000	60,000	0	0.0%
Head Start Supplemental	228,575	0	0	0	0.0%
Youth Transportation	0	150,000	150,000	0	0.0%
Youth Violence Prevention	0	0	515,945	515,945	0.0%
Expenditures by Activity Total	3,731,490	3,377,538	4,084,167	706,629	20.9%
Other Program Funding Sources					
Grants					
Buell Foundation	0	10,000	10,000	0	0.0%
Child and Adult Care Food Program (Snacks and Supper)	266,816	345,645	345,645	0	0.0%
Denver Education Compact	50	0	0	0	0.0%
Elevating Denver as a Community	40,710	0	0	0	0.0%
Head Start	9,242,430	11,313,094	12,507,664	1,194,570	10.6%
Head Start Mental Health	34,744	25,250	0	(25,250)	(100.0%)
National League of Cities	26,540	0	0	0	0.0%
Out of School Time	80,342	25,000	25,000	0	0.0%
Positive Parenting Program	0	9,500	0	(9,500)	(100.0%)
Summer Food Service Program	188,159	215,880	215,880	0	0.0%
Tony Gramscas Youth Services Program	15,577	0	0	0	0.0%
Wallace Foundation Social and Emotional Learning Initiative	1,352,052	608,511	1,000,000	391,489	64.3%
Youth Stigma Design	8,910	0	0	0	0.0%
Total	11,256,331	12,552,880	14,104,189	1,551,309	12.4%
General Government SRF					
College Affordability	11,782,921	12,044,014	11,880,804	(163,210)	(1.4%)
Denver Preschool Program	23,041,496	23,905,288	23,108,436	(796,852)	(3.3%)
Education / Advocacy Donations	24,273	5,000	5,000	0	0.0%
Total	34,848,690	35,954,302	34,994,240	(960,062)	(2.7%)
Other Program Funding Sources Total	46,105,021	48,507,182	49,098,429	591,247	1.2%
Total Program Expenditures	49,836,511	51,884,720	53,182,596	1,297,876	2.5%
Personnel Complement (Budgeted)					
Administration	6.80	5.80	5.30	(0.50)	0.0%
After School and Summer Programs	2.85	1.85	1.00	(0.85)	(45.9%)
Early Childhood Care and Education	1.00	2.00	2.00	0.00	0.0%
Generation of City Builders	1.00	0.00	0.00	0.00	0.0%
Health Initiatives	1.00	2.00	2.00	0.00	0.0%
Youth Development	1.75	2.00	1.00	(1.00)	(50.0%)
Youth Violence Prevention	0.00	0.00	1.00	1.00	0.0%
Personnel Complement (Budgeted) Total	14.40	13.65	12.30	(1.35)	(9.9%)

Office of Children's Affairs (0103000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Other Program Funds FTE					
Grants					
Head Start	6.85	6.85	7.20	0.35	0.0%
Wallace Foundation Social and Emotional Learning Initiative	5.00	4.58	2.67	(1.92)	(41.8%)
Total	11.85	11.43	9.87	(1.57)	(13.7%)
Total Personnel Complement	26.25	25.08	22.17	(2.92)	(11.6%)
Revenue					
Miscellaneous Other	1,701	0	0	0	0.0%
Furlough Savings			(32,315)		
Vacancy Savings			(30,631)		

Programmatic Changes

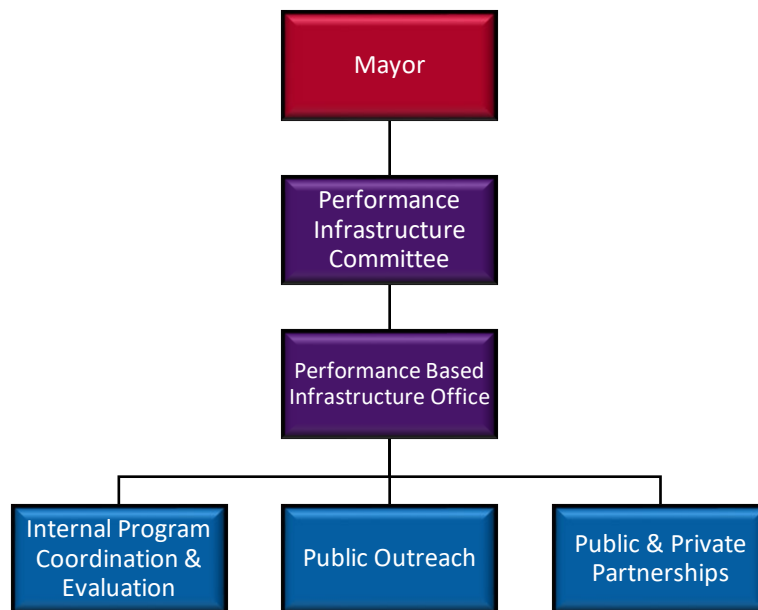
Due to the impact of COVID-19 on the economy in 2020, the Office of Children's Affairs implemented \$223,512 in mid-year reductions, including the following savings:

- \$43,221 in personnel services, primarily achieved by requiring staff to take eight unpaid furlough days.
- \$180,291 in services and supplies primarily achieved by reducing spending on Out of School Time programming and employee travel. OCA was able to mitigate the impacts of the 2020 midyear reduction to Out of School Time funding with grant dollars.

Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line. OCA resubmitted some of these budget reductions again for 2021 in addition to other reductions described in the Significant Budget Changes section below.

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agencywide (General Fund)		
• A decrease in services and supplies due to a reduction in marketing and communication expenditures.	0.00	(4,200)
• A decrease in services and supplies to restore budget that was temporarily moved to internal services in 2020. This is offset by an increase in internal services.	0.00	(500)
• A decrease in capital equipment to restore budget that was temporarily moved to internal services in 2020. This is offset by an increase in internal services.	0.00	(3,100)
• An increase in internal services to restore budget that was temporarily moved to services and supplies and capital equipment in 2020. This is offset by a decrease in services and supplies and capital equipment.	0.00	3,600
Administration (General Fund)		
• A decrease in personnel services to freeze a vacant Administrator II position. This position will not be filled in 2021, and the workload will be redistributed to existing staff. The position is partially grant funded and the remaining funding will be reallocated to existing programming.	(0.70)	(111,100)

2021 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> A decrease in services and supplies due to a reduction in discretionary spending. This will not have an impact on services. 	0.00	(48,800)
Youth Violence Prevention (General Fund)		
<ul style="list-style-type: none"> An increase in personnel services due to the addition of a Program Administrator position to implement, coordinate, and lead on Denver's youth violence prevention efforts. 	1.00	87,700
<ul style="list-style-type: none"> An increase in services and supplies due to a budget expansion to fund community youth violence prevention grants and Safe Zone events. 	0.00	428,300
After School and Summer Programming and Out of School Time Program (General Fund)		
<ul style="list-style-type: none"> A decrease in personnel services due to the expiration of a vacant limited Contract Administrator position at the end of 2020. The position was partially grant funded and the remaining funding will be reallocated to existing programming. 	(0.85)	(83,200)
<ul style="list-style-type: none"> An increase in services and supplies due to additional appropriated marijuana sales tax dollars to support Healthy Lifestyles programming. 	0.00	680,000
<ul style="list-style-type: none"> A decrease in services and supplies due to one-time budget encumbrance in 2020. 	0.00	(107,000)
After School and Summer Programming and Out of School Time Program (Grants)		
<ul style="list-style-type: none"> A net increase in grant expenditures due to an increase in spending of The Wallace Foundation grant. This includes a reduction in expenditures and FTE due to the expiration of four grant-funded limited positions coinciding with the end of the grant in August 2021 and the expiration of one Marketing and Communications Professional II position in July 2020. 	(1.92)	385,800
Early Childhood Care and Education (General Fund)		
<ul style="list-style-type: none"> A decrease in personnel services due to the downgrade of a Manager position to a Program Administrator position. 	0.00	(58,200)
<ul style="list-style-type: none"> A decrease in personnel services due to the partial transfer of an Operations Coordinator position from the General Fund to the Head Start grant. 	(0.60)	(55,300)
<ul style="list-style-type: none"> A decrease in personnel services due to the transfer of a Program Administrator position from the General Fund to the Head Start grant. The position will now be fully funded out of the Head Start grant. 	(0.20)	(39,000)
Early Childhood Care and Education (Grants)		
<ul style="list-style-type: none"> A net increase in grant expenditures due to an expansion of federal Head Start funding. This includes the costs of an additional 0.35 FTE for 2021. Additional Head Start FTE are planned to be added and will also be included in this increase in expenditures. 	0.35	1,194,600
Special Revenue Funds		
<ul style="list-style-type: none"> A decrease to the Denver Preschool Program Special Revenue Fund to align with 2021 revenue projections. This decrease is caused by a significant decrease in city sales tax revenue due to the economic impacts of COVID-19. 	0.00	(796,900)
<ul style="list-style-type: none"> A decrease to the College Affordability Special Revenue Fund to align with 2021 revenue projections. This decrease is caused by a significant decrease in city sales tax revenue due to the economic impacts of COVID-19. <p>The budgeted vacancy savings is \$30,631.</p> <p>The budgeted furlough savings is \$32,315.</p>	0.00	(163,200)



Mission

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

Department Summary

Established in 2018, the Performance Based Infrastructure (PBI) Office, serves as the City's center of excellence for alternative project procurement and delivery. The Office leads the coordination of multiple city agencies pursuing PBI projects. The PBI Office builds collaborations between the City and the private sector to complete major infrastructure projects. The PBI Office is responsible for creating and executing robust public outreach on PBI projects and incorporating stakeholder feedback throughout project development. The Office is responsible for project delivery information throughout the project lifecycle, providing best practices as well as tracking and reporting performance of projects under construction and in operations. The PBI Office brings efficiencies to PBI projects by providing a coordinated and comprehensive approach to project development. This approach helps to ensure that the City is pursuing projects through a method where there is value generated from leveraging private sector innovation and appropriately managing project risks.

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

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

Services

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

- Guidelines – PBI has developed structured guidelines and policies that aid in the development of potential performance-based projects. These guidelines have been built from national industry standards, and PBI will take lessons learned from existing projects to update these guidelines as necessary to fit the mission and values of the City.
- Stage Gates - PBI uses stage gates processes to streamline the development of potential performance-based projects. The early stages are defined as Planning, Screening, and Structuring and offer the City evaluation points before large financial commitments are finalized.

Public Outreach is responsible for coordinating and conducting robust public outreach on PBI projects. This is achieved by engaging with Denver residents, community, civic, and business groups throughout the lifecycle of a PBI project.

- Education – As part of the outreach, PBI will develop strategies to inform community partners on the goals of the project and the process of using performance-based procurement.
- Collaboration – The outreach process will allow community and professional partners the opportunity to have input on the development of performance-based projects.
- Equity – PBI projects are typically larger infrastructure projects and as such have a greater impact on the surrounding communities in which they are implemented. PBI will work with community partners to develop mitigation strategies to those impacted. Examples of this could include equity packages grouped under Housing, Workforce Development, or Community Support, and each of these packages could be written into a performance-based contract which would be implemented by the chosen private sector partner.

Public Private Partnerships (P3) builds collaborations with the private sector to complete major infrastructure projects and other programs through long-term, performance-based procurements and alternative delivery methods.

- **Contract Development** – PBI guidelines allows the Office to negotiate the terms of the project and equity development through the stage gates to deliver the project more efficiently and to allow a better economic outcome.

Strategies

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

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

Performance and Program Highlights

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

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

The City is currently procuring a developer for future phases of the National Western Center redevelopment known as The Triangle to complete the campus. The Developer is anticipated to design, build, finance, operate, and maintain approximately \$528 million in public facilities, including construction of a 10,000-seat arena, exposition hall, and the rehabilitation of the historic 1909 Stadium Arena Building, which the City intends to adaptively reuse as a public market, parking, and other associated infrastructure. The project also includes approximately 42 acres of property for private real estate development. Statements of qualification have been evaluated and a request for proposal was released in late 2019.

2020 Covid-19 Overview & Statement

The PBI Office's programs experienced significant impacts, including project delays, resulting from the COVID-19 pandemic. Public-private partnerships are based upon development and public sharing of costs, as well as revenue. The COVID-19 emergency and ensuing stay-at-home orders resulted in a sharp decline of revenue for both the City and the private sector. This included revenue sources identified for the Triangle project, and future over-performance revenue for availability payments was impacted as well.

Covid-19 Mitigation Strategies

The Covid-19 pandemic resulted in the decision to pause procurement efforts while the City evaluated the full economic impact and revenue options to fund the Triangle project.

Budget Detail

Performance Based Infrastructure Office (0106000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	127,152	253,706	277,494	23,788	9.4%
Services and Supplies	1,297,044	1,306,507	28,400	(1,278,107)	(97.8%)
Capital Equipment	0	1,303	0	(1,303)	(100.0%)
Restricted Budget	0	135,495	0	(135,495)	(100.0%)
Expenditures by Type Total	1,424,196	1,697,011	305,894	(1,391,117)	(82.0%)
Expenditures by Activity					
Performance Based Infrastructure Office	1,424,196	1,697,011	305,894	(1,391,117)	(82.0%)
Other Program Funding Sources					
Capital Projects Funds					
Other Agency Capital Project	0	5,000,000	0	(5,000,000)	(100.0%)
Total Program Expenditures	1,424,196	6,697,011	305,894	(6,391,117)	(95.4%)
Personnel Complement (Budgeted)					
Performance Based Infrastructure Office	2.00	2.00	2.00	0.00	0.0%
Total Personnel Complement	2.00	2.00	2.00	0.00	0.0%
Furlough Savings			(7,128)		

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-year Reductions

Due to the COVID-19 impact on the economy in 2020, the Performance Based Infrastructure Office implemented \$135,500 in mid-year reductions, including the following savings:

- \$57,200 in personnel services, primarily achieved by excess vacancy savings and requiring staff to take eight unpaid furlough days.
- \$78,300 in services and supplies, primarily achieved by reducing professional services for the Triangle Project, which was postponed in mid-2020. Additional reductions to the budgets for travel, training and office supplies occurred as well.

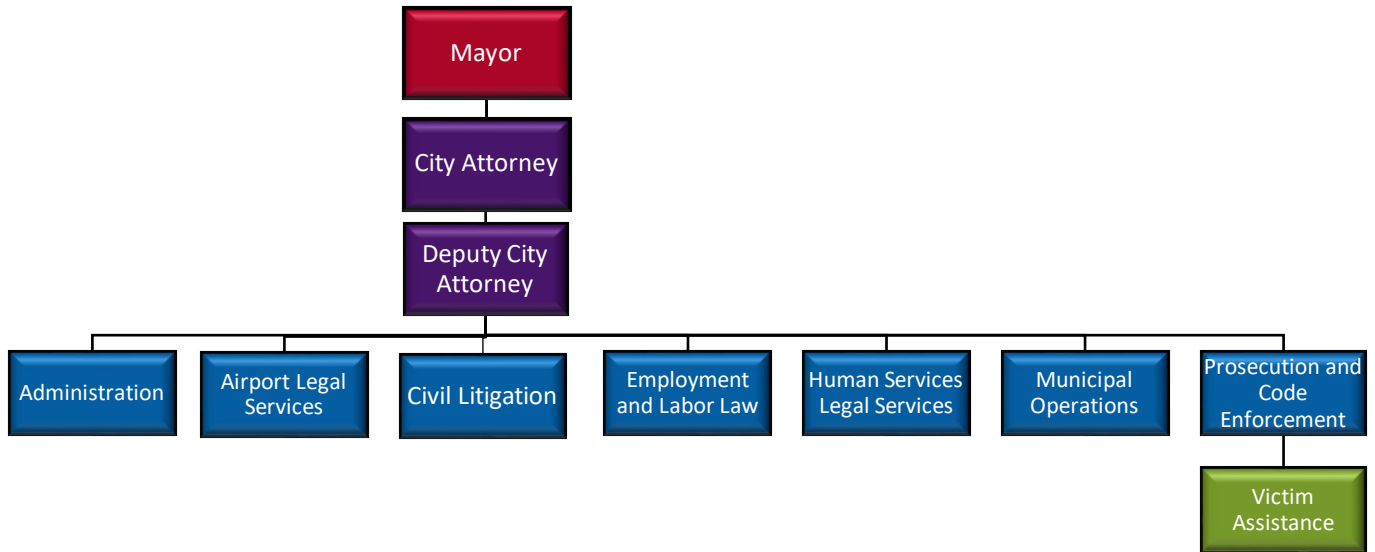
Please note that because professional services budget for the Performance Based Infrastructure Office in 2020 is primarily one-time, in that the need is evaluated on an annual basis through the budget process, most of the reduction amounts have not been restored in 2021.

2021 Impact Description

Agencywide

	<u>FTEs</u>	<u>Dollars</u>
<ul style="list-style-type: none"> • An increase in personnel services due to the transfer of a Deputy Manager from General Services. There is no FTE change because this position replaced a Deputy Director position that was established for the 2020 budget. 	0.00	13,600
<ul style="list-style-type: none"> • A decrease in personnel services due to the mid-year downgrade of an Administrator II position to an Executive Assistant III position. 	0.00	(39,900)
<ul style="list-style-type: none"> • A decrease in services and supplies primarily due to the expiration of one-time professional services contracts in 2020 associated with the Triangle project, which is currently on pause. 	0.00	(1,331,000)
<ul style="list-style-type: none"> • A decrease in services and supplies due to reductions to the travel and training budgets in 2021. The reduction is expected to limit opportunities for staff to participate in industry-wide events, educational seminars and conferences. 	0.00	(26,800)
<ul style="list-style-type: none"> • A decrease in capital equipment for one-time equipment purchases in 2020 that are not budgeted in 2021. 	0.00	(1,300)

The budgeted furlough savings is \$7,128.



Mission

To protect the City and County of Denver and advance the interest of social justice and equity through the provision of efficient and effective legal services.

Department Summary

The City Attorney serves as the legal adviser to the Mayor, City Council, City Auditor, City Clerk and Recorder and all city departments and agencies; represents and defends the City in legal matters; handles all suits initiated on behalf of the City and County of Denver; prosecutes violations of city ordinances; and provides counsel to elected officials and client agencies on charter interpretation and reform.

For more information visit the City Attorney's Office website at <https://www.denvergov.org/content/denvergov/en/city-attorneys-office.html>.

Services

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

Administration sets policy development and direction for the agency; establishes agency goals, objectives and guidelines; and performs purchasing, contract management, public education, media relations, and financial management, including budgeting and accounting.

The **Civil Litigation** Section of the Denver City Attorney's Office represents the City and County of Denver, City officials, and City employees in civil lawsuits alleging personal injury and property damage as well as constitutional and civil rights violations. Attorneys from the Civil Litigation Section appear in all levels of the Colorado state and federal courts. The Civil Litigation Section also has two attorneys that specialize in eDiscovery and provide eDiscovery assistance for the entire City Attorney's Office. In addition to handling a significant case load in state and federal courts, attorneys from the Section provide advice, training, and policy development/review to numerous City agencies and departments. Two claims adjusters are also part of the Civil Litigation Section and are responsible for handling the majority of claims received by the City, excluding claims involving the Denver International Airport and Denver Human Services.

The **DEN Legal** Section provides legal services to the Department of Aviation, including handling all leases, contracts and agreements, claims, regulatory compliance, real estate transactions, finance issues and matters, construction projects and litigation other than employment litigation. It also provides counsel and advice for issues and matters involving management, operation, maintenance, and development of a major commercial airport. In addition, the section provides legal services and representation relating to remediation, sale of the former Stapleton International Airport site, and public finance. The Department of Aviation reimburses the City Attorney's Office for these services.

The **Employment and Labor Law** Section provides legal work that includes the defense of lawsuits involving claimed violations of federal and state labor and employment laws; representing the City in administrative appeals of adverse employment actions and workers' compensation claims; responding to grievances and charges of discrimination filed by City employees; and representing the City in collective bargaining negotiations and labor-related matters. The Employment and Labor Law Section also provides daily legal advice and counsel to client agencies.

The **Human Services Legal Services (HSLs)** Section provides legal representation to all divisions of Denver Human Services (DHS). Services include litigation in Dependency and Neglect, Juvenile Justice, Adult Protection, Child Support Enforcement, Unaccompanied Refugee Minors, benefit fraud, benefit appeals, Medicaid appeals, employment and tort cases. HSLs attorneys also provide litigation services to Denver Juvenile Court specialty courts for victims of human trafficking and for cases that fall under the Indian Child Welfare Act. The Section also provides legal advice and transaction support, training, regulatory compliance and legislative support to DHS programs and administration. DHS reimburses the City Attorney's Office for these services. Additionally, HSLs attorneys and staff handle civil involuntary commitments and medication orders pursuant to the State of Colorado's mental health, alcohol, drug abuse and developmental disability commitment statutes.

The **Municipal Operations** Section provides legal services for the City related to land use and zoning, real estate and development, parks and open space, public works, taxation, bankruptcy, contracts, construction, environmental and general

municipal law. The Section also handles commercial litigation matters, condemnations and administrative hearings, and represents the City in Rule 106 appeals. Municipal Operations provides general counsel and advice to City Council, the Auditor, the City Clerk and the Mayor's Office, as well as to every department and agency of the City except Denver International Airport.

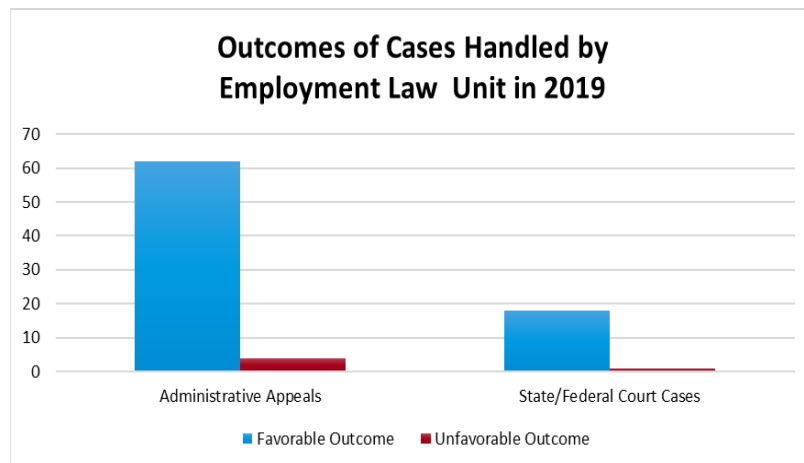
The **Prosecution and Code Enforcement (PACE)** Section prosecutes municipal code violations and low-level state crimes, including traffic offenses and infractions; criminal adult and juvenile violations; fire, animal and building code violations; environmental and marijuana offenses; and appeals. In addition to prosecuting more than 80,000 cases per year, the section represents the Department of Excise and Licenses in its hearings and appeals, and it also handles nuisance actions filed against property that has been used during the commission of certain crimes. The Section's Victim Resource Program provides advocacy, referrals, safety planning and court assistance to victims in criminal cases, and it also provides staff at the Rose Andom Center a safe, centralized location where victims can access advocacy, support and services from 20 different agencies. The section also leads several collaborative efforts amongst the City's agencies, community groups and residents – the Neighborhood Prosecutions Team, Motel Task Force, the Denver Hoarding Task Force, the Denver Forensic Collaborative for At-Risk Adults, and Denver Methamphetamine and Abatement Partnership.

Strategies

Provide excellent customer service and legal advice to clients by being timely, accurate and accessible. To vigorously and efficiently advocate for the City's interests in all forums. To build an organizational culture that enables employees to work together in an atmosphere of respect, trust and accountability.

Performance and Program Highlights

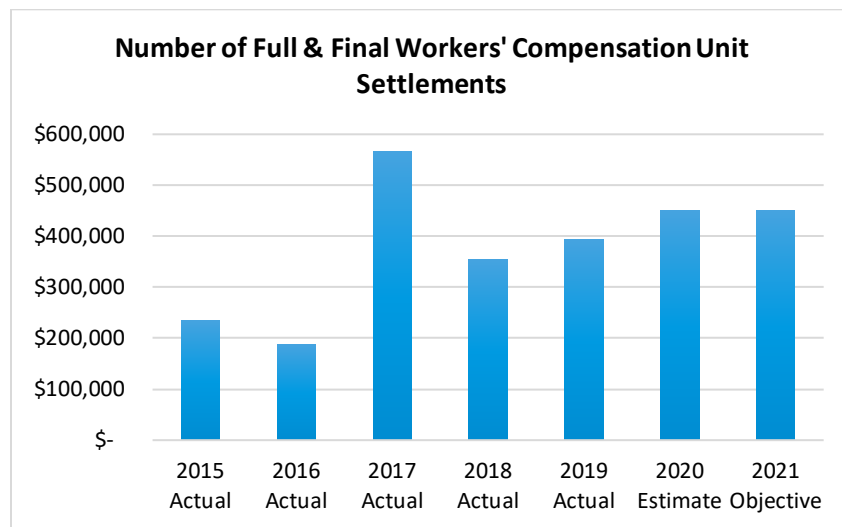
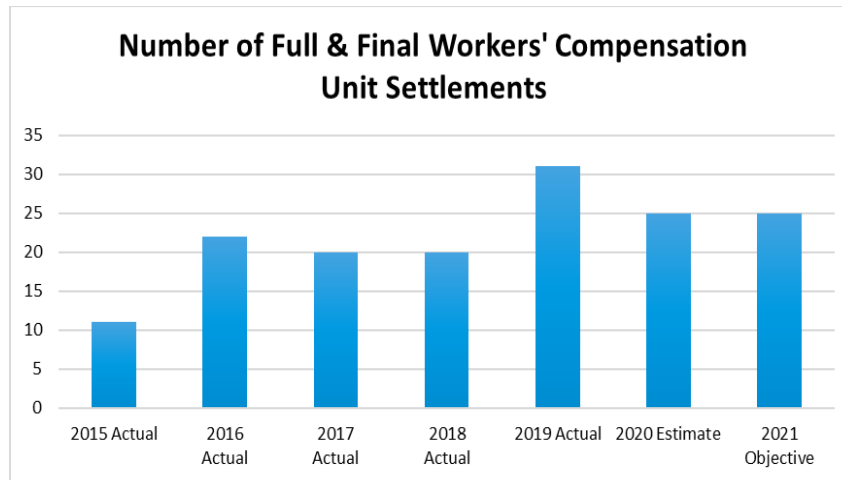
In 2019, the Employment Law Unit attorneys handled a total of 39 state and federal court cases involving employment-related claims. Favorable results were obtained in all but 1 of the 19 court cases closed in 2019, a 95 percent success rate.¹ The Employment Law Unit also handled a combined total of 85 Career Service and Civil Service appeals, prevailing in 94 percent of the 66 administrative cases closed in 2019.



The Workers' Compensation Unit continued to defend the City against workers' compensation claims seeking benefits beyond those required by law. The Workers' Compensation Unit opened or reopened a total of 81 claims during 2019.

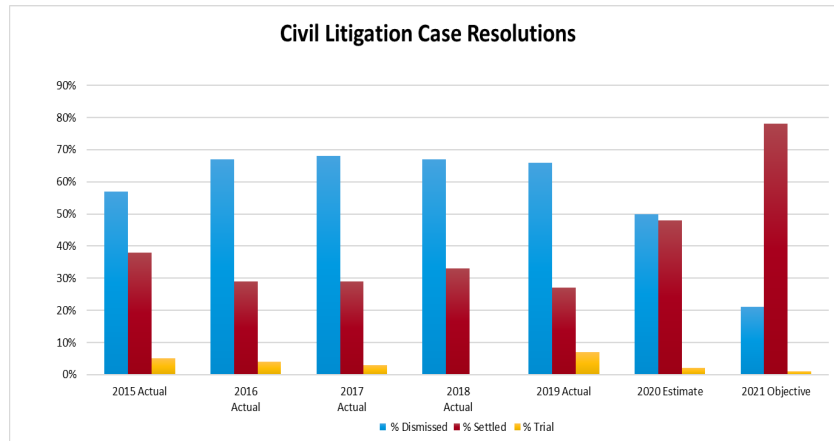
¹ A successful outcome includes: (1) cases dismissed, voluntarily or involuntarily, before trial or hearing; (2) cases that were settled on a favorable basis; and (3) cases that resulted in a decision favorable to the City after hearing, trial, or appeal.

Seventy-two cases were set for hearing, but only 19 cases required a hearing. Nearly 60 percent of the cases that went to hearing resulted in favorable outcomes. Significantly, there were 31 full and final settlements with employees who were required to resign under the terms of the settlement.² This represents a nearly 50 percent increase in the average number of full and final settlements secured by the Workers' Compensation Unit over the past four years.

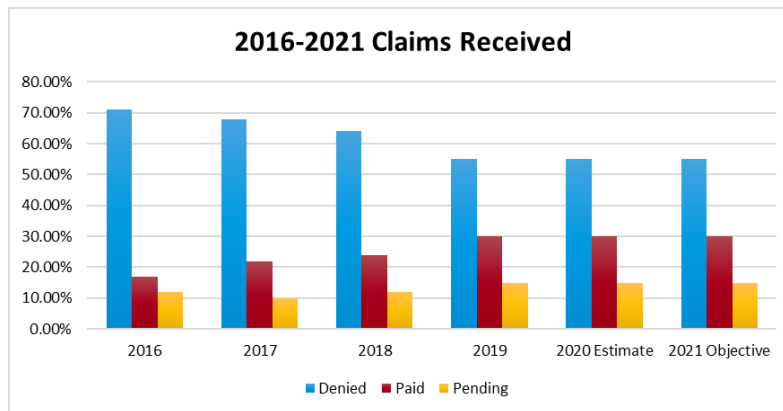


² A "full and final settlement" is a complete resolution of the workers' compensation claim, as well as any prior workers' compensation claims the injured worker had with the City, permanently severing any and all liability for the City, and guaranteeing the City will have no further expense or exposure associated with the employee's workers' compensation claims.

Over the past five years, the Civil Litigation Section has dismissed over 55 percent of all cases filed in state and federal court, with less than 40 percent of cases settled each year. Since 2016, the dismissal rate has been closer to 70 percent. As a result of this continued and extremely successful case dismissal rate, only a few cases are tried per year, with 2018 having no trials. In 2019, the Civil Litigation Section handled a total of 109 federal and state lawsuits, including two pre-suit civil rights matters. The section's efforts resulted in dismissal in over 65 percent of cases, with only 27 percent of cases resolved through settlement; 7 percent of the cases proceeded to trial. There were forty-seven cases pending at the conclusion of 2019. In the past four years, since the Civil Litigation Section has been staffed with two full-time claims adjusters, most of the claims received each year have been investigated and resolved through denial or payment, with less than 15 percent of the claims pending at the conclusion of the year.



In 2019, the two Claims Adjusters handled 630 claims the City received, resolving a majority of the claims through denial based upon immunity under the Colorado Governmental Immunity Act or issuing payment. Only 91 claims were pending at the conclusion of 2019.



2020 Covid-19 Overview & Statement

As a result of the Stay-at-Home Order and the closure of courts, nearly 200 of the CAO's Prosecution and Code Enforcement Section's (PACE) cases were continued for several months, which created a substantial backlog of trials in early August as jury calls resumed (jury trials cannot be held virtually and require all parties, jurors, and court staff to appear in person). PACE also worked with DDPHE to enforce the public health orders and provided daily legal guidance to the DDPHE enforcement team. Many of the CAO's collaborative initiatives – the Denver Hoarding Task Force, the Denver Forensic Collaborative for At-Risk Adults, the Denver Methamphetamine Abatement Partnership – were completely suspended for months due to the pandemic and, as of the time this document was developed, only recently began meeting virtually so that PACE could continue to provide critical support to Denver's most vulnerable communities. PACE created a virtual courtroom to handle in-custody arraignments while many of the other courtrooms slowly implemented virtual platforms to handle other matters. PACE collaborated with the courts and the defense bar to establish a way to conduct court trials virtually – from taking witness testimony to getting exhibits admitted as evidence. In collaboration with other CAO sections, PACE deployed the CAO Response Team to provide guidance to other city agencies and to the public about the ever-changing public health orders, which required a significant amount of time and other resources. Because the public health orders have had such a significant impact across the state and required consistent interpretation across jurisdictions, PACE attended "Public Health Order Coordination Calls" with representatives from the Governor's Office, CDPHE, the Attorney General's Office, and other jurisdictions, including Jefferson County, Tri-County Health, Boulder, and Fort Collins.

The Municipal Operations Section staffed the Emergency Operations Center (EOC) on a six-day per week schedule and continued providing legal advice throughout the operation of the EOC on preparation of the local disaster declaration, advising on various issues within the EOC, and developing a contract-tracking process for those contracts associated with the City's COVID response. Additionally, this Section prepared more than 100 contracts for the City's response to COVID, including housing and sheltering contracts and services for persons experiencing homelessness during the pandemic, contracts for standing up the Pepsi Center as a COVID-19 testing site, and leases with the State to use the Convention Center (with services). They also drafted the COVID-19-related Public Health Orders, requests for variances from the Colorado Public Health Orders, and provided legal advice on a multitude of issues related to unhoused individuals.

In response to the pandemic and resulting economic crisis, the Employment and Labor Law Section of the CAO has seen its workload increase substantially. Attorneys analyzed and advised clients on several new federal and state laws that went into effect to address COVID-19 impacts on employees, including the Families First Coronavirus Response Act (FFCRA) (providing both emergency paid sick leave benefits for absences due to COVID-19 and expanded FMLA benefits for absences related to childcare needs), the CARES Act (providing supplemental and extended unemployment benefits), and the Healthy Families and Workplaces Act (state law requiring paid sick leave benefits). Employment & Labor Law attorneys also played critical advisory roles to City leaders and other clients regarding citywide and agency-specific furloughs, staffing of the Pepsi Center testing site, and interpretation of evolving public health orders. Attorneys worked hand-in-hand with OHR and other agencies to address personnel-related issue that arose as a result of the pandemic, including development of the new Employee Redeployment Plan, obtaining emergency approval of needed revisions to several career service rules and providing guidance on an increased number of ADA issues. In addition, the Employment Law Section continues to work closely with OHR to develop and update the COVID-19 information and guidance (including expansive FAQs) maintained on the Denver Hub website and other OHR communications to City employees. These communications are vital to keeping the City's workforce informed and connected to resources they may need. Employment attorneys also significantly contributed to the Return to Work Planning taskforce that successfully launched the symptom monitoring survey process and created more robust teleworking policies, guidelines and forms to help City agencies adapt to the new reality of employees working remotely. Finally, the leaders of the Employment and Labor Law Section served as key advisors to the Mayor's Office, the Chief Financial Officer, Budget and Management Director, Director of Safety, and other City officials throughout the crisis on the many unique legal challenges that have impacted the City and its workforce.

As a result of the pandemic, the DEN Legal team has been updating DEN's existing contracts and contract templates with revised Force Majeure provisions due to the pandemic; amending contracts to reduce the amount of maximum liability for DEN's large contracts; working with the DEN leadership team and federal agencies (FAA) to help secure federal funding from

the CARES Act and allocation of these funds received by the airport, its concessionaires and its contractors; assisting DEN's leadership with concessionaire reopening plans, and creative solutions for issues regarding common consumption that will allow concessionaires to sell more product; and revisiting airline incentive agreements.

CAO's Human Services Legal Services Section (HSLS) was well-positioned to pivot to virtual legal work when the COVID emergency began. HSLS attorneys advised on the provision of Mass Care, federal emergency financial reimbursement, virtual human service program access for the public and cybersecurity issues raised by processing work from home. HSLS collaborated with other sections of the CAO to advise the public on the application of public health orders. In collaboration with the Denver Juvenile Court, HSLS began virtual court hearings quickly following the issuance of the Stay-At-Home Order. HSLS worked with clients, courts and stakeholders to create detailed processes and provided training to ensure consistent practices. Looking ahead, the section will be required to take on additional work to ensure litigants' access to the judicial process as the Colorado State Judicial Department cut positions and docket time in response to the state budget crisis. As the pandemic continues, more Denver residents are likely to need supportive services and/or protection programs available through Denver Human Services.

The Administration Section managed the CAO's redeployment of resources so staff members could work remotely, while also staffing the City's service of process in-person. The CAO's Public Information Officer staffed the Joint Information Center (JIC) in the EOC in a supervisory role for more than three months while simultaneously responding to the growing needs of the CAO and advising client-agency communications teams.

Budget Detail

City Attorney Office (4511000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	29,953,856	30,224,580	21,401,325	(8,823,255)	(29.2%)
Services and Supplies	5,034,144	3,384,634	1,605,870	(1,778,764)	(52.6%)
Capital Equipment	22,940	0	0	0	0.0%
Internal Services and Misc.	62,153	70,592	55,256	(15,336)	(21.7%)
Restricted Budget	0	2,426,065	0	(2,426,065)	(100.0%)
Expenditures by Type Total	35,073,093	36,105,871	23,062,451	(13,043,420)	(36.1%)
Expenditures by Activity					
Administration	5,439,695	4,829,824	3,550,569	(1,279,255)	(26.5%)
Civil Litigation	2,731,146	3,630,123	3,205,420	(424,703)	(11.7%)
Employment & Labor Law	3,479,220	3,102,817	2,809,617	(293,200)	(9.4%)
Municipal Operations	2,122,966	2,267,090	2,144,157	(122,933)	(5.4%)
Muni Legal Services	4,534,986	4,668,811	4,652,506	(16,305)	(0.3%)
Prosecution and Code Enforcement	5,436,606	5,409,730	4,959,339	(450,391)	(8.3%)
Victim Assistance	1,630,780	1,490,212	1,740,843	250,631	16.8%
Airport Legal Services	4,013,291	4,721,481	0	(4,721,481)	(100.0%)
Human Services Legal Services	5,684,403	5,985,783	0	(5,985,783)	(100.0%)
Expenditures by Activity Total	35,073,093	36,105,871	23,062,451	(13,043,420)	(36.1%)

City Attorney Office (4511000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Other Program Funding Sources					
Grants					
After Court Care	0	36,378	36,378	0	0.0%
Crime Victim Services	220,467	231,004	190,341	(40,663)	(17.6%)
Denver Forensic Collaborative	0	118,242	124,485	6,243	5.3%
Justice Assistance Grant	0	0	0	0	0.0%
Specialized Domestic Violence Prosecution	98,908	102,050	65,825	(36,225)	(35.5%)
Total	319,375	487,674	417,029	(70,645)	(14.5%)
General Government SRF					
Internal Billings and Reimbursements	0	0	11,215,383	11,215,383	0.0%
Liability Claims	5,276,764	2,405,512	2,000,000	(405,512)	(16.9%)
Total	5,276,764	2,405,512	13,215,383	10,809,871	449.4%
Other Program Funding Sources Total	5,596,139	2,893,186	13,632,412	10,739,226	371.2%
Total Program Expenditures	40,669,232	38,999,057	36,694,863	(2,304,194)	(5.9%)
Personnel Complement (Budgeted)					
Administration	20.00	15.00	14.00	(1.00)	(6.7%)
Airport Legal Services	19.00	20.00	0.00	(20.00)	(100.0%)
Civil Litigation	29.00	32.50	25.50	(7.00)	(21.5%)
Employment & Labor Law	23.00	21.00	18.20	(2.80)	(13.3%)
Human Services Legal Services	48.00	48.00	0.00	(48.00)	(100.0%)
Muni Legal Services	21.00	31.00	30.00	(1.00)	(3.2%)
Municipal Operations	25.00	16.00	14.00	(2.00)	(12.5%)
Prosecution and Code Enforcement	51.00	42.40	36.83	(5.57)	(13.1%)
Victim Assistance	7.75	15.75	19.32	3.57	22.7%
Personnel Complement (Budgeted) Total	243.75	241.65	157.85	(83.80)	(34.7%)
Other Program Funds FTE					
Grants					
Crime Victim Services	0.00	3.00	2.43	(0.57)	(19.0%)
Denver Forensic Collaborative	0.00	0.00	1.00	1.00	0.0%
Specialized Domestic Violence Prosecution	0.00	1.60	0.57	(1.03)	(64.4%)
Total	0.00	4.60	4.00	(0.60)	(13.0%)
General Government SRF					
Internal Billings and Reimbursements	0.00	0.00	72.80	72.80	0.0%
Other Program Funds FTE Total		4.60	76.80	72.20	1,569.6%
Total Personnel Complement	243.75	246.25	234.65	(11.60)	(4.7%)
Revenue					
Fines and Forfeits	248,348	155,000	155,000	0	0.0%
Charges for Services	11,184,471	11,207,753	867,104	(10,340,649)	(92.3%)

City Attorney Office (4511000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Internal Service and Indirect Cost	20,034	0	0	0	0.0%
Miscellaneous Other	21,254	0	0	0	0.0%
Revenue Total	11,474,108	11,362,753	1,022,104	(10,340,649)	(91.0%)
Furlough Savings			(579,807)		
Vacancy Savings			(867,574)		

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-year Reductions

Due to the COVID-19 impact on the economy in 2020, the City Attorney's Office implemented \$2,426,100 in mid-year reductions, including the following savings:

- \$1,507,900 in personnel services, primarily achieved by not filling vacant positions and requiring staff to take eight unpaid furlough days. In addition, the number of fellows participating in a program designed to give law school students practical legal experience has been curtailed.
- \$918,200 in services and supplies, primarily achieved by reducing outside legal counsel expenses based on the postponement of the Triangle project and by decreasing various professional services contracts. Additional reductions to the budgets for training, travel and maintenance agreements occurred as well.

Please note that because these were mid-year savings these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line. The City Attorney resubmitted some of these budget reductions again for 2021 in addition to other reductions described in the Significant Budget Changes section below.

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agencywide		
• A net decrease in personnel services due to the implementation of a citywide retirement special incentive program (SIP). Employees enrolled in the special incentive program retired from the City on August 31, 2020. These positions will not be backfilled in 2021. Salary savings are partially offset by the second round of retirement payouts for participants in early 2021.	(3.00)	(385,100)
Administration		
• A temporary reduction in personnel services due to charging the salary portion of positions for time spent supporting the delivery of GO Bond and CIP projects to the Elevate Denver Bond program and Capital Improvement Program for 2021. There are no impacts to planned projects as a result of this financial action.	0.00	(232,600)
• A decrease in personnel services to abolish a vacant Administrative Support Assistant IV position. Duties will be redistributed among existing staff.	(1.00)	(58,400)
• An increase in services and supplies due to outside legal counsel expenses anticipated for a variety of specialized agencywide legal needs.	0.00	750,000
• A decrease in services and supplies due to the expiration of one-time outside legal counsel budget for the Triangle procurement and other citywide litigation needs in 2020.	0.00	(1,500,000)

2021 Impact Description

	FTEs	Dollars
• A decrease in services and supplies due to a reduction in professional services related to litigation cases. This will reduce available budget for court and case-related fees.	0.00	(100,000)
• A decrease in services and supplies due to a reduction in licensing and maintenance agreements associated with legal research databases and litigation-related software.	0.00	(67,000)
• A decrease in services and supplies for official function expenses. This reduction is not expected to impact services.	0.00	(5,000)

Civil Litigation

• An increase in personnel services for a new Senior Assistant City Attorney position to manage municipal liability claims against the City as a result of the Police Accountability Law enacted by the State in June 2020. This position is budgeted beginning in mid-year 2021, and the increase represents partial year funding.	0.50	91,500
• A decrease in personnel services due to limiting the number of participating law school students in the Attorney Fellowship Program. This reduction will impact the number of potential entry-level attorneys recruited from this program.	(3.50)	(325,000)
• A decrease in personnel services to abolish a vacant Paralegal I position. Duties will be redistributed among existing staff.	(1.00)	(80,300)
• A decrease in personnel services due to the expiration of a limited Legal Secretary position. Duties will be redistributed among existing staff.	(1.00)	(72,500)

Employment and Labor Law

• A continuation in personnel services to convert a limited Assistant City Attorney - Entry position to unlimited due to the ongoing nature of the workload.	0.00	0
• A decrease in personnel services to transfer positions that are dedicated to providing direct services to Workers' Compensation to a new Internal Billings and Reimbursement Special Revenue Fund (SRF). All expenditures and revenue associated with these positions have also moved to the new SRF. There will be no impact on services.	(4.80)	(618,100)

Municipal Operations

• A continuation in personnel services to convert a limited Entry Assistant City Attorney position to unlimited due to the ongoing nature of the workload.	0.00	0
• A decrease in personnel services to abolish a vacant Entry Assistant City Attorney position. Duties will be redistributed among existing staff.	(1.00)	(119,900)
• A decrease in personnel services to abolish a vacant Paralegal II position. Duties will be redistributed among existing staff.	(1.00)	(85,400)

Prosecution and Code Enforcement

• An increase in personnel services due to a change in the funding allocation for an Assistant City Attorney - Entry position. The General Fund will contribute 43 percent of the Funding for the position with grant dollars contributing the balance. This position was previously entirely Funded by grant programs. This position is a limited position expiring at the end of 2021.	0.43	49,700
• A continuation in personnel services to convert a limited Assistant City Attorney - Entry position to unlimited due to the ongoing nature of the workload.	0.00	0
• A decrease in personnel services due to the expiration of a vacant limited Assistant City Attorney - Entry position.	(1.00)	(97,000)

Victim Assistance

• An increase in personnel services due to a change in the funding allocation for three Victim Advocate positions. The General Fund will contribute 19 percent of the funding for the positions with grant dollars contributing the balance. These positions were previously funded entirely by grant programs and will expire at the end of 2021.	0.57	44,600
• A continuation in personnel services to convert a limited Paralegal I position to unlimited due to the ongoing nature of the workload.	0.00	0

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
DEN Legal		
• A decrease in personnel services to transfer positions that are dedicated to providing direct services to DEN to a new Internal Billings and Reimbursement Special Revenue Fund (SRF). All expenditures and revenue associated with these positions have also moved to the new SRF. There will be no impact on services.	(20.00)	(2,888,700)
• A decrease in services and supplies due to the transfer of all operational expenses dedicated to providing direct services to DEN to a new "Internal Billings and Reimbursements" SRF.	0.00	(56,500)
• A decrease in internal services due to the transfer of all operational expenses dedicated to providing direct services to DEN to a new Internal Billings and Reimbursements SRF.	0.00	(9,100)
Human Services Legal Services		
• A decrease in personnel services to transfer positions that are dedicated to providing direct services to Denver Human Services to a new Internal Billings and Reimbursement SRF. All expenditures and revenue associated with these positions also have moved to the new SRF. There will be no impact on services.	(48.00)	(5,736,500)
• A decrease in services and supplies due to the transfer of all operational expenses dedicated to providing direct services to Denver Human Services to a new Internal Billings and Reimbursements SRF.	0.00	(1,742,100)
• A decrease in internal services due to the transfer of all operational expenses dedicated to providing direct services to Denver Human Services to a new Internal Billings and Reimbursements SRF.	0.00	(17,500)
Revenue		
• A decrease in revenue due to the transfer of all revenue billed to Denver Human Services for reimbursement of legal services to the Citywide Internal Billings and Reimbursements Fund.	0.00	(5,931,700)
• A decrease in revenue due to the transfer of all revenue billed to Denver International Airport for reimbursement of legal services to the Citywide Internal Billings and Reimbursements Fund.	0.00	(2,960,600)
• A decrease in revenue due to the expiration of one-time revenue associated with the billing of outside legal counsel fees at Denver International Airport.	0.00	(750,000)
Other Funds		
• An increase in personnel services due to the creation of a new Internal Services Billings and Reimbursement SRF to administer the budget, including both expenditures and revenues, for the DEN and DHS Legal Services programs along with positions supporting the Workers' Compensation Unit.	72.80	11,454,200
• A decrease to the Liability and Claims Fund to align 2021 anticipated expenditures with the amount of the General Fund transfer made to this Fund for 2021.	0.00	(405,500)
Grants		
• A decrease in grant expenditures due to a forecasted drop in estimated grant program spending in 2021.	(0.60)	(70,600)

The budgeted vacancy savings is \$867,574.

The budgeted furlough savings is \$579,807.



Mission

To encourage and guide city officers, officials, and employees to adhere to high levels of ethical conduct so that the public will have confidence that persons in positions of public responsibility are acting for the benefit of the public.

Agency Summary

The Denver Board of Ethics consists of one full-time executive director and a five-member volunteer board appointed by the Mayor and City Council. The Board is empowered to issue advisory opinions or waivers to Denver elected officials, city employees and members of the City's boards and commissions, as well as to consider complaints regarding possible violations of the Code of Ethics by City personnel.

For more information visit the Board of Ethics website at <https://www.denvergov.org/content/denvergov/en/denver-board-of-ethics.html>.

Services

Ethics Enforcement: The Board of Ethics issues opinions on complaints in which ethics violations are alleged against elected officials, city employees, and board and commission members. If the Board of Ethics finds a violation of the Code of Ethics by a city employee, it may recommend discipline to the person's appointing authority. It also has the power to grant waivers if an action would violate the Code but would be in the City's best interest.



Joseph Michaels being sworn in as Board of Ethics Chair

Education: The Board responds to informal requests for ethics advice and issues official advisory opinions on whether specific proposed actions would violate the Code of Ethics. The Board also provides training to employees on the Code of Ethics and works to make all public officials and employees aware of the ethical standards of the City and County of Denver.

Strategies

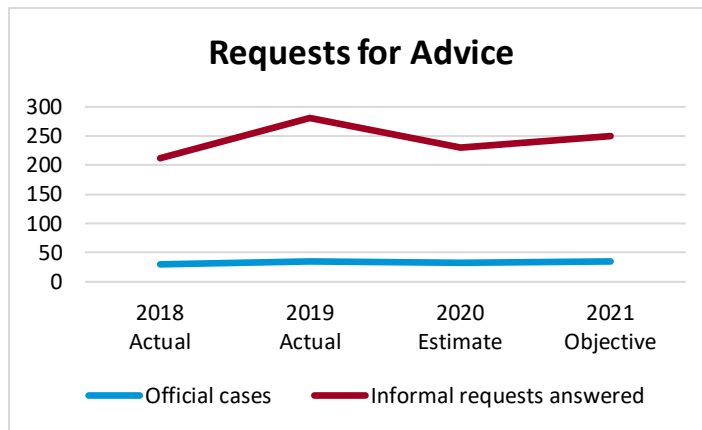
The Board and the Executive Director:

- Work with the Office of Human Resources and the Department of Safety to ensure all new city employees receive mandatory ethics training and to provide refresher ethics training for all employees upon request to increase understanding of the Code of Ethics and reduce potential violations.
- Develop recommendations to the Mayor and City Council for improvements to the Denver Code of Ethics and the Whistleblower Protection Ordinance based upon the Board's experience administering the Code of Ethics and researching ethics programs in other jurisdictions.
- Use various communication methods such as the Denver Code of Ethics (online and print publication), online training courses, and employee email bulletins to increase awareness among citizens and city personnel about the Code of Ethics and to help maintain a strong ethical culture within Denver's city government.

Performance and Program Highlights

The Board issues **official opinions** regarding complaints and requests for advisory opinions or waivers. The graph below tracks the number of official cases over time.

The Board's Executive Director responds to **informal requests** by giving quick, unofficial advisory opinions and help by e-mail, telephone or personal discussion to city personnel or citizens.



COVID-19 Overview & Statement

Alongside the rest of the world, the Denver Board of Ethics has been affected by the global pandemic. COVID-19 has impacted the way the Board functions as a body, the Executive Director's ability to conduct in-person ethics training, as well as financial planning.

COVID-19 Mitigation Strategies

The Board holds monthly meetings to discuss and decide advisory questions and to screen or consider evidence related to pending complaints concerning violations of the Denver Code of Ethics. The Board was unable to hold a meeting in April of 2020 due to conflicting advice with respect to meeting virtually. The Board transitioned to virtual meetings beginning in May, with the ability of interested persons to call in to the public portion of the meeting. While generally effective, some of the value of in-person communication has been lost.

The Board's Executive Director meets in person with Mayoral appointees, cadets, and new and transferring fire and police officers. These trainings have continued; however, they have been conducted virtually.

The Board and the Executive Director felt it was important to share in responsibility for the addressing the financial effects of the pandemic by participating in budget reductions for 2020 and 2021. This participation is described in the Programmatic Changes section.

Budget Detail

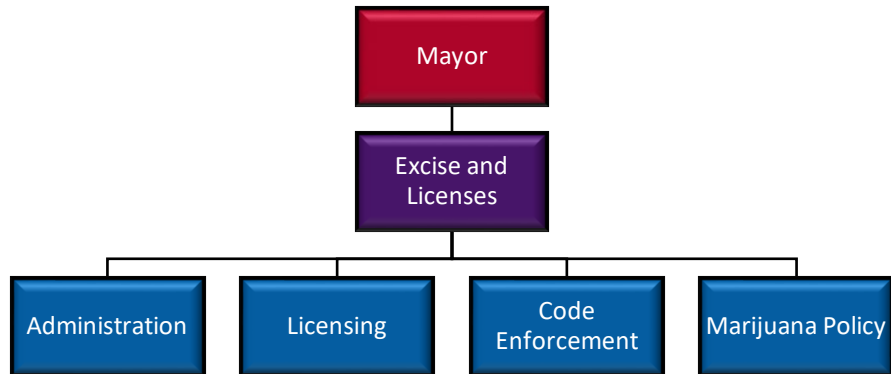
Board of Ethics (0135000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	214,541	170,014	182,399	12,385	7.3%
Services and Supplies	3,198	6,428	3,428	(3,000)	(46.7%)
Capital Equipment	1,495	0	0	0	0.0%
Restricted Budget	0	4,849	0	(4,849)	(100.0%)
Expenditures by Type Total	219,233	181,291	185,827	4,536	2.5%
Expenditures by Activity					
Administration	219,233	181,291	185,827	4,536	2.5%
Total Program Expenditures	219,233	181,291	185,827	4,536	2.5%
Personnel Complement (Budgeted)					
Administration	1.00	1.00	1.00	0.00	0.0%
Total Personnel Complement	1.00	1.00	1.00	0.00	0.0%
Furlough Savings			(4,280)		

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-year Reductions

Due to the impact of COVID-19 on the economy in 2020, the Board of Ethics achieved \$4,849 in mid-year budget reductions with the Executive Director taking eight unpaid furlough days. Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line. Board of Ethics' 2021 budget reductions are described in the Significant Budget Changes section below.

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Administration		
· A net increase in personnel services due to changes in health plans and salary adjustments.	0.00	11,700
· A decrease in services and supplies due to a temporary reduction in costs associated with printing of the Code of Ethics. There are still hard copies of the current Code of Ethics and any adjustments to the code will be updated online.	0.00	(3,000)
The budgeted furlough savings is \$4,280.		



Mission

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

Department Summary

Excise and Licenses (EXL) provides over 150 types of business licenses to new qualified applicants, determines which licenses should be renewed or suspended according to current law, and collects license fees on all new applications and renewals. Excise and Licenses takes enforcement action on licenses, including revocation, in accordance with city ordinances, and also conducts public hearings, issues security alarm permits, and serves as the local authority for administering the state's liquor and marijuana codes.

For more information visit the EXL website at <https://www.denvergov.org/content/denvergov/en/denver-business-licensing-center.html>

Services

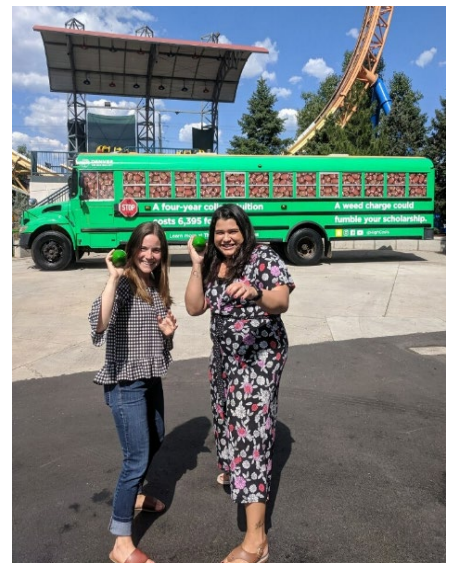
Administration includes key activities such as policy development, contract management, public education and outreach, media relations, records retention and management, and financial and general office management.

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

Code Enforcement services work to ensure compliance with City ordinance and protect neighborhood vitality through conducting inspections upon license application and through compliance inspections throughout the year. Code Enforcement investigates complaints received by the department and issues notices, fines, and administrative citations to individuals and businesses that are not in compliance with current ordinance.

Office of Marijuana Policy (OMP) recommends, administers, and implements goals, objectives, and priorities related to marijuana policy for the City and County of Denver and ensures that City policies are consistent with emerging local, state, and federal policies. OMP partners with various City agencies and departments, including the Denver Police Department, the Denver Fire Department, the Office of Children's Affairs, the Department of Public Health and Environment, the City Attorney, and others to establish and implement policies and regulations related to the regulation of marijuana. The office also coordinates with these agencies and oversees enforcement efforts and marijuana-related public education campaigns. Other responsibilities of OMP include leading media relations and communications and serving as the City's liaison with other local, state, and federal agencies and stakeholder groups regarding marijuana issues and policies.

For more information visit the Office of Marijuana Policy's website at <https://www.denvergov.org/content/denvergov/en/denver-marijuana-information.html>.



Strategies

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

Support the City's COVID-19 economic recovery and relief efforts by assisting businesses with the licensing process, opening additional business opportunities, and addressing regulatory or administrative hurdles.

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

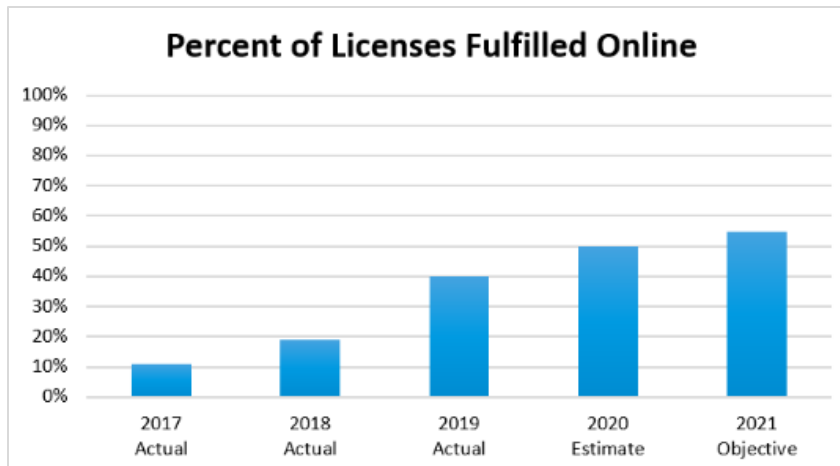
Enforce applicable laws, rules, and regulations fairly and justly to support the health, safety, and welfare of the City.

Manage and develop policies related to marijuana and other licenses in the City by establishing and overseeing regulation and enforcement of all licensing policies and coordinating city agencies.

Offer public outreach and education about licensing regulations, solicit feedback on policies, and keep the various business industries informed of changes to associated regulations.



Performance and Program Highlights



The percent of licenses fulfilled online is the percentage of licenses wherein an applicant applies, pays for, and receives their license online from a remote location.

	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Objective
“Excellent” Customer Satisfaction Score	93%	92%	93%	94%	94%
Significant policy adjustments	4	3	5	3	3
Active inspections	8,024	3,700	4,323	4,500	4,750
License Records Created	22,069	22,121	23,138	21,000	22,000
Public hearings	375	360	375	300	350

EXL measures **customer satisfaction** by directly polling customers via queueing technology. When being served at EXL, customers have an opportunity to select five different outcomes for their satisfaction, with the highest being excellent and the lowest being poor. Process improvements have been implemented to reduce customer wait times and ensure a smooth, efficient experience. Various improvements include offering appointment times for marijuana and liquor licenses, offering some license applications online, shifting staff schedules to be more customer-friendly, and repealing taxi licenses. Additionally, EXL trains staff thoroughly on new licenses and ordinance changes to ensure minimal rework and confusion for the customers, as well as providing support in multiple languages. EXL also maintains a comprehensive knowledgebase on its website to maximize pre-appointment preparation and document completion.

A **significant policy adjustment** is a modification to a formal governance or directional document, typically either agency policy or Denver Revised Municipal Code, which has broad implications to the establishment, requirements, fees, or implementation of the regulated constituency. Examples include the establishment of short-term rental licenses and modification of the security guard ordinance. Policy adjustments are focused on making more efficient processes, adjusting to the external regulatory environment, eliminating antiquated and/or irrelevant license types, and adjusting license fees and schedules to adequately reflect needs.

Active inspections are the inspections of licensed premises, which are predominantly liquor and marijuana. Office validations and investigations are not included. The total number for inspections includes inspections for licensing, renewal notifications, verification of proper posting preceding public hearings, marijuana compliance, license expirations, and compliance investigations. Between 2017 and 2018, inspectors have reduced the instances of posting inspections (e.g., a physical inspection making sure notices for hearings are visibly posted) and expiration notices (e.g., notifying a license holder in-person that their license has expired or will soon be expiring), therefore reducing the number of active inspections from 2017 to 2018. The increase in active inspections starting in 2019 was driven by an increase in overall licensing volume. In 2020, inspections were also impacted by business recovery efforts led by EXL.

License records created captures the sum of the work being done at EXL from a business licensing standpoint. This includes new licenses, renewals, and amendments. This number incorporates online and in-person licensing activities. Some decrease is expected in 2020 due to COVID-19 impact, with a gradual return to the normal trend projected for 2021.

Public hearings are held for marijuana and liquor businesses obtaining a new license, a transfer of location, or a modification of premises. The hearing numbers above reflect the number of final orders issued. The 2017 and 2018 actuals and 2019 and 2020 estimates are impacted by Council Bill 16-0291 (i.e., an ordinance capping the total amount of marijuana licenses that can be issued in the community) which has significantly decreased the number of new and transfer applications being received by EXL. COVID-19 is projected to also have an impact on hearings in 2020 and 2021.

COVID-19 Overview & Statement

COVID-19 has been a significant component of the Department of Excise and License's 2020 story. EXL's mission throughout the pandemic has been to ensure the City's licensing is not a roadblock to recovering from the impact of COVID-19. EXL had to close its doors due to Stay-At-Home public health orders. EXL also had to postpone business license public hearings during this time. EXL's staff was able to function at close to full capacity during this time by providing alternative licensing solutions to customers.

EXL also played a key role in early business and economic recovery efforts by leading the way on the City's Temporary Patio Expansion Program. EXL shifted all staff and resources to the program to process hundreds of applications within a matter of weeks to get restaurants open and functional as soon as possible. This effort required participation and time from every EXL employee as well as resources from other City departments to assist EXL while it focused on economic recovery.

As the City transitioned to Safer-At-Home, EXL's focus was on the safety and welfare of its staff and customers. EXL accrued unexpected expenses installing necessary components (such as spray shields) to feel safe operating EXL's lobby. Some of these expenses have been moved to the Coronavirus Emergency Relief SRF or federal FEMA funding. EXL continues to develop additional options for applying for a license to minimize the number of customers in the lobby at any one time.

COVID-19 Mitigation Strategies

EXL's COVID-19 mitigation strategies centered on the core mission of licensing and preventing any negative impact to business and economic recovery. EXL created an email inbox to replace in-person submissions for any licenses not offered online. EXL also concentrated efforts on bringing more licenses online; several licenses have or will be brought online by the end of 2020. EXL also transitioned to a virtual hearings process to be able to continue to meet legislative requirements while not hindering recovery and developed an online payment option for licenses not available to be renewed or applied for online. EXL's senior leadership has been involved and closely tied to several recovery committees including serving on the Small and Medium Business and the Restaurant, Entertainment, Arts, Cultural & Hospitality subcommittees within the Economic Relief and Recovery Council.

EXL assisted in the Citywide financial response to the pandemic by freezing two vacant positions and reducing contract and discretionary spending. EXL's 2020 and 2021 budget priorities will remain focused on its core mission of utilizing its flexible and adaptable staff to ensure licensing remains a tool the City can use to facilitate business and economic recovery.

COVID-19 Performance & Program Highlights

For more information on EXL's work on the Temporary Outdoor Expansions for Restaurants and Bars visit this website: <https://www.denvergov.org/content/denvergov/en/covid-19/support-services/business-assistance/temporary-outdoor-business-operations-.html>

Budget Detail

Department of Excise & License (4001000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	3,377,908	3,353,282	3,352,217	(1,065)	0.0%
Services and Supplies	1,301,673	1,007,585	592,135	(415,450)	(41.2%)
Capital Equipment	11,925	11,870	15,000	3,130	26.4%
Internal Services and Misc.	3,240	4,476	4,476	0	0.0%
Restricted Budget	0	371,328	0	(371,328)	(100.0%)
Expenditures by Type Total	4,694,746	4,748,541	3,963,828	(784,713)	(16.5%)
Expenditures by Activity					
Administration	1,894,239	2,182,057	1,508,651	(673,406)	(30.9%)
Licensing	1,048,960	1,226,607	1,228,423	1,816	0.1%
Code Enforcement	539,166	533,057	611,285	78,228	14.7%
Marijuana Policy	1,212,381	806,820	615,469	(191,351)	(23.7%)
Expenditures by Activity Total	4,694,746	4,748,541	3,963,828	(784,713)	(16.5%)
Total Program Expenditures	4,694,746	4,748,541	3,963,828	(784,713)	(16.5%)
Personnel Complement (Budgeted)					
Administration	10.50	17.00	9.50	(7.50)	(44.1%)
Code Enforcement	6.00	6.00	7.00	1.00	16.7%
Licensing	17.74	15.74	15.74	0.00	0.0%
Marijuana Policy	3.50	1.00	3.50	2.50	250.0%
Personnel Complement (Budgeted) Total	37.74	39.74	35.74	(4.00)	(10.1%)
Total Personnel Complement	37.74	39.74	35.74	(4.00)	(10.1%)
Revenue					
Licenses and Permits	6,810,545	6,441,870	7,086,558	644,688	10.0%
Fines and Forfeits	151,339	145,809	160,390	14,581	10.0%
Charges for Services	1,943,162	1,562,017	1,718,138	156,121	10.0%
Miscellaneous Other	(26,982)	0	0	0	0.0%
Revenue Total	8,878,065	8,149,696	8,965,086	815,390	10.0%
Furlough Savings			(79,463)		
Vacancy Savings			(108,365)		

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-year Reductions

Due to the impact of COVID-19 on the economy in 2020, Excise and Licenses implemented \$371,300 in mid-year reductions, including the following savings:

- \$311,600 in personnel services, primarily achieved by not filling one vacant Program Administrator and one vacant Licensing Technician I as well as requiring staff to take eight unpaid furlough days. Due to EXL's streamlining of office operations, increased use of online transactions, and some reduced volume, there have not been major impacts to services in 2020.
- \$59,700 in services and supplies achieved by reducing discretionary spending on travel, office functions, and contract spending.

Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line. EXL resubmitted some of these budget reductions again for 2021 in addition to other reductions described in the Significant Budget Changes section below.

Additionally, EXL reduced its 2020 revenue projection by \$1,893,143 due to the observed year-to-date impact of COVID-19 on licensing and application activity. This represents a 19 percent decrease from EXL's original 2020 projection in these revenue streams.

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Administration		
• An increase in personnel services due to a 2020 mid-year position upgrade from an Administrative Support Assistant III to an Administrator II.	0.00	60,600
• An increase in personnel services due to a late 2019 position upgrade from a Business License Inspector to an Investigator Supervisor.	0.00	30,200
• An increase in personnel services due to a late 2019 position upgrade of two Administrative Support Supervisor I positions to Operational Supervisor I.	0.00	8,700
• A continuation in personnel services to convert six limited positions to permanent, unlimited FTE due to the ongoing nature of their work. Positions include one Management Analyst Associate, Licensing Technician I, Licensing Technician II, Business License Inspector, Management Analyst Supervisor, and Administrator II.	0.00	0
• A decrease in personnel services to freeze a vacant Program Administrator. This position will not be filled in 2021, and the workload will be redistributed to existing staff.	(1.00)	(131,100)
• A decrease in personnel services due to one vacant Program Administrator expiring at the end of 2020.	(1.00)	(99,500)
• A decrease in personnel services due to one vacant Licensing Technician I expiring at the end of 2020.	(1.00)	(69,200)
• A decrease in personnel services due to one Licensing Technician II expiring at the end of 2020. The employee occupying this position in 2020 has been moved to an unlimited position.	(1.00)	(67,300)
• A decrease in services and supplies due to a temporary reduction in funding for the High Costs marijuana youth education campaign. The program will continue in 2021 but at a reduced capacity which will allow EXL to re-evaluate the program and identify how best to allocate funding.	0.00	(400,000)
• A decrease in services and supplies due to a temporary reduction in professional services budget for a licensing analytics contract.	0.00	(70,000)

2021 Impact Description

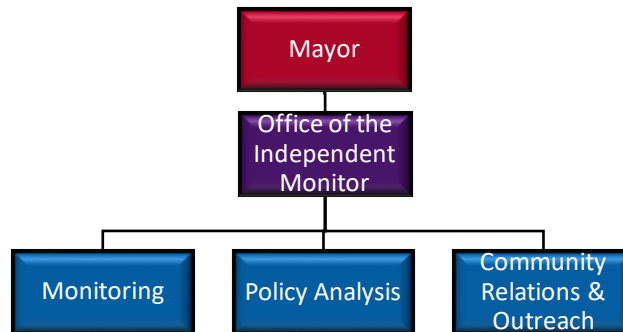
	<u>FTEs</u>	<u>Dollars</u>
• A decrease in services and supplies due to the reallocation of budget to capital equipment to align with prior year spending.	0.00	(5,000)
• A decrease in services and supplies for one-time computer equipment purchases in 2020 not budgeted in 2021.	0.00	(200)
• An increase in capital equipment due to the reallocation of budget from services and supplies to align with prior year spending.	0.00	5,000
• A decrease in capital equipment for one-time computer equipment purchases in 2020 not budgeted in 2021.	0.00	(1,900)

Revenue

• A revenue increase due to modest economic growth projected in 2021, resulting in increased revenue from licenses and applications. Note this is still a decrease from pre-COVID-19 2020 expectations.	0.00	815,400
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The budgeted vacancy savings is \$108,365.

The budgeted furlough savings is \$79,463.



Mission

To promote accountability, effectiveness, and transparency in the Denver Police and Denver Sheriff Departments' disciplinary processes by: monitoring investigations into citizen complaints, internal complaints, and critical incidents involving sworn personnel; making recommendations on findings and discipline; publicly reporting on patterns of complaints, findings, and discipline; making recommendations regarding potential policy issues; conducting outreach to the Denver community and stakeholders in the disciplinary process; and promoting alternative and innovative means for resolving police complaints, such as mediation.

Department Summary

The Office of the Independent Monitor (OIM) is charged with working to ensure accountability, effectiveness, and transparency in the Denver Police and Denver Sheriff Departments' (DPD and DSD, respectively) disciplinary processes. The OIM is responsible for ensuring complaint and commendation processes are accessible to the community; monitoring internal affairs investigations into community and internal complaints, and critical incidents involving sworn personnel; making recommendations for improving DPD and DSD policy, practices, and training; and conducting outreach to the Denver community and stakeholders in the disciplinary process. The OIM aims to protect and enhance public safety by promoting the highest standards among the City's sworn personnel.

For more information please visit the Office of the Independent Monitor website at <https://www.denvergov.org/oim>.

Services

Monitoring: The OIM monitors DPD and DSD internal affairs investigations into allegations of misconduct by sworn personnel to ensure that the investigations are thorough, complete, impartial, and timely. The OIM also makes recommendations regarding findings and discipline.

Policy Analysis: The OIM evaluates DPD and DSD policies, practices, training methodologies, and issues public reports with recommendations for improvement. The OIM releases at least two public reports per year containing statistical data on trends in complaints and discipline.

Outreach: The OIM conducts regular outreach to community members and law enforcement through community forums, neighborhood meetings, and other events. The OIM also trains at-risk youth on their rights and responsibilities when interacting with the DPD and facilitates trust between police officers and youth through its award-winning Youth Outreach Program (YOP), Bridging the Gap: Kids and Cops.

Strategies

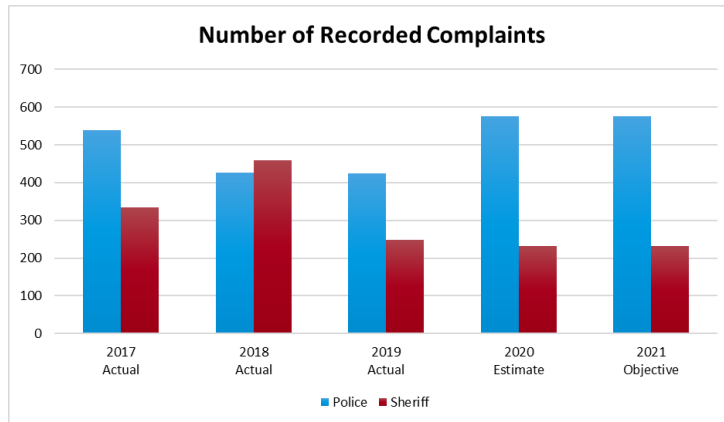
Improve self-policing in the DPD and the DSD by actively monitoring internal affairs investigations and proposed disciplinary outcomes and making case-specific recommendations to ensure thoroughness and fairness for all parties.

Improve policing and detention practices by publishing data-driven reports that proactively identify and propose solutions to policy, practice, or training issues based on research and best practices.

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

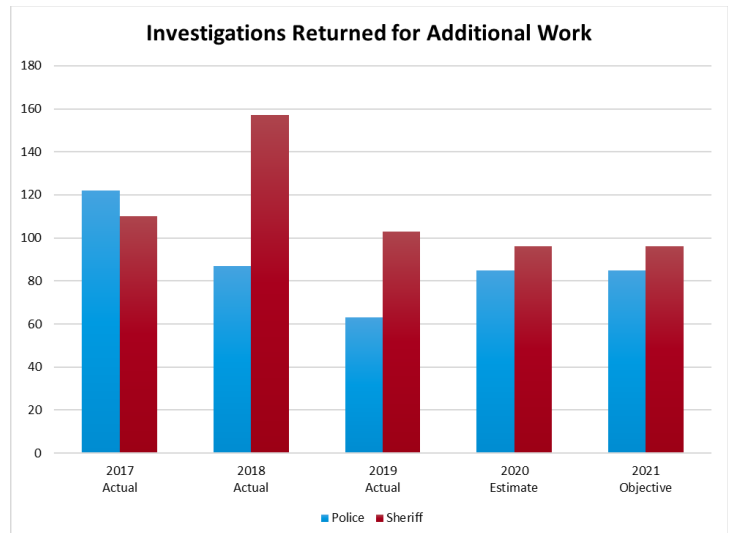
Increase citizen engagement and trust by continuing to hold community outreach meetings (including quarterly community forums) in collaboration with the Citizen Oversight Board and developing innovative strategies to engage with youth and families.

Performance and Program Highlights



Between 2019 and 2020, the OIM expects the **total number of complaints recorded** against DPD officers to increase by 36 percent (from 424 to 575).¹ The total number of complaints against DSD deputies is projected to decrease by 6 percent (from 248 to 232) in the same time period. These projections are based on year-to-date 2020 totals, seasonal trends in complaints, and expectations related to the COVID-19 pandemic and demonstrations prompted by the murder of George Floyd.²

The OIM plays an important role in quality control of the DPD Internal Affairs Bureau (IAB) and the Department of Safety's Administrative Investigations Unit (AIU) by reviewing investigations to ensure that they are thorough and impartial, and **returning investigations for additional work**, if necessary.³ In 2019, the OIM returned 63 cases to DPD IAB and 103 cases to Department of Safety's AIU for additional investigation or information. The total number of investigations returned in 2020 and 2021 is expected to fluctuate in proportion to the projected changes in the number of DPD and DSD complaints recorded in 2020 and 2021.



In June 2020, the Denver City Council unanimously requested that the OIM conduct a broad review of the DPD's response to the demonstrations prompted by the murder of George Floyd. This review, which was unanticipated, will involve hundreds of hours of staff time analyzing thousands of hours of police radio communications and body-worn-camera and HALO video; conducting interviews of command staff, line officers, and community members; and producing a report for use by City Council members, Public Safety leaders, and community members.

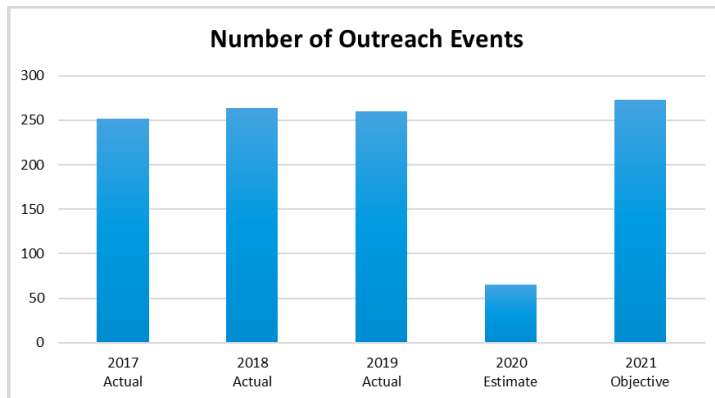
Mediation is an alternative to the traditional way of handling complaints through internal affairs investigations. The OIM mediation program is a collaborative effort with the DPD. The process provides complainants with the opportunity to meet with an officer in a neutral and confidential setting, with the assistance of a professional mediator. In 2019, nine percent of DPD community complaints were mediated. Of the complaints mediated, 80 percent of community members and 97 percent of officers who participated and completed a mediation survey reported feeling satisfied with the process. In 2021, the

¹ The OIM has already received approximately 250 contacts or complaints from the public related to the George Floyd protests. However, some are general concerns about the DPD response, rather than official complaints into alleged misconduct. Only those that become official misconduct investigations are included in the projected count in this paragraph.

² These complaint counts do not include most scheduled discipline complaints, such as when an officer or deputy violates a traffic law, misses a court date, or misuses leave time, because the OIM has traditionally opted not to monitor these cases.

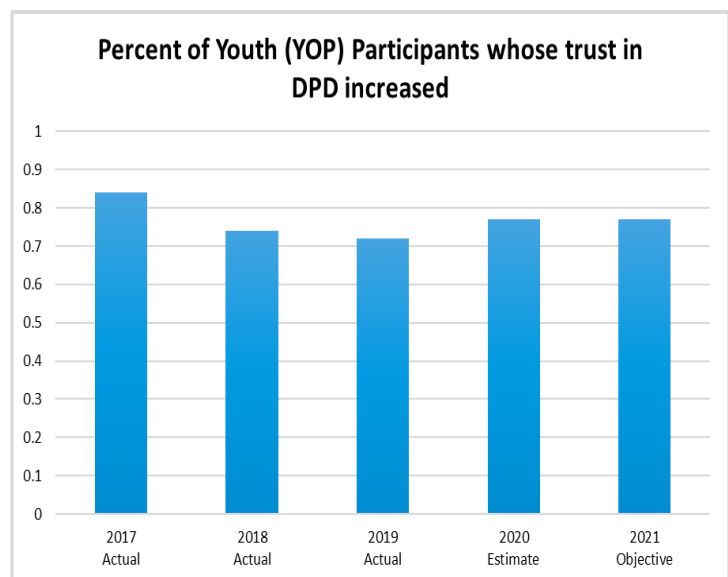
³ In 2019, the Department of Safety Public Integrity Division was established, and its Administrative Investigations Unit and Conduct Review Unit assumed responsibility for the investigation and review of complaints about DSD deputies, respectively.

OIM's goal is to resolve 10 percent of DPD community complaints through mediation and to attain an 85 percent community complainant satisfaction rate.



The OIM conducts extensive outreach to the Denver community and law enforcement. In 2019, OIM staff held or attended 260 presentations or events. These included 182 meetings with community members and 78 events involving outreach to members of law enforcement, such as presentations at roll calls, ride-along, and training events. The COVID-19 pandemic and associated public health orders have reduced the OIM's ability to conduct outreach, and in 2020 the OIM aims to **attend or hold approximately 65 outreach events**.

Through its Youth Outreach Program (YOP), the OIM provides training and education to youth, police officers, and community facilitators. The YOP trains officers on adolescent development and de-escalation techniques geared toward youth and educates at-risk youth about their rights and responsibilities when in contact with law enforcement. In YOP forums, officers and youth are brought together, and community facilitators assist them in sharing personal stories and developing guidelines to help de-escalate and improve future youth/officer contacts. In 2019, the YOP trained 36 DPD officers and held 9 forums with 344 Denver youth, **approximately 72 percent of whom reported more trust in the DPD** than they had prior to participating in the YOP. The COVID-19 pandemic and associated public health orders have reduced the YOP's ability to conduct this important work, and in 2020 the OIM projects that the YOP will hold forums for 100 youth.



2020 Covid-19 Overview & Statement

The COVID-19 pandemic has not directly affected the OIM's complaint monitoring or policy analysis activities, and because the OIM had several vacant positions in the beginning of 2020, the OIM was able to address the required 2020 budget reductions without eliminating positions or reducing services. Community access to the Denver Post Building, where the OIM office is located, has been reduced, and employees are generally working remotely, but these factors have not significantly decreased the OIM's ability to receive community complaints.

The COVID-19 pandemic and associated public health orders have, however, directly affected the OIM's outreach activities. The OIM conducts regular outreach to community members and law enforcement through community forums, neighborhood meetings, and other events. Through its Youth Outreach Program (YOP), Bridging the Gap: Kids and Cop, the OIM also trains youth on their constitutional rights and responsibilities when in contact with law enforcement and officers on adolescent development and de-escalation techniques when in contact with youth. Between April and May 2020, most of

the OIM's outreach staff were redeployed to the Emergency Operations Center and Denver Sheriff Department as part of Denver's COVID-19 response, and the OIM temporarily placed many of its general outreach and YOP efforts on hold.

COVID-19 Mitigation Strategies

The OIM has adapted to the current environment by revising its outreach strategies. OIM staff continue to communicate with community members and law enforcement personnel but do so in virtual group meetings or individual discussions. YOP forums have historically consisted of 5-hour long indoor events with an average of 40 youth, 6 DPD officers, and 8 community facilitators. The OIM has begun holding outdoor YOP forums with fewer participants to maximize social distancing.

Budget Detail

Office of Independent Monitor (0157000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	1,706,549	1,551,930	1,684,836	132,906	8.6%
Services and Supplies	129,504	157,830	159,830	2,000	1.3%
Capital Equipment	1,000	2,000	0	(2,000)	(100.0%)
Internal Services and Misc.	121	53,720	53,720	0	0.0%
Restricted Budget	0	186,904	0	(186,904)	(100.0%)
Expenditures by Type Total	1,837,174	1,952,384	1,898,386	(53,998)	(2.8%)
Expenditures by Activity					
Administration	1,837,174	1,820,544	1,766,546	(53,998)	(3.0%)
Citizen Oversight Board	0	19,995	19,995	0	0.0%
Youth Outreach Project	0	111,845	111,845	0	0.0%
Expenditures by Activity Total	1,837,174	1,952,384	1,898,386	(53,998)	(2.8%)
Total Program Expenditures	1,837,174	1,952,384	1,898,386	(53,998)	(2.8%)
Personnel Complement (Budgeted)					
Administration	15.50	15.50	15.50	0.00	0.0%
Total Personnel Complement	15.50	15.50	15.50	0.00	0.0%
Furlough Savings			(42,055)		
Vacancy Savings			(38,931)		

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-Year Savings

Due to the COVID-19 impact on the economy in 2020, the Office of the Independent Monitor implemented \$186,904 in mid-year reductions, including the following savings:

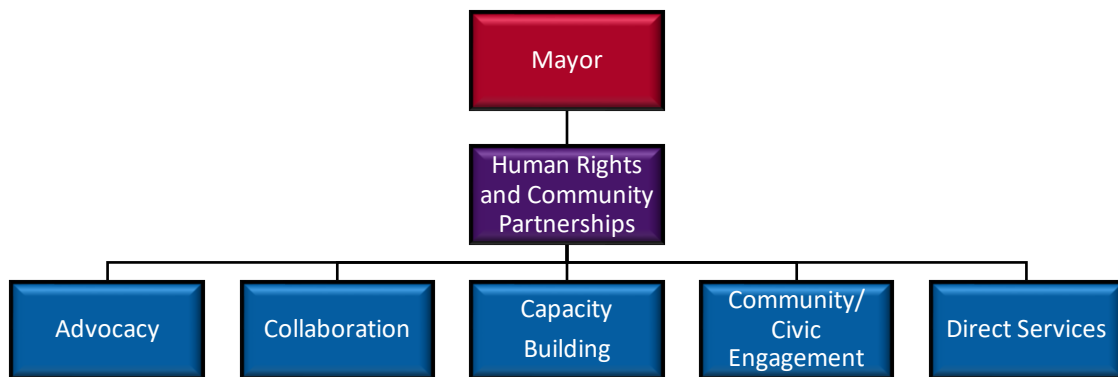
- \$186,904 in personnel services, primarily achieved by not filling vacant positions and requiring staff to take eight unpaid furlough days

Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line.

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agencywide		
• A decrease in personnel services due to staff turnover. The vacated positions were budgeted at a higher salary, resulting in a decrease in costs in 2021.	0.00	(75,000)
• An increase in services and supplies to restore budget that was temporarily moved to capital equipment in 2020. This is offset by a decrease in capital equipment.	0.00	2,000
• A decrease in capital equipment to reverse a temporary move of budget to services and supplies in 2020. This is offset by an increase in services and supplies.	0.00	(2,000)

The furlough savings is \$42,055.

The budgeted vacancy savings is \$38,931.



Mission

To proactively protect human rights, build individual and organizational capacities, and strengthen connections that result in stronger relationships in the community through collaboration, capacity building, community engagement, and advocacy.

Department Summary

Human Rights and Community Partnerships (HRCP) empowers communities to address local issues, promotes equal opportunity, and protects the rights of all people regardless of race, color, creed, gender, sexual orientation, national origin, age, or disability.

Additionally, the agency oversees the work of the Mayoral Advisory Commissions. The ten commissions serve as a bridge between their respective community and the Mayor and the City and County of Denver. They are responsible for helping to identify challenges, opportunities, and areas for greater partnership and collaboration. The ten commissions are:

Denver Commission on Aging	Denver Commission for People with Disabilities
Denver American Indian Commission	Denver Latino Commission
Denver African American Commission	Denver Women's Commission
Denver Asian American Pacific Islander Commission	Denver Office of Strategic Partnerships Commission
Denver Lesbian, Gay, Bisexual, Transgender, Queer (LGBTQ) Commission	Denver Immigrant and Refugee Commission

For more information visit the HRCP website at <https://www.denvergov.org/content/denvergov/en/human-rights-and-community-partnerships.html>.

Services

HRCP serves the public through nine offices and one division, which all offer distinct services related to empowering the community's diverse groups.

The **Division of Disability Rights (DDR)** partners with city agencies to promote equal access to services, programs, and facilities by ensuring compliance with Title II of the American with Disabilities Act (ADA) and other local and federal laws affecting people with disabilities. The office provides information, education, guidance, and referrals to residents, visitors, and any interested constituents. DDR also provides technical assistance to city departments, oversight of the City's ADA transition plan, ADA-related grievance investigations, and architectural plan reviews. Additionally, DDR oversees the mandates established by the 2018 Settlement Agreement between the U.S. Department of Justice and the City and County of Denver under the Americans with Disabilities Act (also known as Project Civic Access). This involves multiple levels of coordination with various agencies.

The **Anti-Discrimination Office (DADO)** works toward eliminating discrimination due to race, color, national origin, religion, age, gender, sexual orientation, gender variance, marital status, military status, or disability. The office helps individuals file discrimination claims when faced with discrimination in employment, housing and commercial space, public accommodations, educational institutions, and health and welfare services. The Office also provides one-on-one counseling and mediation sessions about civil rights issues.

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

The **Office of Financial Empowerment and Protection** works to improve residents' economic mobility by identifying and bridging gaps through collaborative efforts between internal and external partners while developing solutions through programs, policies, and practices to help stabilize families and individuals.

The **Office of Immigrant and Refugee Affairs** advocates for immigrants and refugees and works with city agencies to meet the needs of this population. The Office works closely with community partners and residents to develop policies and programs that provide and reinforce strong integration pathways for immigrant residents in Denver.

The **Office of Community and Veterans Affairs** provided platforms for residents to connect with city leadership through the facilitation of neighborhood townhalls, Cabinet in the Community events, and other topical summits, trainings and outreach efforts; however, beginning in 2021, the Office and its activities moved into the Community Engagement Team of the Mayor's Office.

The **Office of Sign Language Services (DOSLS)** creates communication access for deaf and hard of hearing people to Denver government programs, services, and events through the provision of sign language interpreting services and open captioning via Communication Access Real-time Translation (CART). The office also educates city employees regarding ADA Title II, Communication Access, and engages deaf and hard of hearing people in Denver government affairs.

The **Office of Storytelling** is a communitywide, multimedia storytelling project which engages community, gives voice to underrepresented residents, and captures Denver's yesterday and today for tomorrow.

The **Office of Strategic Partnerships (DOSP)** serves as a bridge between the nonprofit sector and public sector to better serve community needs. The City and County of Denver is home to approximately a quarter of all the nonprofits in Colorado. Denver relies heavily on the non-profit sector to deliver services and provide rapid response to community needs. Through an innovative approach and partnerships, DOSP works to streamline processes and thoughtfully cultivate relations with the philanthropic sector.

The **Office on Aging** advocates for Denver's aging population by helping local agencies develop policies and programs that improve the quality of life and accessibility to information, services, and resources to age in place.

Strategies

Provide direct support to Denver residents who feel they are experiencing discrimination in the City and County of Denver, through civil rights educational outreach efforts that encourage and create an environment where residents can be better advocates for themselves.

Work collaboratively with the City Attorney's Office to implement and coordinate the needed changes throughout the City related to the Project Civic Access Settlement Agreement with the U.S. Department of Justice (DOJ) under the Americans with Disabilities Act (ADA) to address title II needs across the City.

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

Create financial program models, advocate for policy change, provide certified financial coach training, share best practices for economic mobility, and protect consumers from predatory financial practices by using office resources and working with community partners to help residents manage debt and create financial sustainability.

Address growing and complex needs and opportunities in the local immigrant communities by increasing efforts for advocacy, capacity building, civic engagement, and policy development as well as improving infrastructure to meet the various needs.

Engage, support, and serve as community liaison for city agencies and departments with regards to new, changing, and expanding programs and services being provided to city residents.

Educate city employees regarding ADA Title II requirement for effective communication. Provide interpreter and CART services for Denver’s deaf and hard-of hearing citizens and engage deaf and hard of hearing citizens in Denver government affairs.

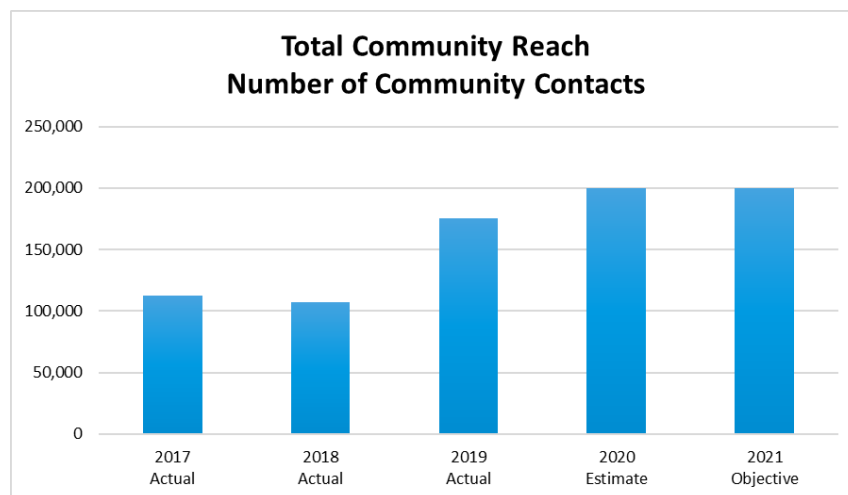
Invite residents to share their Denver story and experience stories on the City’s website and social media through hosted Storytelling Labs which allow residents to write and record their Denver stories in order to build civic pride, give voice to underrepresented communities, and develop relationships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

Provide trainings to nonprofits and city employees alike, including Partnership Essentials, Community Spaces, and Government Contracts, to improve the City’s sponsorship procurement process and support agencies in making nonprofit referrals and community connections, as well as to develop best practices on engaging philanthropy and avoiding direct competition with the nonprofit sector.

Collaborate with aging community members and their support networks to identify services that can be more easily accessed to successfully age in place. Partner with a variety of advocates, local service agencies and policy developers to help address unmet needs and to identify strategies that will help Denver be one of the greatest cities for aging residents. Utilize DenverConnect to outreach to Denver’s older adult community to provide information, services, and resources in partnership with community and city partners.

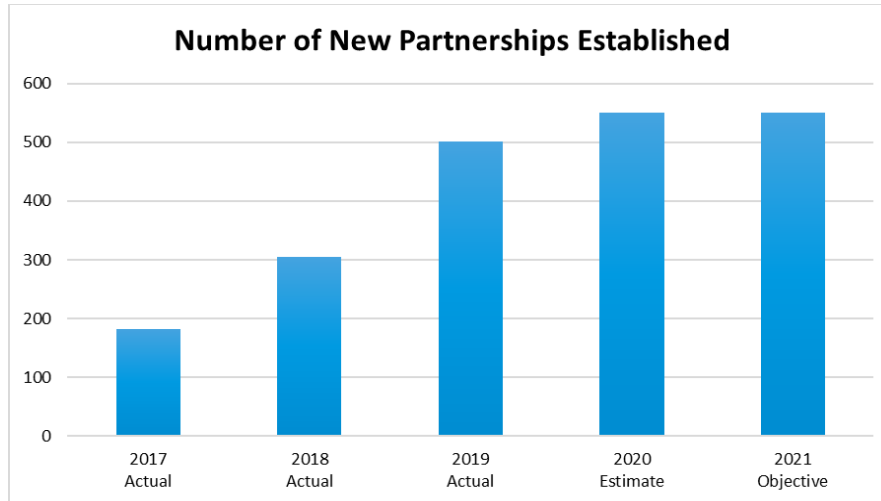
Performance and Program Highlights

Total Community Reach



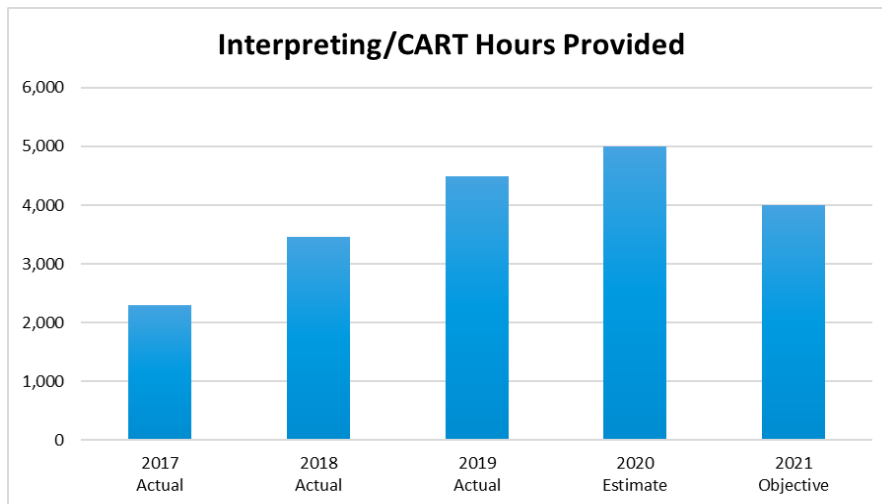
Total Community Reach includes volunteer hours, number of attendees for all events, number of people on newsletter lists, number of calls/walk-ins/email/mail, and number of social media followers (Facebook and Twitter). In 2018, the Office of Community Affairs split to become the Office of Neighborhood Engagement. In 2019, the Office of Storytelling was created, and a Census 2020 coordinator was funded to increase community reach. National policy and dialogue will continue to play a large part in outreach efforts to constituents as well.

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



Office of Sign Language Services - Sign Language Interpreting/CART

The Office of Sign Language Services (OSLS) has seen a 110 percent increase in **hours for Communication Access Real-time Translation (CART)** since 2015. The on-going effort by the OSLS to inform city employees of their responsibility to provide effective communication access and empower deaf and hard of hearing people to request services to access and engage in Denver government, has resulted in an increase in the demand for services.



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

The Mayor's Office of Social Equity and Innovation (SEI) has a mission to eliminate social inequity and race and social injustices by evaluating institutional and structural government systems, policies, and practices.

SEI Overarching goals:

- **Goal 1:** Denver will be an inclusive employer where city staff are valued, supported and given the tools to advance social equity, race and social justice.
- **Goal 2:** Denver will be an inclusive city that integrates social equity, race and social justice into policies, practices, programs, and budgetary decisions to create equitable outcomes.
- **Goal 3:** Denver will be an inclusive government that effectively engages the community to create equitable outcomes.
- **Goal 4:** Denver will use nationally recognized research and data-driven practices to support the City's progress toward social equity, race and social justice.

To deliver on the vision to promote social equity, race and social justice within the City and County of Denver, SEI works with city agencies to increase systems, policies and practices that support social equity, race and social justice. To learn more about SEI's Values, Initiatives, Core Services, and collaborative partnerships please visit the Office website at <https://www.denvergov.org/content/denvergov/en/mayors-office/programs-initiatives/office-of-social-equity-and-innovation.html>

I Am Denver – Office of Storytelling

As historic preservation efforts honor and protect buildings, the Office of Storytelling honors and protects Denver's history, culture and vision through I Am Denver, which records and archives the stories of Denver's diverse residents with a special focus on communities that have traditionally been missing from the narrative. This community engagement initiative connects the agency with neighbors by collecting historic viewpoints and input on current issues from the resident perspective.



- **Multimedia Community stories recorded and archived in Year One: 215**
- **Social media impressions in Year One: 2.1 million**
- **Half-day Storytelling Lab participants: 356**
- **Storytelling Labs hosted with community: 23**

To experience this unique communitywide Storytelling project, please visit <https://www.denvergov.org/content/denvergov/en/i-am-denver.html>

2020 COVID-19 Overview and Statement

Human Rights and Community Partnerships (HRCP) remains dedicated to advocacy, capacity building, creating and maintaining partnerships, community engagement, and providing direct services during the COVID-19 pandemic. While HRCP did experience a dramatic decrease in resident drop-in's, the cancellation of scheduled trainings, community gatherings, Commission meetings, and special events, they were able to continue many major projects and work, such as providing sign language interpretation services in public meetings and city departments; connecting and delivering needed services to vulnerable residents (e.g., older adults, immigrants/refugees, people with disabilities, low income residents); providing financial coaching and eviction prevention; investigating discrimination claims; and ensuring ADA accessibility work is completed. HRCP also conducted outreach and education among community partners via virtual meetings and by increasing their online presence.

HRCP provided support services for local area foodbanks, made connections with hard-to-reach communities, and helped to provide critical COVID-19-related translation services in response to the pandemic. The agency plans to reschedule some of the City's special events cancelled in 2020 as a result of COVID-19.

COVID-19 Mitigation Strategies

- The Office of Financial Empowerment and Protection has become the central lead to help residents being evicted by acting as navigators to resources and intermediaries to keep residents housed, and has convened state and city partners to help coordinate outreach and approaches to COVID-19-related scams that target our most vulnerable residents.
- All offices have adopted virtual approaches to service delivery (e.g., trainings, client/resident meetings, sign language interpretation, etc.) and are conducting phone meetings in place of face-to-face meetings to connect with residents and partners.
- The Denver Office on Aging's DenverConnect motor van is going out to specific targets to outreach and connect older adults, providing much-needed resources on the spot of contact. The Office is collaborating with other city departments to help with outreach to older adults in the community.
- All offices within HRCP continue to explore outside options to fund programming reduced due to COVID-19. For instance, the Denver Office of Financial Empowerment and the Denver Office of Immigrant and Refugee Affairs acquired outside funding for their offices to help offset budget reductions.

2020 COVID-19 Performance & Program Highlights

Coronavirus Relief Funding

HRCP was allocated \$500,000 in Coronavirus Relief Funds under the CARES Act, which were allocated in 2020 as follows:

Funding: \$62,000

Implement a three-way partnership with DEN, DEDO, and OFEP to contract with a nonprofit to serve as a program navigator that can help facilitate and guide small businesses to the appropriate resources and to provide MBWE consulting, technical assistance, to ensure our MBWE do not go out of business. Services include financial coaching and lending services that support small businesses, including the creation of small business financing tools and technical assistance to help small businesses access traditional banking products and services.

Funding: \$75,000

Work with a nonprofit to launch the “New Beginnings Personal Access to Capital” program to provide up to \$1,500 grants as an alternative to high interest predatory lending, build credit, and create their own safety net. HRCP will partner with NEST, DEDO, DHS, Office on Aging, Forestry, DDPHE, CPD, and other agencies that may have customers who owe the City of Denver fines and fees but cannot afford to pay them.

Funding: \$200,000

Work with a nonprofit to launch the “New Beginnings MBWE Access to Capital” program to provide small business grants as an alternative to high interest predatory lending, build credit, and position the business to have access to mainstream financial capital and build financial resiliency. HRCP will partner with NEST, DEDO, DEN, and various community organizations, to provide the product and services to their clients.

Funding: \$10,000

Work with a nonprofit partner to provide wage theft legal services to those workers that have been laid off and not received their last check. The program will provide free legal services for clients experiencing wage theft and direct them to resources for which they are eligible but not enrolled in, in order to increase their financial well-being.

Funding: \$41,000

Work with a nonprofit to build their capacity and fund a financial business coach/navigator so they can expand services to hire a financial business coach/navigator. This funding also will assist 40 businesses with free one-on-one financial business coaching and connect participants to loans and grant funds. HRCP has identified additional funding to continue this program in 2021.

Funding: \$40,000

Work with a nonprofit to launch a business lease legal services to help negotiate business leases, give legal advice and provide business lease mediation. HRCP will partner with NEST, DEDO, DEN, and nonprofits to provide services to their clients. The program will provide free business lease legal services to 20 small businesses and help them to successfully negotiate lease terms, find new locations, and reduce evictions.

Funding: \$17,000

Work with a nonprofit partner to build capacity and partially fund a financial business coach/navigator and assist 40 businesses with free one-on-one financial business coaching.

Funding: \$38,000

Work with a nonprofit partner to provide 500 hours of eviction mediation that will provide approximately 120 clients receive eviction mediation services.

The Office of Financial Empowerment also received funding support from Cities for Financial Empowerment/Bloomberg:

Funding: \$80,000 (approximately \$30,000 will be spent in 2020)

Train and hire a grant funded financial coach for one year in the Office of Financial Empowerment and Protection. Provide approximately 150 financial coaching sessions to reduce client debt and create savings.

Budget Detail

Human Rights and Community Partnerships (0150000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	2,205,796	2,485,460	2,667,359	181,899	7.3%
Services and Supplies	1,997,703	1,297,562	1,411,158	113,596	8.8%
Capital Equipment	27,044	2,000	0	(2,000)	(100.0%)
Internal Services and Misc.	4,141	5,250	4,600	(650)	(12.4%)
Restricted Budget	0	201,102	0	(201,102)	(100.0%)
Expenditures by Type Total	4,234,684	3,991,374	4,083,117	91,743	2.3%
Expenditures by Activity					
Administration	786,021	765,428	838,787	73,359	9.6%
Office of Immigrant & Refugee Affairs	490,711	486,092	737,907	251,815	51.8%
Office of Community Affairs	216,053	153,271	176,082	22,811	14.9%
Anti-Discrimination Office	109,843	107,684	118,210	10,526	9.8%
Office of Strategic Partnerships	45,788	87,767	94,912	7,145	8.1%
Office of Sign Language Services	304,272	251,456	259,783	8,327	3.3%
Office of Financial Empowerment & Protection	1,410,450	1,114,307	1,172,525	58,218	5.2%
Office on Aging	86,901	105,931	160,450	54,519	51.5%
Office of Social Equity and Innovation	285,203	370,571	402,937	32,366	8.7%
Office of Neighborhood Engagement	218,184	248,756	0	(248,756)	(100.0%)
Office of Storytelling	281,258	300,111	121,524	(178,587)	(59.5%)
Expenditures by Activity Total	4,234,684	3,991,374	4,083,117	91,743	2.3%
Other Program Funding Sources					
Grants					
Age Matters Needs Assessment	3,447	0	0	0	0.0%
Cities for Action	7,861	75,000	78,000	3,000	4.0%
Consumer Financial Protection Initiative	103,618	20,347	0	(20,347)	(100.0%)
DenverConnect	136,165	72,248	57,940	(14,308)	(19.8%)
MyCity Academy	0	56,000	39,000	(17,000)	(30.4%)
Total	251,090	223,595	174,940	(48,655)	(21.8%)
General Government SRF					
2020 Census	273,943	400,000	0	(400,000)	(100.0%)
Energy Efficiency Assistance Fund	1,893,150	2,521,903	1,974,156	(547,747)	(21.7%)
Human Rights and Community Partnerships Collaboration	13,297	10,000	61,703	51,703	517.0%
Human Rights/Community Relations	22,372	50,000	50,000	0	0.0%
Strategic Partnership Donation	1,967	10,000	10,000	0	0.0%
Total	2,204,730	2,991,903	2,095,859	(896,044)	(29.9%)

Human Rights and Community Partnerships 0150000

Human Rights and Community Partnerships (0150000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Other Program Funding Sources Total	2,455,820	3,215,498	2,270,799	(944,699)	(29.4%)
Total Program Expenditures	6,690,504	7,206,872	6,353,916	(852,956)	(11.8%)
Personnel Complement (Budgeted)					
Administration	6.00	4.00	6.00	2.00	50.0%
Anti-Discrimination Office	1.00	1.00	1.00	0.00	0.0%
Office of Community Affairs	4.00	2.00	2.00	0.00	0.0%
Office of Financial Empowerment & Protection	3.00	4.00	9.00	5.00	125.0%
Office of Immigrant & Refugee Affairs	2.00	2.00	1.00	(1.00)	(50.0%)
Office of Neighborhood Engagement	0.00	2.00	0.00	(2.00)	(100.0%)
Office of Sign Language Services	2.00	2.00	2.00	0.00	0.0%
Office of Social Equity and Innovation	3.00	3.00	3.00	0.00	0.0%
Office of Storytelling	0.00	2.00	1.00	(1.00)	(50.0%)
Office of Strategic Partnerships	0.75	0.75	0.75	0.00	0.0%
Office on Aging	1.00	1.00	1.00	0.00	0.0%
Personnel Complement (Budgeted) Total	22.75	23.75	26.75	3.00	12.6%
Other Program Funds FTE					
General Government SRF					
2020 Census	1.00	0.67	0.00	(0.67)	(100.0%)
Energy Efficiency Assistance Fund	1.25	1.25	1.25	0.00	0.0%
Total	2.25	1.92	1.25	(0.67)	(34.8%)
Total Personnel Complement	25.00	25.67	28.00	2.33	9.1%
Revenue					
Licenses and Permits	7,500	0	0	0	0.0%
Charges for Services	335	2,500	2,500	0	0.0%
Miscellaneous Other	64,072	0	0	0	0.0%
Revenue Total	71,907	2,500	2,500	0	0.0%
Furlough Savings			(66,947)		
Vacancy Savings			(91,571)		

Division of Disability Rights (0152000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	336,182	673,345	779,345	106,000	15.7%
Services and Supplies	162,537	270,000	263,000	(7,000)	(2.6%)
Restricted Budget	0	13,654	0	(13,654)	(100.0%)
Expenditures by Type Total	498,720	956,999	1,042,345	85,346	8.9%

Division of Disability Rights (0152000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Activity					
Disability Rights Administration	498,720	956,999	1,042,345	85,346	8.9%
Total Program Expenditures	498,720	956,999	1,042,345	85,346	8.9%
Personnel Complement (Budgeted)					
Disability Rights Administration	3.00	6.50	7.00	0.50	0.0%
Total Personnel Complement	3.00	6.50	7.00	0.50	0.0%
Furlough Savings			(19,931)		
Vacancy Savings			(26,769)		

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-year Reductions

Due to the COVID-19 impact on the economy in 2020, HRCP implemented \$214,756 in mid-year reductions, including the following savings:

- \$214,756 in services and supplies, achieved by eliminating discretionary spending on travel and training and by decreasing various professional services contracts.

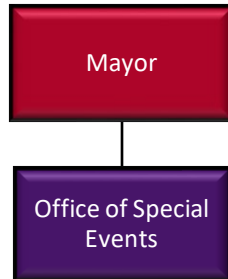
Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line. HRCP resubmitted some of these budget reductions again for 2021 in addition to other reductions described in the Significant Budget Changes section below.

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agencywide		
• A decrease in personnel services due to freezing three Mayoral Appointee positions that are budgeted in HRCP and will not be filled in 2021.	(3.00)	(438,400)
• A decrease in services and supplies due to reductions in professional service contracts, supplies and services such, and discretionary spending for employee travel and training as well as for food and other meeting expenses distributed across all commissions and offices. These reductions are a result of evaluating program and departmental needs, are proposed as temporary, and will not affect program services.	0.00	(130,000)
• A decrease in capital equipment due to one-time equipment purchases in 2020 not budgeted in 2021. This includes computer equipment for new staff.	0.00	(2,000)
Administration		
• An increase in personnel services due to the creation of an Administrator III and an Administrator II after the 2020 budget was final.	2.00	301,000
Office of Immigrant and Refugee Affairs		
• An increase in services and supplies to increase funding for the Immigrant & Refugee Affairs Legal Services Fund	0.00	300,000

2021 Impact Description	FTEs	Dollars
Office of Sign Language Services		
• A change in personnel to convert one limited Sign Language Interpreter to permanent, unlimited FTE due to the ongoing nature of their work.	0.00	0
Office of Financial Empowerment and Protection		
• An increase in personnel services to hire Financial Coach positions and a Program Manager that are offset by eliminating the professional services contract and providing the services in-house. These positions were also made unlimited during this budget cycle.	5.00	370,100
• A decrease in services and supplies due to the empowerment contract ending as the vendor was no longer able to provide financial coaching. The budget savings is offset by hiring five Financial Coaches to provide the services inhouse.	0.00	(381,100)
Community and Veteran Services		
• A decrease in personnel services due to the program and its activities being absorbed by the Mayor's Office.	(1.00)	(129,800)
Office on Aging		
• An increase in services and supplies to support contracts to mitigate food insecurity for older adults.	0.00	32,300
Division of Disability Rights		
• An increase in personnel services to add full year funding for a Program Manager budgeted to start mid-2020.	0.50	51,500
Special Revenue Funds		
Energy Assistance Fund 11859		
• A decrease in Special Revenue Funds due to one-time carry over of program funds from 2019 to 2020 that have been spent down.	0.00	(548,200)
2020 Census 11869		
• A decrease in Special Revenue Funds due to the 2020 Census work coming to an end. This includes a limited Program Coordinator position expiring and supplies and services. Due to COVID-19, the U.S. Census was extended to December 2020.	(0.67)	(400,000)
Grants		
• A decrease in grant expenditures due to the expiring of the Consumer Financial Protection Initiative grant which provided funds to help support the Office of Financial Empowerment and Protections.	0.00	(20,300)
• A decrease in grant expenditures due to the COVID-19 limitations to carry out the MyCity Academy. The Office of Immigrant and Refugee Affairs and the Denver Police Department have implemented virtual learning academies for 2020.	0.00	(17,000)
• A decrease in funding due to the one-time funding to purchase a van to help provide additional programming through the Office of Aging for the Denver Connect program.	0.00	(14,300)

The budgeted vacancy savings in the General Fund is \$118,340.

The budgeted furlough savings in the General Fund is \$86,878.



Mission

To offer unparalleled customer experience and tangible department efficiencies by implementing and coordinating a comprehensive citywide event workflow as the City's guiding agency for special events.

Department Summary

The Office of Special Events (OSE) is a coordinating agency tasked with providing enhanced services to the residents of Denver, event and film organizers, and other city agencies. OSE guides event organizers and film producers through the City and County of Denver's permitting process while facilitating communication between the event organizers, film producers, and Denver's impacted neighborhoods.

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

Services

Event Coordination – OSE works closely with event organizers and internal city agencies for more than 700 public events held on public property each year, ensuring events on our streets and in our parks are safe and compliant with all City and County of Denver rules and regulations. This work is more important than ever to mitigate the dangers of gathering in a pandemic. Working as a coordinating and communicating agency under the Mayor's Office, OSE ensures these events acquire the correct permits, comply with safety rules and regulations, schedule necessary inspections, and communicate with residents, businesses, and other neighborhood stakeholders. This event coordination helps increase event safety and security while reducing negative impacts in our communities.

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

Outreach – OSE works to build relationships and facilitate effective notification and communication with residents, businesses, City Council offices, and other community stakeholders regarding special events and film projects on public property. OSE tracks questions and concerns, facilitates problem-solving discussions between involved parties, and executes "Good Neighbor Agreements" around issues of conflict.

Citywide Customer Service – OSE commits to delivering unparalleled customer experience to partner City agencies, Denver residents and visitors, and local, national, and international event organizers to ensure the execution of safe and compliant events with minimal negative impacts on Denver communities. Communication tools such as the OSE Facebook page, a citywide special event newsletter, weekly internal notification emails, the OSE website, and a new and improved public event calendar are being used more consistently and extensively to further enhance the customer service OSE provides to its internal and external customers.

Strategies

One of the top priorities of OSE is to ensure safe and compliant events. OSE will remain focused on providing timely and relevant customer service to event organizers, city agencies, and the community in order to ensure the safest events possible and to assist in navigating the ever-changing landscape of the COVID-19 response. The agency will create and implement comprehensive citywide guidance and processes to enable safe and compliant outdoor special events in Denver. This includes ensuring organizers and film producers have access to all necessary information, including city and state public health orders and other COVID-19 related guidelines. This will be an ongoing effort due to the ever-changing landscape of the pandemic and how Denver adapts to it. During these unprecedented times, the challenges facing event and film producers have effectively crippled their industry. It is critical for the City to support them in every way possible.

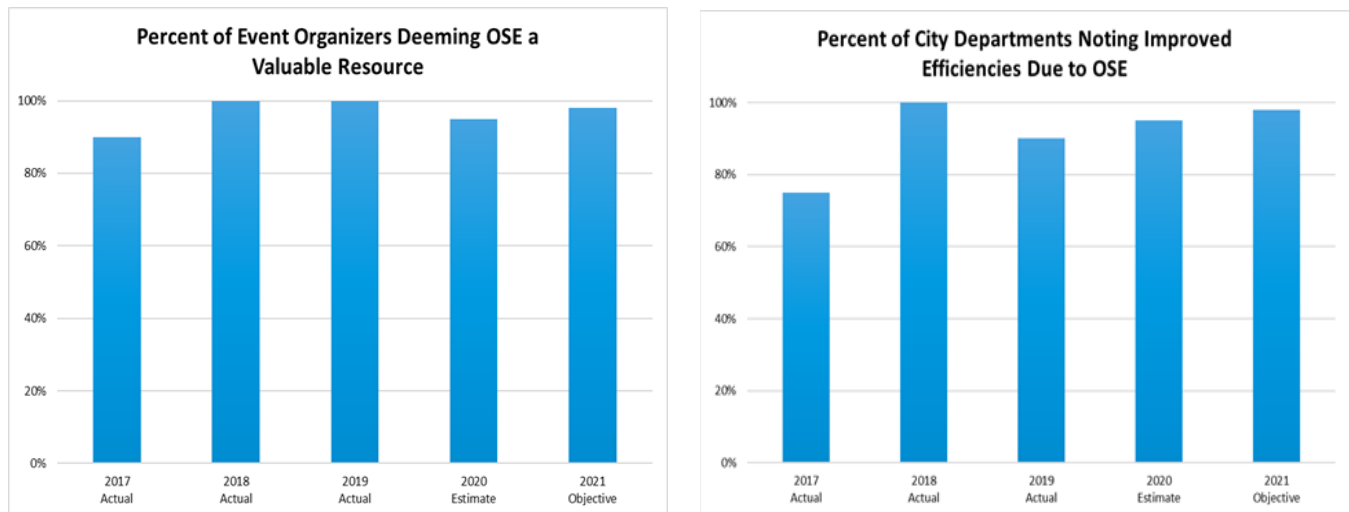
In addition to event and community safety, OSE prioritizes equity in city service. OSE is planning an agency equity assessment to identify focus areas of improved service. OSE will work with the Office of Social Equity and Innovation to improve outreach and education strategies (e.g., improved website ADA compliance, email, City Council partnership, webinars, citywide newsletter, etc.) to engage more with underserved districts and communities and to effectively inform residents and businesses about pending event impacts.

OSE has partnered with Western Colorado University in 600+ hours of event sustainability research and plans to use these research findings to implement sustainable practices for events on city property. OSE will work in partnership with the Office of Climate Action, Sustainability, and Resiliency to create a comprehensive citywide approach to more sustainable events in our communities.

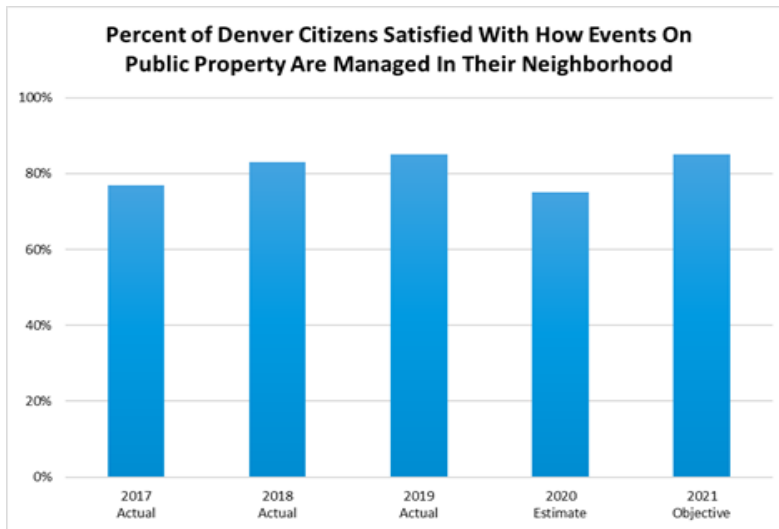
OSE will continue refinement of lean, sustainable, and COVID-19 safe operations in response to the public health crisis and the financial impact of the pandemic. The agency is rethinking its workplace philosophy and re-engineering how it does business to find increased efficiencies and improved service while reducing budget. As the 2021 event season will be a whole new world for events, OSE will continue utilizing a new special event application software to update organizers on ever-changing COVID-19 requirements and guidelines in real time, increase internal multi-agency communication, reduce customer redundancy, and improve accuracies to ensure high-level customer service. OSE plans to implement new ways to engage our customers through digital means and may have broader reach by removing the barrier of travel. Other options related to increasing compliance and enforcement in order to reduce negative impacts to residents and businesses will also be explored.

Performance and Program Highlights

Customer Service Satisfaction: OSE has three core customer groups: event and film organizers, City departments, and the residents and businesses of Denver. To measure customer service performance, stakeholders in the event industry and City agencies are surveyed annually and engaged regularly. These surveys help measure if OSE is meeting its mission of providing support and clarity around the City's event and film processes for successful and safe events in Denver.



Key performance metrics regarding customer service to these two groups are **Percent of Event Organizers Deeming OSE a Valuable Resource** and **Percent of City Departments Noting Improved Efficiencies Due to OSE**. OSE achieved 100% of event organizers believing OSE was a valuable resource in both 2018 and 2019.



Customer service to all Denver citizens remains a primary goal of the department and client satisfaction is a key measurement of success and is measured through data indicating the **Percent of Denver Citizens Satisfied with How Events On Public Property are Managed in Their Neighborhood**. In pursuit of this goal, OSE has been actively reaching out and soliciting feedback from much broader audiences than in the past. As such, a negative impact to key performance indicators is expected as new customers are engaged followed by a rebound as new relationships are developed.

COVID-19 Overview & Statement

Like much of the City's workforce, OSE was required to quickly transition to remote work. The agency has continued to service all customers effectively through email and phone communication and successfully transitioned all public meetings to online formats. Despite a decrease in events, OSE has experienced a large increase in workload to assist event organizers and film producers in interpreting and understanding state and city public health guidance.

OSE has incurred minor unanticipated expenditures related to working from home. However, the office is concerned that extended remote work may require future technology costs.

OSE's workplan includes the creation and facilitation of an event-related sustainability workgroup and a related safety workgroup. Given the challenges created by COVID-19, these efforts have been postponed until 2021.

COVID-19 Mitigation Strategies

All OSE personnel, as well as half of non-personnel budget, have been dedicated to COVID-19 mitigation and recovery efforts. OSE's Executive Director serves on the Economic Relief and Recovery Committee; a community outreach specialist served on the Joint Information Committee three days each week during full activation of the City's Emergency Operations Center; event liaisons assisted in the intake and processing of over 500 applications for restaurant patio expansions; and our administrative staff has been reassigned to perform contact tracing two days each week. All salaried OSE personnel have been contributing additional hours, including on nights and weekends, to respond to the ongoing crisis and support the community.

OSE's mission has always been safe and compliant events, uniquely responsive customer service, and contributing to Denver's vibrant, thriving community. This mission has only become more important in the wake of the pandemic. There are more protocols, guidelines, and oversight in place than before to ensure the safe execution of public events. Each event proposal requires a thorough review by multiple city agencies. OSE staff has worked tirelessly with all stakeholders to assist in the navigation of ever-changing public health orders to ensure public safety and appropriate COVID-19 mitigation. A 2018 study commissioned by OSE and Visit Denver, conducted by RRC Associates in conjunction with the CU Leeds School of Business, demonstrated approximately \$324M aggregate spending at Denver's public, outdoor events alone (not inclusive of indoor or private events), \$138M of which included new net dollars to the City. The work of OSE is crucial to support the events that can happen safely to contribute to the economic recovery of the City and event and film industries.

OSE will continue this work in 2021. Strategies will include continued support of economic recovery by ensuring events can happen safely within public health parameters. Both the annual Special Event Forum and Safety Workshop are being transitioned to virtual events in 2021 due to public health and budgetary pressures. OSE also plans to follow-through in 2021 with work delayed due to the pandemic, including a planned safety workgroup and sustainability workgroup and an agency equity assessment to engage with and mitigate impacts to communities that have not historically interacted with OSE.

Budget Detail

Office of Special Events (0181000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	663,504	693,314	704,144	10,830	1.6%
Services and Supplies	43,721	19,348	17,160	(2,188)	(11.3%)
Capital Equipment	1,000	0	0	0	0.0%
Internal Services and Misc.	4,606	5,092	3,592	(1,500)	(29.5%)
Restricted Budget	0	43,831	0	(43,831)	(100.0%)
Expenditures by Type Total	712,831	761,585	724,896	(36,689)	(4.8%)
Expenditures by Activity					
Administration	712,831	761,585	724,896	(36,689)	(4.8%)
Total Program Expenditures	712,831	761,585	724,896	(36,689)	(4.8%)
Personnel Complement (Budgeted)					
Administration	6.00	6.00	6.00	0.00	0.0%
Total Personnel Complement	6.00	6.00	6.00	0.00	0.0%
Revenue					
Miscellaneous Other	(235)	0	0	0	0.0%
Furlough Savings			(17,437)		

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-year Reductions

Due to the impact of COVID-19 on the economy in 2020, the Office of Special Events implemented \$43,831 in mid-year reductions, including the following savings:

- \$19,718 in personnel services savings by requiring all staff to take eight unpaid furlough days.
- \$24,113 in services and supplies, primarily in budget areas of business development travel, efficiency-oriented technology upgrades, and professional development.

Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line. OSE resubmitted these budget reductions again for 2021 in addition to other reductions described in the Significant Budget Changes section below.

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Administration		
• A decrease in services and supplies due to budget reductions in the areas of printing, subscriptions, office supplies, professional services, and training.	0.00	(17,800)
• A decrease in services and supplies due to temporary reductions in travel for training and business development.	0.00	(4,500)
• A decrease in services and supplies due to a reduction in budget for education events.	0.00	(2,000)
• A decrease in services and supplies due to a reduction in technology and other equipment.	0.00	(2,000)
• A decrease in internal services due to reductions in budget for event space rental.	0.00	(1,500)

The budgeted furlough savings is \$17,437.



Mission

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

Department Summary

Denver Office of Emergency Management's (OEM) mission is to lead Denver's emergency management efforts to cultivate safe, prepared, and resilient communities. Denver OEM is responsible for coordinating the City and County of Denver's efforts in preparing, mitigating, preventing, responding to, and recovering from all natural, technological (man-made), terrorism, and intentional hazards and threats impacting Denver's residents, businesses, and partners. Denver OEM provides operational support, planning, training, exercises, and community outreach to assist and prepare residents, government agencies, businesses, and private/non-profit organizations prior to, during, and after a local emergency or declared disaster. The services provided by OEM have never been more essential and tested than during the response of the City and County of Denver to the COVID-19 pandemic and the simultaneous response to the George Floyd protests during 2020.

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

Services

OEM coordinates emergency management capabilities across all City and County of Denver departments and agencies.

OEM develops capabilities for prevention, protection, response, recovery, and mitigation by:

1. Coordinating emergency operations
2. Identifying threats and hazards, assessing risk, and planning for hazard mitigation
3. Managing Denver's Emergency Operations Center (EOC) and Joint Information Center (JIC)
4. Providing 24/7 Duty Officer support to emergency situations
5. Conducting training and exercises to evaluate and improve the City's capabilities
6. Preparing communities for emergencies through equitable outreach and engagement
7. Managing Denver's Continuity of Operations (COOP) and Critical Infrastructure Protection (CIP) programs
8. Building and maintaining the City's cache of emergency response supplies and equipment
9. Procuring and managing federal and state grant programs to ensure the City and County of Denver and regional partners have the necessary plans, training, exercises, and equipment to respond to all emergencies.

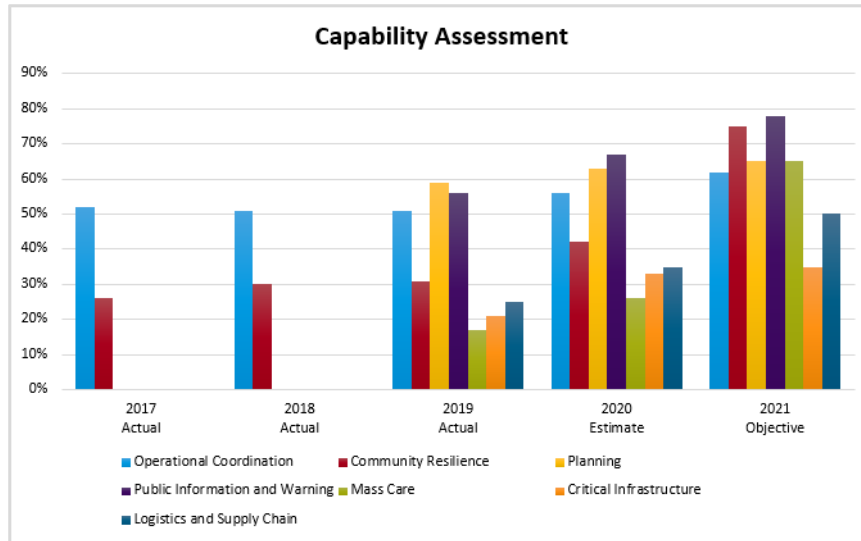
Strategies

OEM is in year four of implementing a ten-year strategic plan to increase the emergency management capabilities of the City and County of Denver. However, these strategies are being revisited to reframe and realign our emergency operations to align with the City's equity platform and address the changing operational needs of the City and County of Denver due to the current state and potential resurgence of COVID-19. OEM's strategies and services fall into three strategic priority elements:

1. Emergency Readiness and Response
2. Community Outreach and Engagement
3. Regional Capacity Building



Performance Context



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

Beginning in 2017, the Mayor prioritized three core capability areas: Operational Coordination, Public Information and Warning, and Community Resilience. The focus within Operational Coordination and Public Information and Warning capabilities is to increase the readiness and capacity of the EOC and JIC along with Denver's ability to release emergency information to the media and the public. The Community Resilience program endeavored to increase outreach to at least 100,000 citizens each year. These capabilities have received an increase in funding from two grant programs, the Emergency Management Performance Grant (EMPG) and the Urban Areas Security Initiative (UASI). These grants have been awarded to and utilized by OEM for the past three years to facilitate improved resources and capacity building within these three core areas. This focus has proven to be prescient as the COVID-19 response for the City and County of Denver has required a reliance on Operational Coordination, Public Information and Warning, and Community Resilience.

With the ongoing COVID-19 pandemic, 2021 will require a greater focus and application of resources for the building of Mass Care and Logistics capabilities to include emergency sheltering, feeding, and the ability to distribute essential services and supplies to ensure we support the most vulnerable of our community, in the most equitable way, during emergencies.

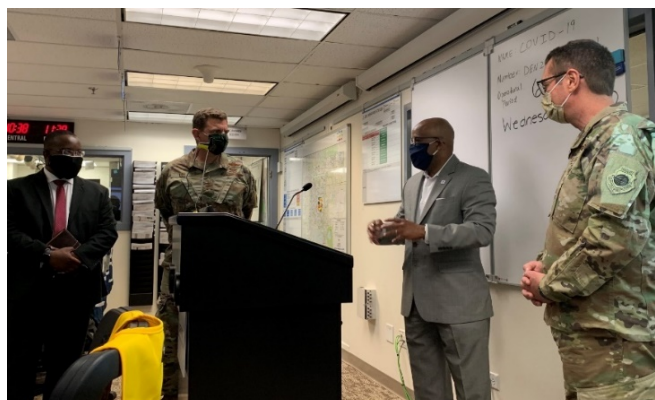
COVID-19 Overview and Statement

The City and County of Denver's Revised Municipal Code charges OEM with the duty to manage and coordinate all activities to prepare for, respond to, and recovery from emergencies and disasters within Denver, providing for the prevention of injury and loss of life and the protection of the public and property. Therefore, the effects from the COVID-19 pandemic on OEM have been both expected in managing and coordinating all activities responding to the emergency but surprisingly expansive due to the demands on City services and OEM's support of other city agencies.

The most profound impacts to the OEM have been three-fold: personnel shift, budget demands, and workplan adjustments. The central focus for OEM personnel has been on the activation and operations of the EOC, as well as coordination between other city agencies regarding shelters for those experiencing homelessness, testing, logistics management, and community outreach. The OEM has had to pause most of its efforts to expand community outreach and further training in emergency readiness during 2020.

COVID-19 Mitigation Strategies

Keeping with its mission, OEM personnel are instrumental in the design and delivery of the City and County of Denver's COVID-19 mitigation strategies. The OEM has coordinated the EOC and assisted in development of the Denver Citywide COVID-19 Recovery Action Plan. The agency serves as a member of the Long-Term Recovery Committee, overseeing the implementation of this plan and monitoring the City's recovery, and co-chairs one of the workgroups supporting this Committee, the Continuity and Workforce Protection Workgroup. It also serves as a member of the Internal Communication and Public Information Workgroup and the Protective Actions Workgroup, both of which also support the work of the Long-Term Recovery Committee.



OEM initially absorbed unexpected expenditures related to the operations of the EOC, JIC, and the City's general COVID-19 response. Many of these costs were able to be moved to federal funding sources. OEM has also utilized its federal grant awards to continue its programs and financial assistance to other city agencies and program services to citizens.

COVID-19 Performance and Program Highlights

- Managed the City's EOC and JIC response for over three months. OEM also supported the City's management of the George Floyd Protests during this time.
- Created the COVID-19 Long Term Recovery Committee; developed and maintains the City's Recovery Action Plan.
- Dedicated personnel to support the Denver Coliseum shelter and the Pepsi Center testing site.
- Leads ongoing daily coordination meetings regarding the City's COVID-19 response and recovery and produces a weekly situation report.
- Provided support to all City agencies in the implementation of their continuity of operations plans to ensure limited interruptions to City services.

Budget Detail

Office of Emergency Management and Homeland Security (0160000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	1,119,433	1,091,582	1,151,493	59,911	5.5%
Services and Supplies	413,420	317,937	307,597	(10,340)	(3.3%)
Capital Equipment	22,140	59,201	0	(59,201)	(100.0%)
Internal Services and Misc.	4,154	7,148	7,148	0	0.0%
Restricted Budget	0	75,130	0	(75,130)	(100.0%)
Expenditures by Type Total	1,559,146	1,550,998	1,466,238	(84,760)	(5.5%)
Expenditures by Activity					
Administration	1,559,146	1,550,998	1,466,238	(84,760)	(5.5%)

Office of Emergency Management and Homeland Security (0160000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Other Program Funding Sources					
Grants					
Emergency Management Performance	217,375	65,000	121,588	56,588	87.1%
Hazard Mitigation Grant	40,000	0	0	0	0.0%
Securing the Cities	0	2,000,000	6,000,000	4,000,000	200.0%
Urban Area Security Initiative	1,727,817	3,183,094	2,598,280	(584,814)	(18.4%)
Total	1,985,192	5,248,094	8,719,868	3,471,774	66.2%
Capital Grants					
FEMA Flood Projects	1,519,768	0	0	0	0.0%
Other Program Funding Sources Total	3,504,960	5,248,094	8,719,868	3,471,774	66.2%
Total Program Expenditures	5,064,106	6,799,092	10,186,106	3,387,014	49.8%
Personnel Complement (Budgeted)					
Administration	10.50	10.50	9.37	(1.13)	(10.8%)
Other Program Funds FTE					
Grants					
Emergency Management Performance	0.00	0.00	1.00	1.00	0.0%
Securing the Cities	0.00	0.00	3.15	3.15	0.0%
Urban Area Security Initiative	3.50	4.50	3.48	(1.02)	(22.7%)
Total	3.50	4.50	7.63	3.13	69.6%
Total Personnel Complement	14.00	15.00	17.00	2.00	13.3%
Furlough Savings			(29,317)		

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-year Reductions

Due to the impact of COVID-19 on the economy in 2020, the Office of Emergency Management implemented \$75,130 in mid-year reductions, which included the following savings:

- \$75,130 in personnel services, achieved by shifting the costs of one Emergency Management Specialist position to the EMPG grant and requiring staff to take eight unpaid furlough days.

Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line. The budget reductions OEM submitted for 2021 are described in the Significant Budget Changes section below.

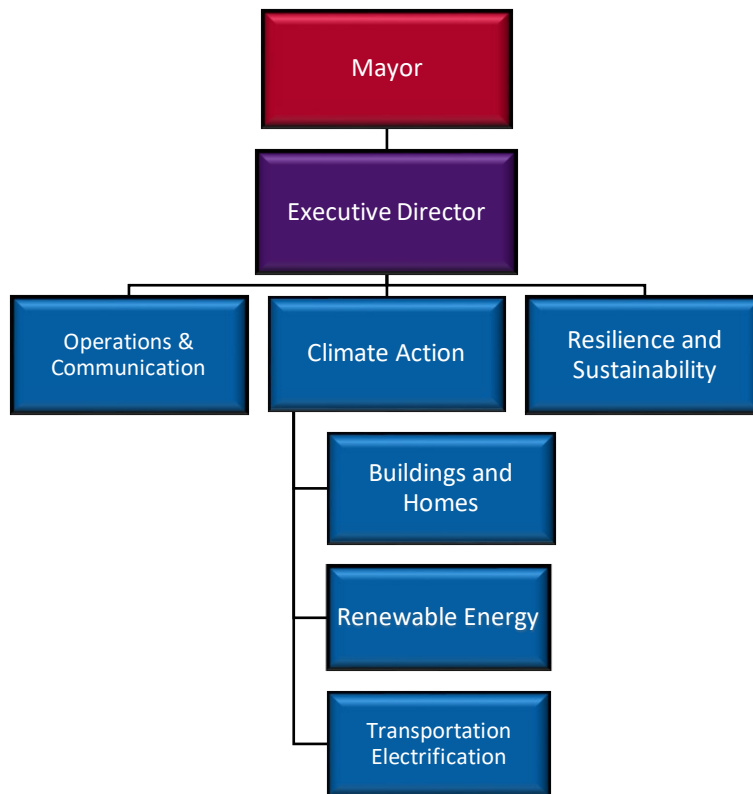
2021 Impact Description**Administration**

	FTEs	Dollars
• An increase in personnel services to restore budget that was temporarily moved to capital equipment in 2020. This is offset by a decrease in capital equipment.	0.00	59,200
• An increase in personnel services due to the restoration of budgeted vacancy savings. Vacancy savings were removed from OEM's 2020 budget in error. OEM does not meet the criteria for the policy.	0.00	27,900
• An increase in personnel services due to the General Fund partial support for one Administrator II, one Operations Coordinator, and one Staff Assistant position. This provides flexibility in the distribution of duties. The balance of the positions will continue to be funded through grants.	0.15	14,300
• A decrease in personnel services due to holding vacant one Emergency Management Specialist position during 2021 in the general fund; funding for the position will be provided through a grant.	(1.00)	(119,200)
• A net decrease in personnel services due to changes in the General Fund allocation of two Operations Coordinator and one Program Manager positions. The balance of these positions will continue to be funded through grants.	(0.28)	(26,700)
• A net increase in services and supplies due to the restoration of budget for office supplies and fixtures that was reduced during 2020 and temporary budget reductions in technology supplies and equipment in both 2020 and 2021.	0.00	10,700
• A decrease in services and supplies due to a temporary budget reduction in training and travel.	0.00	(21,000)
• A decrease in capital equipment to restore budget that was temporarily moved from personnel services in 2020 for one-time expenditures. This is offset by an increase in personnel services.	0.00	(59,200)

Grants

• An increase in grant FTE and expenditures due to Denver being awarded the Securing the Cities grant midyear 2020. This new grant seeks to prevent the successful deployment of a weapon of mass destruction within and the movement of associated materials into the Denver metropolitan area.	1.90	4,000,000
• An increase in grant FTE and expenditures due to the midyear creation of an Emergency Management Specialist position funded through the Emergency Management Performance grant.	1.00	56,600
• A net increase in personnel services due to changes in the General Fund allocation of two Operations Coordinator and one Program Manager positions. One of the Operations Coordinator positions was also upgraded to an Administrator II position. The balance of these positions will continue to be funded by the General Fund.	0.28	42,100
• A decrease in grant expenditures due to a decrease in spending on the Urban Areas Security Initiative grant. This includes decreased expenditures associated with the approval of a General Fund allocation for an Operations Coordinator position that was previously fully grant funded.	(0.05)	(584,800)

The budgeted furlough savings is \$29,317.



Mission

The Office of Climate Action, Sustainability, and Resiliency manages the City's ambitious climate action and sustainability goals and promotes policies and programs that strengthen Denver's economic vitality. We embrace equity as a value and

Department Summary

The Office of Climate Action, Sustainability, and Resiliency (CASR) reports directly to the Mayor. The Office was established by ordinance with City Council action in November 2019 and became official under code on July 1, 2020. This new office combined staff from the previous Office of Sustainability in the Mayor's Office and the Climate Action team from the Environmental Quality Division of the Denver Department of Public Health and Environment. The Office is focused on achieving the goals established by the Intergovernmental Panel on Climate Change (IPCC) and Denver's *80 x 50 Climate Action Plan* for finding an equitable path towards eliminating greenhouse gas emissions while preparing Denver as a whole, and specifically its people of color and under-resourced communities, for the negative impacts caused by climate change. New for 2021, the Climate Action Task Force has recommended more ambitious goals on a more aggressive timeline, which the Office will evaluate and, where appropriate, develop implementation plans.

The City's Climate Action plan can be found online at:

https://www.denvergov.org/content/dam/denvergov/Portals/771/documents/EQ/80x50/DDPHE_80x50_ClimateActionPlan.pdf

City sustainability goals and initiatives can be found at the Office's website at:

<https://www.denvergov.org/content/denvergov/en/climate-sustainability.html>

Services

- The **Operations & Communication Division** handles day-to-day office operations; develops, administers, and oversees contracts with vendors and technical consultants; manages annual budgets (operating budgets and grants); and establishes relationships with city agencies and private sector stakeholders to ensure a coordinated, citywide approach to addressing climate change. The Executive Director and teams also coordinate with regional and state stakeholders to ensure consistency and scale for various climate mitigation and adaptation strategies.
- The **Climate Action Division** develops policies and implements programs aimed squarely at reducing emissions organized into the following units:
 - **Buildings and Homes** implements the Energize Denver Commercial Building Benchmarking Ordinance; assists in implementation of Denver's Green Buildings Ordinance; develops and implements programs and policies to reduce energy consumption in commercial and residential buildings while also reducing greenhouse gases; and establishes and evaluates building strategies that lead to significant reductions in climate-forcing emissions.
 - **Renewable Energy** actively coordinates with city leadership and local energy providers to further goals established in the Energy Future Collaborative; actively represents the City in front of the Public Utilities Commission (PUC) to achieve Denver's renewable electricity goals; and develops community-based renewable energy programs and services.
 - **Transportation Electrification** coordinates with city agencies and private sector stakeholders to prepare for rapidly increasing electric vehicle registrations and the associated electric vehicle charging networks throughout Denver; and coordinates with other departments, agencies, and other stakeholders which manage Denver's transportation system and infrastructure.
- The **Sustainability & Resiliency Division** coordinates with city agencies to establish and track progress towards Denver's sustainability goals; oversees updates to and implementation of Denver's Executive Order 123; oversees implementation of the Certifiably Green Denver small business assistance program; oversees implementation of the Sustainable Neighborhoods Program; and coordinates with city agencies to develop, implement, and track progress towards a new citywide resiliency plan.

Strategies

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

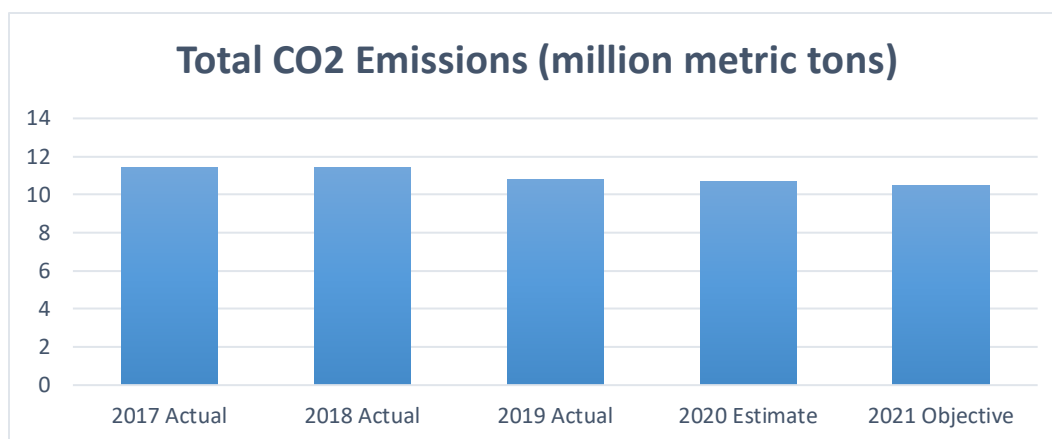
Inspire community action and ensure environmental justice and equity as Denver transitions to carbon-free energy and transportation systems.

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

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

Program and Performance Highlights

The Office's key strategic priority is to mitigate greenhouse gas emissions by decarbonizing energy and transportation systems and encourage high performance buildings through the Energize Denver Commercial Benchmarking and Green Buildings ordinances. Denver's **greenhouse gas emissions** continue to decline in the face of significant population growth. Denver has met both the original 2020 goal of reaching 1990 level emissions (11.8M metric tons of CO₂e) and the 2018 revised goal of 15 percent below 2005 levels (11.1M metric tons of CO₂e). However, the 2050 and interim year goals are expected to be revised to a lower emissions total and a shorter timeline, to align with current science and meet the urgent demands of the climate crisis.



2020 COVID-19 Overview & Statement

The Office of Climate Action, Sustainability, and Resiliency officially launched as an agency on July 1, 2020, well into the health emergency and economic crisis caused by the COVID-19 global pandemic. Sustainable Neighborhoods and Certifiably Green Denver (CGD), which are built on in-person engagement, had to immediately shift engagement approaches with the stay at home order. Many businesses in the CGD program are restaurants that were devastated by the shutdown. CASR's program managers collaborated with the Office of Emergency Management and the Department of Public Health and Environment's Healthy Food program to redistribute restaurant food to local shelters and food pantries, and they have continued to serve as a conduit between CGD businesses and support services the City offered during the pandemic. The Sustainable Neighborhoods team has developed virtual forums for neighbors to connect and increase resilience during these

challenging times, including a composting training that allows people who are staying home and cooking more at home to compost effectively.

For the six weeks leading up to the Office's launch, 60% of CASR's employees were redeployed to the emergency response effort, and one employee remained on redeployment duty through the end of August. The redeployments impacted all programmatic areas, including the Buildings team, Renewable Energy, Vehicle Electrification, and Sustainability. A major public engagement effort which began in January, the Climate Action Task Force, was forced to quickly pivot from weekly in-person meetings and large public forums to only online communication through its completion in June. Meetings of the Sustainability Advisory Council were halted in compliance with a city directive to cease meetings of all public boards; it resumed meeting in late August. As a new office with a small staff, CASR was provided with administrative support from DDPHE, yet by the end of July, that support was constrained as DDPHE's staff were redeployed to focus on COVID-19-related contracting. Combined, the pivot away from in-person engagement and the reduced staff capacity limited the Office's ability to make rapid progress on pressing issues leading up to the launch date.

COVID-19 Mitigation Strategies

Despite these structural challenges, CASR developed strategies to adapt to the new remote environment and mitigate the impacts on operations. Two interns volunteered for the redeployment to allow the full-time staff a few days off each to manage their CASR workload. Duties for one employee were revised to take on the administrative work necessary to stand up a new office and manage contracts and grants properly. Multiple employees have taken on sustainability-related projects previously managed by the employee who was redeployed for seven months. The Office worked as a team to reallocate its 2020 budget with a focus on projects and tasks that maximized the remote work environment, such as developing training videos for all CCD employees and revising building codes, and preparing for the return of in-person activity, such as developing effective climate communication messages and campaigns. The Office is also focused on aligning the City's climate and sustainability goals with current science, as recommended by the Climate Action Task Force, and restructuring the Sustainability Advisory Council to increase opportunities for sustained public engagement.

COVID-19 laid bare the interconnection of environmental quality and public health, especially in Denver's under-resourced communities and among people of color. The CASR team has long been aware of these connections and is shifting its strategies to focus on developing and implementing solutions that serve these communities first. The entire staff is engaged in equity training and articulating the impact of their work on human health and will embed equity principles and outcomes in the roles and responsibilities of all programs and staff positions.

COVID-19 Performance & Program Highlights

CASR was approved for \$300,000 in Coronavirus Relief Funds for the deployment of electric vehicle carshares in five under-resourced communities of color. The program, with the non-profit organization eGo, will provide five electric zero-emission vehicles, the required charging stations, and subsidized memberships for at least 450 residents. Carsharing programs are a tremendous financial benefit for low-income households as they provide reliable mobility at a fraction of the cost of full-time vehicle ownership. By providing electric vehicles for the carshare program, this program will also eliminate localized air pollution in the community.

As part of its 2020 budget reallocation plan, CASR directly funded two workforce development programs for low-income people: (1) a pre-apprenticeship program with the Colorado Building and Construction Trades Council and (2) a solar workforce training program with GRID Alternatives. Combined, the programs will prepare at least 25 people for new jobs in the green energy sector.

Budget Detail

Office of Climate Action, Sustainability and Resiliency (0107000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	0	2,776,637	2,986,888	210,251	7.6%
Services and Supplies	0	1,740,946	1,093,970	(646,976)	(37.2%)
Capital Equipment	0	80,000	0	(80,000)	(100.0%)
Internal Services and Misc.	0	3,024	0	(3,024)	(100.0%)
Restricted Budget	0	298,095	0	(298,095)	(100.0%)
Expenditures by Type Total		4,898,702	4,080,858	(817,844)	(16.7%)
Expenditures by Activity					
Operations and Communications	0	627,259	1,065,889	438,630	69.9%
Climate Action	0	2,091,768	2,316,303	224,535	10.7%
Sustainability and Resiliency	0	1,184,600	698,666	(485,934)	(41.0%)
Transportation Electrification	0	995,075	0	(995,075)	(100.0%)
Expenditures by Activity Total		4,898,702	4,080,858	(817,844)	(16.7%)
Other Program Funding Sources					
Grants					
Clean Energy Loan Program Denver Energy Challenge	0	0	200,000	200,000	0.0%
Renewable Denver Initiative Project	0	0	1,000,000	1,000,000	0.0%
Smart, Shared and Sustainable Mobility Services	0	0	60,000	60,000	0.0%
Total	0	0	1,260,000	1,260,000	0.0%
General Government SRF					
Climate Office Donations	0	0	50,000	50,000	0.0%
Other Program Funding Sources Total		0	1,310,000	1,310,000	0.0%
Total Program Expenditures	0	4,898,702	5,390,858	492,156	10.0%
Personnel Complement (Budgeted)					
Climate Action	0.00	9.29	13.00	3.71	39.9%
Operations and Communications	0.00	3.17	7.00	3.83	121.1%
Sustainability and Resiliency	0.00	11.00	5.50	(5.50)	(50.0%)
Transportation Electrification	0.00	4.17	0.00	(4.17)	(100.0%)
Personnel Complement (Budgeted) Total		27.62	25.50	(2.12)	(7.7%)
Total Personnel Complement	0.00	27.62	25.50	(2.12)	(7.7%)
Revenue					
Miscellaneous Other	0	3,998,702	3,273,702	(725,000)	(18.1%)
Furlough Savings			(74,822)		
Vacancy Savings			(77,281)		

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-year Reductions

Like all city agencies, the economic impacts of the pandemic have impacted the Office of Climate Action, Sustainability and Resilience. The Office of Climate Action, Sustainability and Resilience objectives were to, where possible, reduce spending without impacting services.

Due to the impact of COVID-19 on the economy in 2020, the Office of Climate Action, Sustainability and Resilience implemented \$298,095 in mid-year reductions, including the following savings:

- \$298,095 in personnel services, primarily achieved by not filling vacant positions and requiring staff to take eight unpaid furlough days.

Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line. CASR resubmitted some of these budget reductions again for 2021 in addition to other reductions described in the Significant Budget Changes section below.

2021 Impact Description

Agencywide

	FTEs	Dollars
• An increase in personnel services due to the annualization of two Administrator I positions and interns that were budgeted to start in mid-2020 to support the development and implementation of the Office.	1.38	162,800
• A decrease in personnel services to freeze one vacant Administrator I, one Program Administrator, and two part-time interns.	(3.50)	(256,900)
• An increase in services and supplies due to the reallocation of budget that was temporarily moved to internal services in 2020. This is offset by a decrease in internal services.	0.00	3,000
• A decrease in services and supplies due to pilot programs, outreach, and marketing campaigns that were not budgeted again in 2021.	0.00	(550,000)
• A decrease in services and supplies due to one-time purchases to configure the new office in 2020.	0.00	(100,000)
• A decrease in capital equipment due to one-time equipment purchases in 2020 for computers, monitors and phones to support new positions.	0.00	(80,000)
• A decrease in internal services due to the reallocation of budget to services and supplies that was temporarily moved in 2020. This is offset by an increase in services and supplies.	0.00	(3,000)
• A net-zero change due to consolidating the Transportation Electrification program with the Climate Action program for 2021.	0.00	0

Revenue

• A decrease in revenue due to a reduction in the transfer from the Environmental Services Enterprise Fund to the General Fund to support the Office. The decrease is primarily driven by one-time expenses in 2020 that no longer require funding in 2021. Note that the ESEF will continue to provide some funding for the Office in 2021.	0.00	(725,000)
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Special Revenue Funds

• An increase in Special Revenue Fund expenditures due to transferring the Climate Office Sustainability Donations Fund from Mayor's Office to the Office of Climate Action, Sustainability and Resiliency.	0.00	50,000
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Grants

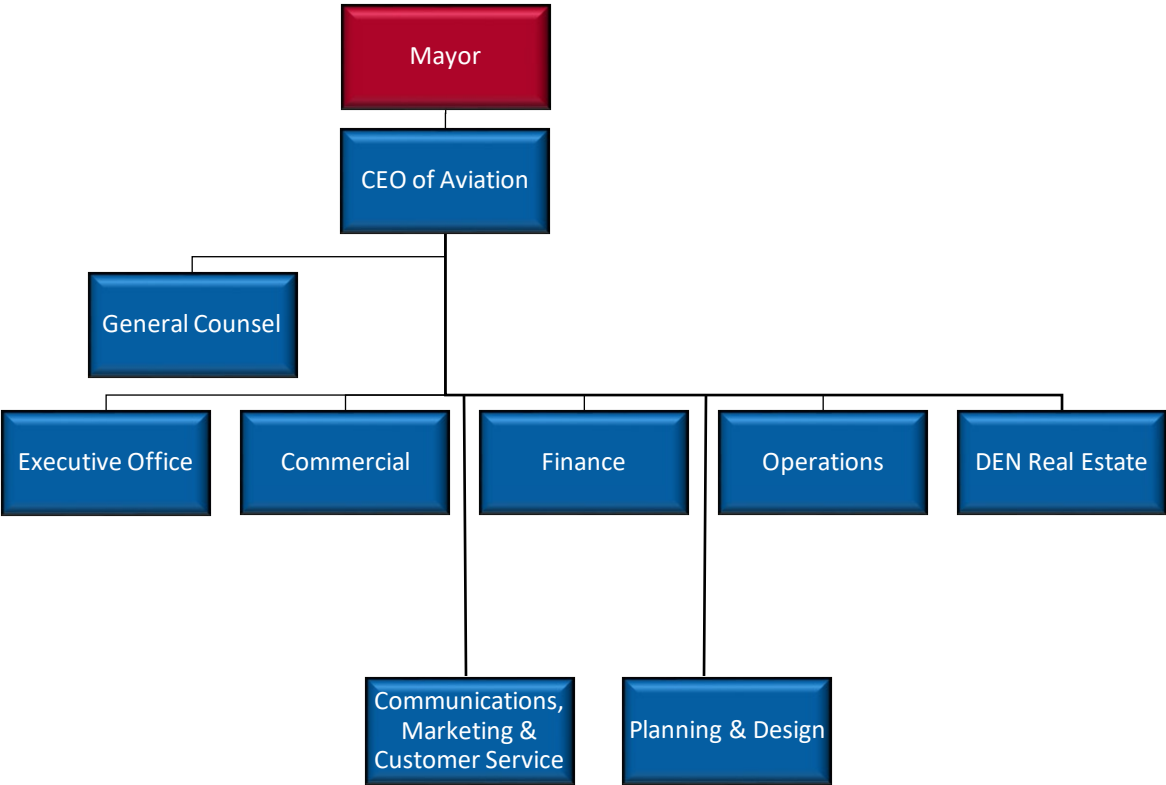
• An increase in grant expenditures due to the new Renewable Denver Initiative Project grant awarded to CASR in late 2020.	0.00	1,000,000
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2021 Impact Description

	<u>FTEs</u>	<u>Dollars</u>
· An increase in grant expenditures due to transferring administration of the Clean Energy Loan Program Denver Energy from the Environmental Quality Division in the Denver Department of Public Health and Environment to CASR.	0.00	200,000
· An increase in grant expenditures due to transferring administration of the Smart, Shared and Sustainable Mobility Services Program from the Environmental Quality Division in the Denver Department of Public Health and Environment to CASR.	0.00	60,000

The budgeted vacancy savings is \$77,281.

The budgeted furlough savings is \$74,822.



Mission

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

Department Summary



The Airport Enterprise Fund is in place to support the operation, maintenance, planning and development of Denver International Airport (DEN). DEN is the largest airport in the United States by size with 53 square miles of land. It is one of the busiest airports in the world, with a record-breaking 69 million passengers traveling through in 2019. As of January 2020, and prior to the impact of the coronavirus pandemic, DEN served 215 domestic and international destinations and is known around the globe for its innovations in public art, operations, technology, service and management. It is also the primary economic engine for the state of Colorado, generating an estimated \$33.5 billion¹ in economic impact for the State each year.

DEN has an established reputation for excellence and continues to look for ways to embody quality. In May, the 2020 Skytrax World Airport awards were announced. DEN was ranked the top North American airport in the “Best Airport: 60 to 70 million passengers” category. DEN ranked fifth worldwide in the same category. The Official Airline Guide (OAG) Aviation Punctuality Report ranked DEN ninth worldwide among “mega” airports (more than 30 million passengers) for flight punctuality and fifth in the United States. J.D. Power supported this by ranking DEN eighth among “mega” airports. Global Traveler Trazees awarded DEN third place for best airport in North America. At the start of 2020, DEN continued to receive awards and was the winner of the Balchen/Post award for outstanding snow and ice removal operations for the 2019/2020 snow season.

DEN’s strategic plan has ambitious goals interlinked with performance measures to adapt to changes in the industry and to measure its success. Since DEN opened 25 years ago, air transport has evolved, and airports are ambitiously competing for air service and business. This strategic plan has positioned DEN to continue to excel and compete in this dynamic global industry.

The Airport’s passenger terminal complex has a landside terminal and three airside concourses, as well as cargo and general aviation facilities. The landside terminal accommodates passenger ticketing, baggage claim, concessions, and passenger screening and is flanked by roads and curbs for public and private vehicles. Automobile parking is available in public garages adjacent to the landside terminal and in surface parking lots. As of May 2020, DEN has a total of 16,683 parking spaces in the public garages and 27,403 spaces in the surface parking lots. Spaces are also provided for employee parking. Additional passenger services include car rental facilities, ground transportation, a 519-room Westin Hotel and conference center

¹According to the CDOT Division of Aeronautics’ 2020 Statewide Aviation Economic Impact Study

connected to the terminal via a public plaza, and a passenger rail service to downtown Denver via the airport-connected train station.

In addition to the growing air service and revenue streams, Denver International Airport is undertaking a \$3.5 billion capital program (2018-2022) accommodating growth, modernizing existing facilities, and balancing elements of the airport which includes Concourse Expansion and Terminal Redevelopment projects. The Concourse Expansion project includes the design and construction of new gates and associated apron, airfield, and roadway improvements on Concourse A, B, and C as well as an increase in the amount of airline and concessions space, including outdoor space, on each concourse. The Terminal Redevelopment project will result in an improved security model, featuring innovative technology, and a modernized facility. For more detailed information, visit www.flydenver.com.

Services

The **Executive Office** is comprised of the Aviation Chief Executive Officer and five Executive Vice Presidents for External Affairs, Finance, Operations, Commercial 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: City Attorney, City Auditor, Division of Small Business Opportunity, and Division of Workforce Development. The Executive Office also manages the Global Communications and Marketing Department, which includes media relations, social media, employee communications, employee recognition programs, executive communications, and all marketing and branding efforts for the Airport.

The **External Affairs Division** is responsible for government and community affairs, working with the community on DEN opportunities, airport-wide process improvement through the Continuous Improvement Program, employee engagement and diversity, as well as the Commerce Hub. This division also has oversight of the Great Hall Project and, while the Chief Financial Officer (CFO) position remains vacant, also has oversight of the Concourse Expansion and Renewal Program.

The **Commercial Division** manages the Concessions Program, which includes oversight of retail as well as food and beverage outlets in the terminal and the concourses. The Commercial Division also oversees the Commercial Development Department which manages the Westin Hotel, rental car facilities, and the production of oil and gas. Business Technologies, which is responsible for technical infrastructure and cyber security, and Business Operations, which handles procurement and contracts, will report to the Commercial Division while DEN undertakes a search for a new CFO.

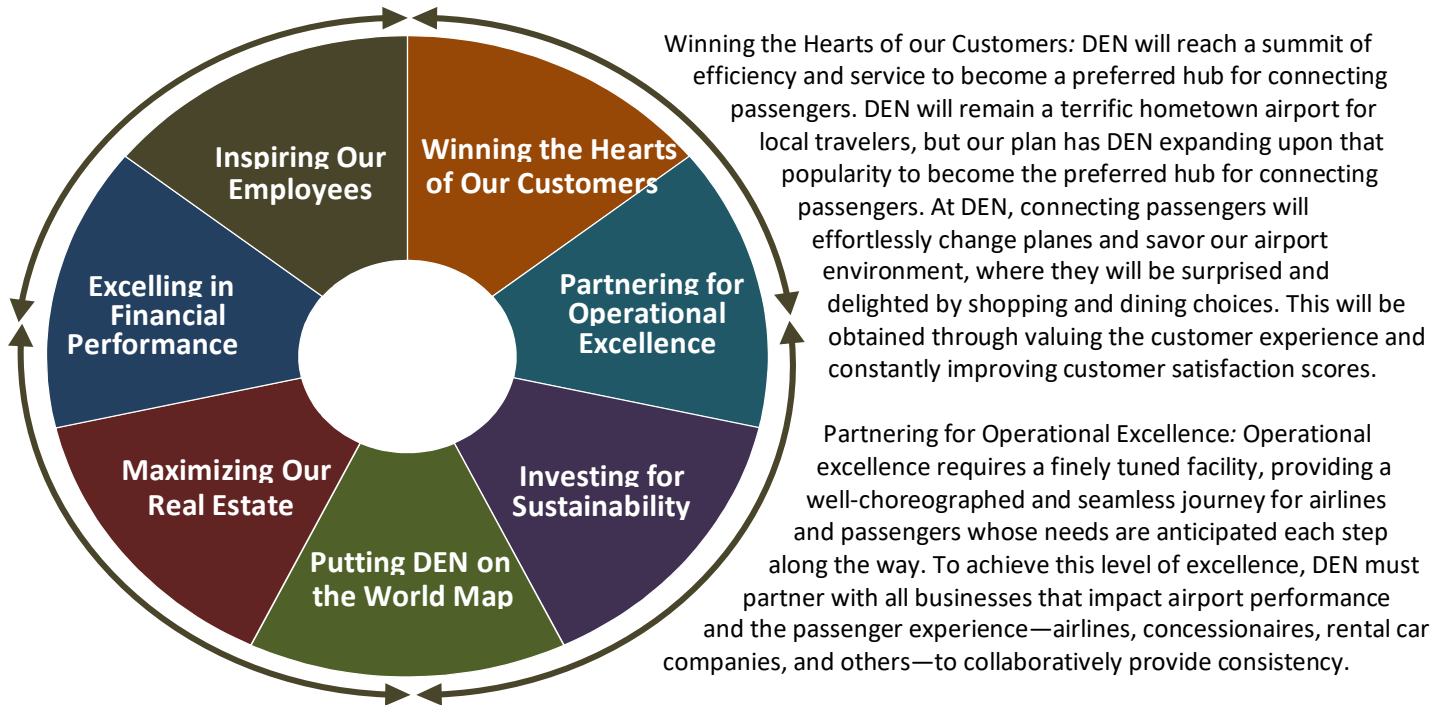
The **Finance Division** manages Fiscal Policy, Internal Audit, and Accounting. The key responsibilities include financial analysis and reporting, capital planning and funding, rates and charges, budget planning and management, financial statement preparation, audits on key risk areas, debt issuance, risk management, and investor relations. The Finance Division also has oversight of Airport Properties and Air Service Development. Until the CFO position is filled, Finance will report to the Commercial Division.

The **Operations Division** includes Airport Infrastructure Management (AIM), Sustainability, Airport Operations, and Parking and Transportation. AIM maintains all airport assets and manages environmental services. Sustainability is responsible for overseeing all activities at DEN for compliance with environmental regulations, noise management and sustainable practices. Airport Operations is responsible for the safe, efficient, and secure operation of the airfield, main terminal and concourses, as well as Airport Security, while being the primary liaison with the Denver Police, Transportation Security Administration, Federal Bureau of Investigation, and Customs and Border Protection. Parking and Transportation is responsible for all of Denver International Airport's parking lots and transportation services and the Airport's lost and found operations. This division also has oversight of the various baggage construction projects currently underway at DEN.

The **DEN Real Estate Division** provides a road map for smart, sustainable, and compatible growth of the Airport for decades to come. Along with the Real Estate group, the division's portfolio also includes the Planning and Design Department.

Strategies

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



Excelling in Financial Performance: DEN will excel in financial performance by managing its budget and strategically and judiciously funding capital projects within a sustainable and resilient long-term financial plan. 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 fiscal discipline, we will reduce the cost of operating at DEN, make DEN more competitive globally, and make it a more attractive investment for new air service.

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





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—land. This wealth of land positions the airport to develop commerce within its boundaries, creating dynamic enterprise zones. DEN's foray into large-scale commercial growth has already begun with the on-airport hotel, open-air plaza, a commuter rail station, and the development of 51st and Pena Station along with other future 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 these developments on DEN property.

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



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

2020 Covid-19 Overview & Statement

The onset of 2020 was met with a worldwide pandemic brought on by the coronavirus, COVID-19. As a result of COVID-19, the United States along with international governments issued travel restrictions and warnings. Various government agencies and others warned against travel and large group events. Numerous states issued stay-home orders curtailing non-essential travel. Mayor Hancock issued a Public Health Order on March 24, 2020, which continued through May 8, 2020, requiring all residents stay home except for essential tasks. Governor Polis issued a similar Executive Order starting March 26, 2020 and extending through April 26, 2020. The Airport continued its operations as an essential service, which included all services (i.e. concessions, rental car, etc.). Following the end of these orders, both the City and State have transitioned to the Safer at Home order which has loosened some of the previous personal and business restrictions.

On March 27, 2020, the United States executed the Coronavirus Aid, Relief and Economic Security (CARES) Act stimulus package. Under the CARES Act, the Federal Aviation Administration (FAA) awards funds to airports based on enplanements and other metrics related to cash reserves and debt service. Funding received through the CARES Act will be used to prevent, prepare for, and respond to the impacts of the COVID-19 pandemic. On April 28, 2020, the City, for and on behalf of the Airport, executed the CARES Act Grant with the FAA for \$269.1 million. The Airport has designated these funds to be used for debt service to assist in mitigating the economic downturn and resulting drop in revenue.

Department Budget

73000-6000000	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
Aviation Fund Expenditures by Division					
Executive Office	19,458,469	22,694,937	18,838,690	(3,856,247)	(17.0%)
External Affairs	8,308,710	9,267,321	6,192,226	(3,075,095)	(33.2%)
Commercial	4,086,710	6,295,786	3,319,069	(2,976,717)	(47.3%)
Finance	79,181,535	84,789,931	81,394,140	(3,395,791)	(4.0%)
Operations	324,536,970	342,959,394	341,114,789	(1,844,605)	(0.5%)
DEN Real Estate	7,551,786	7,901,529	5,553,039	(2,348,490)	(29.7%)
Total	443,124,180	473,908,898	456,411,953	(17,496,945)	(3.70)
Aviation Fund Expenditures by Type					
Personnel	132,850,238	146,579,146	145,582,407	(996,739)	(0.7%)
Services and Supplies	242,789,556	258,995,106	240,444,861	(18,550,245)	(7.2%)
Internal Services and Misc.	67,484,387	68,334,646	70,384,685	2,050,039	3.0%
Total	443,124,180	473,908,898	456,411,953	(17,496,945)	(3.7%)
Aviation Operating Revenue					
Airline					
Facility Rentals	210,835,844	250,281,709	254,013,396	3,731,687	1.5%
Landing Fees	175,636,092	187,475,342	203,300,000	15,824,658	8.4%
Total Airline Revenue	386,471,937	437,757,051	457,313,396	19,556,345	4.5%
Non-Airline					
Parking Revenues	203,501,902	204,107,226	116,765,000	(87,342,226)	(42.8%)
Car Rental Revenues	80,347,986	78,578,233	43,450,000	(35,128,233)	(44.7%)
Concessions Revenues	85,703,303	92,363,955	47,778,999	(44,584,956)	(48.3%)
Aviation Fuel Tax	25,464,070	26,564,026	11,495,000	(15,069,026)	(56.7%)
Hotel	62,087,716	63,223,878	35,841,758	(27,382,120)	(43.3%)
Ground Transportation	19,996,745	20,094,348	12,100,000	(7,994,348)	(39.8%)
Other Sales & Charges	4,219,442	10,078,550	5,200,000	(4,878,550)	(48.4%)
Total Non-Airline Revenue	481,321,164	495,010,216	272,630,757	(222,379,459)	(44.9%)
Total Operating Revenue	867,793,100	932,767,267	729,944,153	(202,823,114)	(21.7%)
Aviation Non-Operating Revenue					
Passenger Facility Charges	132,483,511	139,662,569	79,986,439	(59,676,130)	(42.7%)
Customer Facility Fees	21,524,769	22,710,517	13,500,000	(9,210,517)	(40.6%)
Investment Income	171,096,212	42,000,000	27,300,000	(14,700,000)	(35.0%)
Other Non-Operating Revenues	2,970,061	10,000,000	84,000,000	74,000,000	740%
Total Non-Operating Revenue	328,074,553	214,373,086	204,786,439	(9,586,647)	(4.5%)
Grand Total Revenue	1,195,867,654	1,147,140,353	934,730,592	(212,409,761)	(18.5%)

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
Hotel					
73130-6000000	31,676,839	36,344,246	31,200,000	(5,144,246)	(14.2%)
Debt Service					
73820-6000000	411,467,680	413,615,169	414,884,666	1,269,497	0.3%
Concession Joint Marketing Fund*					
73880-6000000	1,952,695	4,029,413	2,014,707	(2,014,707)	(50.0%)
Customer Facility Charge*					
73790-6000000	766,509	26,586,740	7,976,022	(18,610,718)	(70.0%)
Capital Equipment and Improvements Fund					
73850-6000000					
Capital Equipment	3,601,666	12,560,851	21,019,000	8,458,149	67.30%
Net Revenue Deposit for Capital Improvements	145,228,000	191,693,490	1,224,244	(190,469,246)	(99.4%)
	148,829,666	204,254,341	22,243,244	(182,011,097)	(89.1%)

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

Personnel Complement

Career Service Authority (CSA) Employees	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
Executive Office	78.00	78.50	78.50	0.00	0.00%
External Affairs	62.25	64.25	64.25	0.00	0.00%
Commercial	15.00	16.00	16.00	0.00	0.00%
Finance	254.00	254.00	254.00	0.00	0.00%
Operations	873.00	873.50	873.50	0.00	0.00%
DEN Real Estate	26.00	26.00	26.00	0.00	0.00%
Personnel Complement Budgeted Total*	1,308.25	1,312.25	1,312.25	0.00	0.00%

*Excludes FTE's budgeted in other agencies that provide direct services to DEN and excludes Auditor staff (billable hours) and Indirect Cost FTE allocations.

Programmatic Changes

COVID-19 Impact on 2020 Budget: Midyear Reductions

As DEN experienced a reduction in passengers for Q1 and Q2 due to the pandemic in 2020, the Airport proactively implemented several measures intended to mitigate operational and financial impacts of the COVID-19. DEN established a hiring freeze, focused on essential expenditures, and reprioritized capital projects and programs to position the airport for a strong recovery.

Due to the COVID-19 impact on the economy in 2020, DEN implemented mid-year reductions forecasted to result in \$55.6M in yearend savings, including the following:

- \$13.8M in personnel services driven by implementation of a hiring freeze and an early retirement package causing an increase in vacancy, reduction in overtime, and requiring staff to take eight unpaid furlough days.
- \$41.8M in services and supplies driven by negotiating service level reductions on major contracts associated with decreased passenger traffic, reducing professional services, and deferral of nonessential purchases and services as part of cost savings measures.

The airport has also implemented policies for revenue contracts providing payment deferrals and some fee waivers.

COVID-19 Impact on 2021 Budget

The aforementioned cost saving measures for services and supplies are carried into the 2021 Budget with adjustments upwards in passenger-related contracts in anticipation that passenger traffic will increase over the 2020 yearend forecast. Due to the fluid nature of the pandemic and resulting economic impact, forecasting passenger traffic is difficult with any high level of confidence. Therefore, DEN's 2021 budget is being submitted with the plan to modify as-needed based on recovery of passenger traffic.

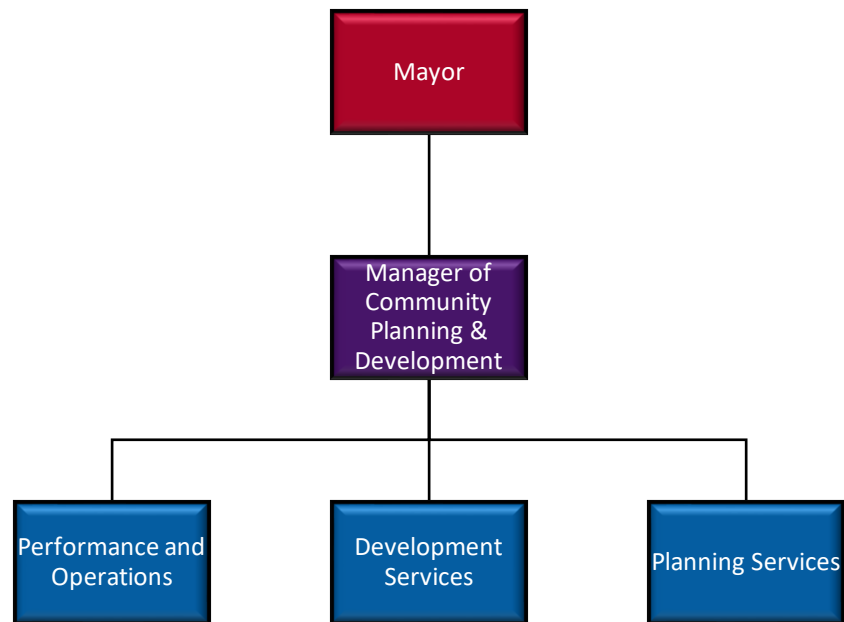
Aviation

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
· A net decrease in revenue driven by forecasted reduction in both airline and non-airline revenue sources.	0.00	(212,409,761)
· A net decrease in personnel services due to hiring freeze and furloughs as a result of COVID-19.	0.00	(996,739)
· A net decrease in services and supplies due to reducing service levels based on anticipated reduced passenger traffic, related staff augmentation contracts, and airport events driven by COVID-19.	0.00	(18,550,245)
· A net increase in internal services due to a reduction of 15 DFD FTEs not coming online until 2022 and a reduction in Police from 132 approved FTEs to 124 FTEs that is offset by an increase in the indirect cost allocation.	(23.00)	2,050,039

Capital Equipment

Item	Quantity	New/Replacement
BLOWER/FRONT MOUNT	3	Replacement
CART	4	Replacement
COMPACTOR/ROLLER/ASPHALT	1	Replacement
DEICER/4000 GAL	1	Replacement
LIFT	4	Replacement
LIFT/BOOM/40'	1	Replacement
LIGHT/TOWER	1	Replacement
SEDAN	1	Replacement
STRIPER/PAINTER	2	Replacement
SWEEPER	5	Replacement
TRAILER	9	Replacement
TRUCK/BROOM/MULTIFUNCTION UNIT	9	Replacement
TRUCK/DEICER	1	Replacement
TRUCK/DIGGER/DERRICK	1	Replacement
TRUCK/MINI-PUMPER	1	Replacement
TRUCK/MULTIFUNCTION UNIT	4	Replacement
TRUCK/PICKUP	4	Replacement
TRUCK/PUMPER	1	Replacement
TRUCK/SPREADER	2	Replacement
TRUCK/STAKEBED	1	Replacement
TRUCK/TRACTOR-TRAILER	2	Replacement
TRUCK/UTILITY	28	Replacement
VAN/CARGO	3	Replacement
VAN/PASSENGER	4	Replacement

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Mission

Denver's Community Planning and Development Department is responsible for visionary city planning and ensuring safe and sustainable building.

Department Summary

The Department of Community Planning and Development (CPD) provides the planning and regulatory framework for the creation and preservation of places where people live, work, and play. CPD is working to shape and direct growth in a way that aligns with Denver's Community values of being a city that is inclusive, connected and healthy.

Working with stakeholders, CPD creates plans that articulate the vision for the future of Denver's diverse neighborhoods and corridors and for the City as a whole. CPD is also responsible for administering the Denver Zoning Code, which regulates land uses, provides building and site design standards, and outlines the development review processes. Through permitting and inspection services, CPD enforces land use, design, and construction standards to enhance and protect Denver's natural and built environments.

For more information, visit the Community Planning and Development websites at www.denvergov.org/cpd and www.denvergov.org/ds.

Services

The **Performance and Operations Division's** duties include providing policy development and direction, establishing agency goals, objectives and guidance, purchasing, contract management, public education and media relations, performance management, and financial management, including budgeting and accounting. CPD also processes cashiering/collections transactions for Excise & Licenses, Parks and Recreation, the Department of Transportation and Infrastructure, and several other smaller agencies.

The **Development Services Division** ensures the real estate development and construction industry, both public and private, acquires the information and approvals it needs to complete its work, simultaneously ensuring the community's and the City's interests. Development Services coordinates the development permitting process from project concept planning and zoning use permits to final certificate of occupancy for all residential and commercial construction projects, enabling and ensuring quality development. This division works to streamline permitting by proactively coordinating CPD's development-related functions in partnership with other city departments, including Denver Fire, Department of Parks and Recreation, and Department of Transportation and Infrastructure. Additional coordination with agencies such as Department of Public Health and Environment and Excise and Licenses, as well as outside partners such as Denver Water, is done on an as-needed basis.

The **Planning Services Division** prepares citywide, neighborhood, and small area plans that respond to community needs and articulate a vision for the future. This division also leads projects to implement the recommendations in adopted plans. Most of the Planning Services programs and projects are prepared as part of a robust process involving community members, citywide partners, multiple city departments and agencies, and appointed and elected officials. Together, Planning Services supports the citywide goals outlined in the City's *Comprehensive Plan 2040* and the *Blueprint Denver* land use and transportation plan.

All three divisions share the duties of code administration and enforcement. CPD's code administration and enforcement programs administer and enforce the Denver Building and Fire Code, zoning codes, and landmark and property maintenance ordinances. This includes reviewing building plans, site plans, and urban design requirements; issuing zoning and building permits; conducting inspections of development sites, building construction, electrical, plumbing, conservation, boiler, refrigeration, fire sprinkler, fuel, and gas codes; responding to citizen complaints; and coordinating the abatement of properties in violation of the codes.

The **North Denver Cornerstone Collaborative (NDCC)** was an initiative of Mayor Hancock to strategically align, in coordination with all its partners, the planning and implementation of projects and programs in Globeville, Elyria, Swansea, and River North. In January 2020, the NDCC merged with Department of Transportation and Infrastructure and Denver

Economic Development and Opportunity to bolster capacity in these departments and to help deliver projects, implement programs, and offer services. As such, NDCC is not reflected in CPD's 2021 budget forecast.

Strategies

CPD aims to create more inclusive, connected and healthy communities with several strategies that cross multiple divisions. The three key themes of CPD's strategic plan, last updated in 2017, are described below.

Recruit, Retain, and Empower Great People: By investing in the people of CPD, the department takes advantage of one of its most valuable resources to further the overall goal of helping to build great places. CPD does this by advancing efforts that:

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

Make Great Places Possible: CPD sets a high bar by aiming to create innovative systems and processes that result in quality outcomes across all workgroups.

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

Connect with Stakeholders: A top priority for CPD continues to be to help stakeholders to understand both CPD's charge to guide development in a manner that implements the City's vision and the role that Denver stakeholders play in helping to shape their community. CPD does this by creating opportunities to:

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

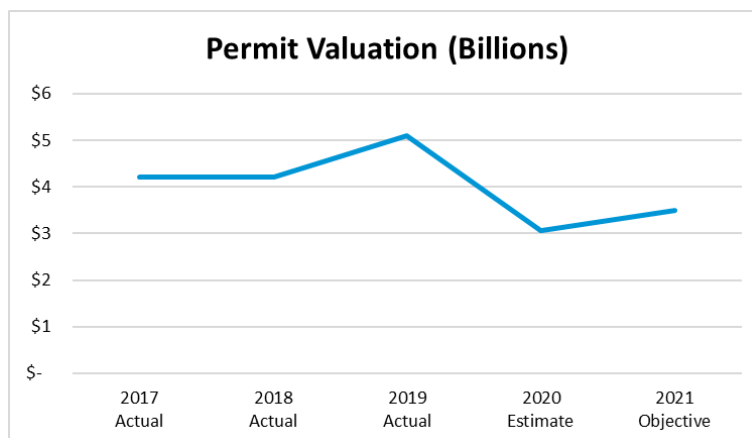
Performance and Program Highlights

Community Planning and Development (CPD) is committed to ensuring its customers are provided the highest level of service possible. As an agency, CPD has applied performance management principles across the organization while simultaneously encouraging a culture of constant process improvement. These efforts have helped CPD manage unprecedented levels of permit activity in recent years, delivering tangible and meaningful improvements across the 100+ metrics the agency maintains to evaluate its performance.

Additionally, from 2016 – 2019, CPD worked with thousands of local residents to define equity as part of the City’s Comprehensive Plan process and then worked with residents to create equity concepts that could be applied to current and future land use decisions and policies. These measures have been adopted by City Council and include improving access to opportunity (e.g., open space, healthcare, education), reducing vulnerability to displacement, and expanding jobs and housing diversity.

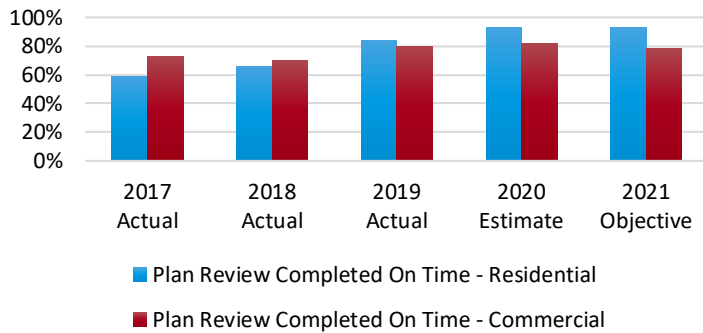
CPD’s key priorities in 2021 include advancing regulations and policies for more equitable outcomes and context-sensitive designs, advancing sustainable practices in Denver’s zoning and building codes, and furthering the Department’s ability to invest in the success of employees. CPD also continues to explore additional tools aimed at improving the quality and consistency of work and providing better services to customers.

Development Services



Permit Valuation represents the annual dollar valuation of building permits issued. Building permits are issued to authorize construction of residential and commercial units within the City. Permit valuation represents the sum of the estimated valuation of all labor and materials for permitted construction and is a key mission level metric because it is a strength indicator of Denver’s built environment. Permit valuation is one indicator of the size and complexity of development projects under review.

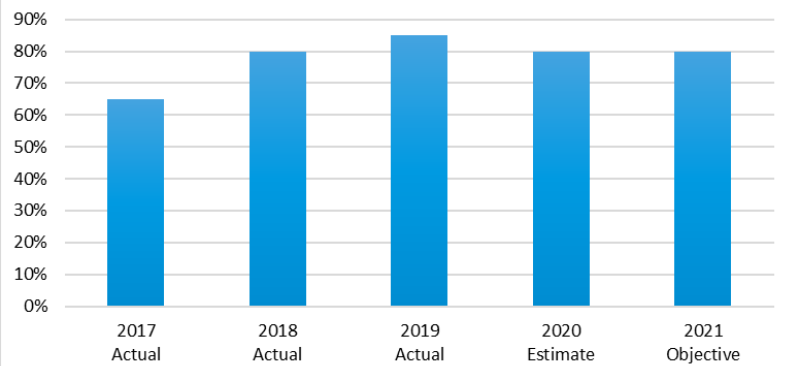
Plan Review Completed On Time



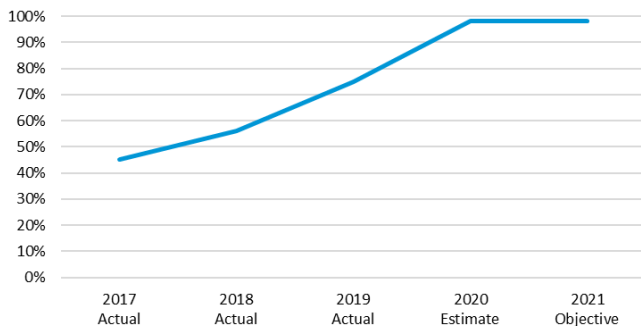
CPD intends to maintain the percentage of **plan reviews completed on time** when possible through strategic staffing and implementing process improvements, though time to complete commercial reviews is likely to experience some decline in 2021 due to holding positions vacant for budget savings. The timeframe to complete plan reviews on time can range from 1 day to 4 weeks, depending on the type and size of project.

CPD strives to consistently provide excellent service to all our customers. Improvements to plan review turn-around times, shorter counter wait times, implementing appointments at the counter, and new online tools have driven a remarkable improvement in **customer satisfaction** over the past several years. This metric is measured as a percentage of total customer survey responses ranked good or excellent on a 5-point scale. CPD anticipates a slight drop in the customer satisfaction rate in 2020 as it adjusts to COVID-19 but does not expect an additional drop in 2021 because CPD is continuously responding to customer needs in the evolving environment.

Customer Satisfaction



Electronic Adoption Rate



Electronic adoption rate represents the percentage of total plan reviews that are submitted through digital channels. Digital plan submissions allow customers to spend their time online rather than in line, drastically reducing the time and expenses associated with submitting projects and allow for cumulative efficiencies in processing plan reviews and managing project records. Given the necessary transition of services to online during COVID-19, CPD expects this trend to continue at the same high levels into 2021.

Planning Services

Blueprint Denver is a citywide land use and transportation plan that first adopted in 2002 and updated in 2019. The plan covers a 20-year period and calls for growing an inclusive city through:

- complete neighborhoods and complete transportation networks;
- a measured, common-sense approach to new growth;
- and for the first time, land-use decisions through the lens of social equity.

Each year, CPD measures outcomes related to the plan goals, policies, and strategies in Blueprint Denver. The annual report can be accessed here: www.denvergov.org/blueprint.

Adopted in May 2019, **Comprehensive Plan 2040** is the 20-year vision for Denver and its people, and it reflects the voices of thousands who have shared their hopes, concerns, and dreams for the future. CPD and other City leaders are using its recommendations to guide the decisions that will shape the City of Denver over the next 20 years. There are six vision elements outlined in the Comprehensive Plan. Each year, CPD releases an annual report to measure outcomes under these vision elements. The annual report can be accessed here: <https://www.denvergov.org/content/denvergov/en/community-planning-and-development/planning-and-design/comprehensive-plan-2000.html>.

The six vision elements of Comprehensive Plan 2040



Ratios of private investment connect planning activities to the resulting development by tracking the ratio of development within “Growth Areas” established in Blueprint Denver. Ratios greater than 5:1 indicate that city plans and zoning code regulations are directing growth to areas of desired change. Ratios are normalized through private valuation per acre. Variations in revenue vary depending on the size of projects in any given year. Past year goals have been 4:1. Actual results have exceeded that objective. Previous years tracked “Areas of Change” and “Areas of Stability” per the original Blueprint Denver. Under the update to Blueprint Denver adopted April 2019, the new terminology is “Growth Areas”, and the geographic area is slightly modified.



2020 COVID-19 Overview & Statement

Due to the COVID-19 emergency, CPD closed its permit counter and began conducting all permitting transactions via its online permitting system, e-permits, or by email and began reducing office staffing on March 16, 2020. CPD's cashiering desk remained open to the public to facilitate the collection of cash payments on behalf of other City agencies. The inspections administration desk also remained open to assist contractors and customers who need physical signatures and paper certificates that cannot be issued online. To help protect the health of customers and employees, the City installed glass shields ("sneeze guards") at all public counters, including those that were still closed in late August (when this document was finalized), in preparation for a safe reopening, and CPD continues to urge most customers to do business online. Due to stay-at-home orders, CPD postponed several public meetings and events in March and April. By May, CPD converted most of these to virtual events, and during the summer, successfully held multiple virtual meetings attended by hundreds of residents via various on-line platforms.

As of August 2020, the majority of CPD staff continued to work remotely and adapted to a new operational rhythm, enabling the continuation of planning, permitting, and inspections functions in support of Denver's residents and local businesses.

COVID-19 Mitigation Strategies

Community Planning and Development developed initiatives to support relief and recovery efforts including:

- Developing a program to allow the temporary expansion of restaurants and bars outdoors on private and public property, and quickly inspecting hundreds of establishments to allow these businesses to safely reopen outdoors this summer;
- Convening a stakeholder group to identify areas where CPD can further improve the Large Development Review (LDR) process in support of the construction projects that may drive an economic recovery;
- Improving the ADU (accessory dwelling unit) permitting process to make it faster, less cumbersome and less expensive for homeowners who face new needs for additional income generation, and for neighborhoods which need additional supply of affordable places to live;
- Exploring a pilot program for virtual building and fire re-inspections that could potentially allow for more efficient, faster re-inspections with greater social distancing;
- Launching a pilot program to incentivize affordable housing and sustainable development projects;
- Developing the zoning code regulations to facilitate temporary camping sites (Safe Outdoor Spaces) identified by the City or City Council to serve people experiencing homelessness during the pandemic; and
- Contributing over 5,400 hours of staff time to the city Emergency Operations Center and redeployment needs in Denver jails.

Department Budget

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Office of the Manager	3,596,557	4,468,345	4,955,841	487,496	10.9%
Development Services	21,914,710	21,914,898	19,278,214	(2,636,684)	(12.0%)
Planning Services Division	5,962,921	6,997,710	5,929,346	(1,068,364)	(15.3%)
North Denver Cornerstone Collaborative	2,232,585	2,340,312	0	(2,340,312)	(100.0%)
Total	33,706,773	35,721,265	30,163,401	(5,557,864)	(15.6%)
General Fund Expenditures by Type					
Personnel Services	31,252,761	30,743,642	28,359,843	(2,383,799)	(7.8%)
Services and Supplies	2,312,871	2,858,486	1,785,760	(1,072,726)	(37.5%)
Capital Equipment	127,203	32,500	0	(32,500)	(100.0%)
Internal Services and Misc.	13,937	21,298	17,798	(3,500)	(16.4%)
Restricted Budget	0	2,065,339	0	(2,065,339)	(100.0%)
Total	33,706,773	35,721,265	30,163,401	(5,557,864)	(15.6%)
Total General Fund	33,706,773	35,721,265	30,163,401	(5,557,864)	(15.6%)
General Fund Revenue					
Licenses and Permits	26,660,124	20,476,179	21,305,200	829,021	4.0%
Fines and Forfeits	(250)	0	0	0	0.0%
Charges for Services	14,153,780	10,590,500	11,240,500	650,000	6.1%
Miscellaneous Other	(53,705)	50,000	50,000	0	0.0%
Total	40,759,950	31,116,679	32,595,700	1,479,021	4.8%
Special Revenue Funds Expenditures					
General Government	23,768	75,000	25,000	(50,000)	(66.7%)
Total Special Revenue Funds	23,768	75,000	25,000	(50,000)	(66.7%)
Grants					
Grants	858,715	414,439	10,000	(404,439)	(97.6%)
Total Grants	858,715	414,439	10,000	(404,439)	(97.6%)
Personnel Complement					
General Fund Operations - Civilian	300.25	299.58	258.75	(40.83)	(13.6%)
General Government - Civilian	0.00	0.58	0.00	(0.58)	(100.0%)
Total	300.25	300.17	258.75	(41.42)	(13.8%)
Total Personnel Complement	300.25	300.17	258.75	(41.42)	(13.8%)

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
Capital Improvements*					
Capital Improvements		750,000	300,000	(450,000)	(60.0%)
Entertainment and Cultural Capital Funds		400,000	0	(400,000)	(100.0%)
Total		1,150,000	300,000	(850,000)	(73.9%)

*Actuals are not included for capital projects by departments as capital project budgets are non-lapsing. Actuals for capital funds can be found in the "Financial Summary for all CIP-Funds." The capital projects in the above table will be delivered by the Department of Transportation and Infrastructure.

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-year Reductions

Like all city agencies, the economic impacts of the pandemic have impacted CPD's budget. CPD's objectives were to reduce spending, where possible, without impacting its workforce or causing a major disruption in service to residents.

Due to the impact of COVID-19 on the economy in 2020, Community Planning and Development implemented \$2,065,339 in mid-year reductions, including the following savings:

- \$1,860,339 in personnel services, primarily achieved by not filling vacant positions in Permitting, Inspections, and Accounting, as well as requiring staff to take eight unpaid furlough days. Due to CPD's streamlining of office operations, increased use of online transactions, and some reduced volume, there have not been major impacts to services in 2020.
- \$205,000 in services and supplies achieved by reducing discretionary spending on travel, training, and office supplies.

Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line. CPD resubmitted many of these budget reductions again for 2021 as described in the Significant Budget Changes section below.

Additionally, CPD reduced its 2020 revenue projection by \$8,029,021 due to the observed year-to-date impact of COVID-19 on permit and plan review activity. This represents a 20 percent decrease from CPD's original 2020 projection in these revenue streams.

2021 Impact Description

Agencywide

- | | FTEs | Dollars |
|---|-------------|----------------|
| • A decrease in personnel services and FTE due to merging the North Denver Cornerstone Collaborative (NDCC) under the Denver Economic Development and Opportunity (DEDO) and the Department of Transportation and Infrastructure (DOTI). One CPD FTE budgeted in NDCC in 2020 is retained in the Planning Services Division in 2021, and one Mayoral Appointee budgeted in NDCC in 2020 was moved to the Executive Director of Safety and repurposed to support the department's COVID-19 response efforts. | (11.00) | (1,365,400) |

2021 Impact Description	FTEs	Dollars
• A net decrease in personnel services due to the implementation of a citywide retirement Special Incentive Program (SIP). Employees enrolled in the SIP retired from the City on August 31, 2020. These positions, which included an Associate Development Project Administrator and an Associate City Planner, will not be filled in 2021.	(2.00)	(194,500)
• A decrease in personnel services due to a reduction in budget for on-call employees. The workload will be absorbed by remaining staff.	0.00	(164,400)
• A decrease in services and supplies due to merging NDCC functions under DOTI and DEDO in the 2021 budget, as well as the expiration of one-time budget for NDCC programs in 2021.	0.00	(870,400)
• A decrease in services and supplies due to one-time purchases in 2020 that are not budgeted in 2021, including professional services contracts for residential design quality implementation and one-time equipment purchases for new positions.	0.00	(202,700)
• A net decrease in services and supplies due to one-time reductions in office supplies and fixtures, travel, training, and educational materials in 2021, offset by the restoration of a one-time reduction in 2020 for uniform purchases. CPD does not anticipate service impacts as a result of these reductions.	0.00	(134,600)
• A decrease in capital equipment due to moving the NDCC functions to DOTI and DEDO.	0.00	(2,500)
• A decrease in internal services due to moving the NDCC functions to DOTI and DEDO.	0.00	(3,500)
Office of the Manager		
• An increase in personnel services due to the creation of a Strategic Advisor Position after the 2020 budget was finalized.	1.00	137,000
• A decrease in personnel services to abolish an Accountant and an Accounting Tech I. CPD will mitigate impacts to accounting reporting functions by streamlining operations.	(2.00)	(185,100)
• A decrease in personnel services to abolish a vacant Inspections Administrator I in 2021. This position supported the Coordinated Inspections Group (CIG) and other inspections innovations. To mitigate delays to innovations that directly impact services, CPD will delegate responsibilities to other positions.	(1.00)	(98,900)
• A decrease in personnel services due to the mid-2020 abolishment of an Administrator I position on the Accounting Team. CPD streamlined this team to minimize the impact on operations.	(0.58)	(86,500)
• A decrease in personnel services to abolish a vacant Licensing Tech I in 2021. CPD does not anticipate impacts to operations due to recent innovations such as online licensing services, as well as leveraging cross-training opportunities.	(1.00)	(62,200)
• A decrease in personnel services due to reducing a Community Insights Administrator II from full-time to three-quarter time. This partial reduction will allow CPD to provide a minimum level of survey and digital engagement expertise during planning processes.	(0.25)	(30,300)
• A decrease in FTE to continue holding vacant a Deputy Manager position that was initially frozen in the 2020 budget. In 2020, only the budget was reduced, whereas the FTE decrease is also reflected in 2021. To mitigate impacts of keeping this position vacant, CPD will continue to delegate responsibilities to other leadership positions within the agency.	(1.00)	0
• An increase in services and supplies to restore budget that was temporarily moved to capital equipment in 2020. This is offset by a decrease in capital equipment.	0.00	30,000
• A decrease in capital equipment to reverse a temporary move of budget from services and supplies in 2020. This is offset by an increase in services and supplies.	0.00	(30,000)
Development Services		
• A continuation in personnel services to convert two limited Electrical Inspectors to unlimited FTE due to the ongoing nature of their work.	0.00	0

2021 Impact Description	FTEs	Dollars
• A decrease in personnel services due to the expiration of eight limited positions including one Associate City Inspector, two Electrical Inspectors, one Mechanical Inspector, one City Planner Associate, one ASA IV, and two Construction Inspectors.	(8.00)	(645,300)
• A decrease in personnel services to freeze two Mechanical Inspector positions in 2021 and to abolish one vacant Plumbing Inspector. CPD does not anticipate major inspection delays due to a projected decrease in construction volume, and it will mitigate delays by shifting inspections to the remaining inspectors.	(3.00)	(287,700)
• A decrease in personnel services to freeze one Construction Inspector in 2021 and abolish one vacant Construction Inspector. CPD currently projects a decrease in construction volume, which will allow inspections to be shifted to remaining inspectors with minimal impact.	(2.00)	(171,000)
• A decrease in personnel services to freeze one Zoning Administrator Supervisor. This position will not be filled in 2021 and CPD will mitigate the impact by transferring supervisory and HR responsibilities to the Zoning Administrator. There may be delays in process improvement efforts as a result of this reduction.	(1.00)	(137,200)
• A decrease in personnel services to freeze a Mayoral Appointee position that is budgeted in CPD and will not be filled in 2021.	(1.00)	(135,600)
• A decrease in personnel services to abolish two vacant ASA IVs on the Inspections Support Team. Recent innovations such as online inspection ETAs should mitigate service-level impacts.	(2.00)	(124,000)
• A decrease in personnel services to freeze a Commercial Zoning Senior Planner. CPD will not fill the position in 2021 and will transfer the plan review and zoning permit workload to other city planners.	(1.00)	(115,300)
• A decrease in personnel services to abolish one vacant Mechanical/Plumbing Plans Review Engineer (PRE) and continue freezing another PRE that was initially frozen in 2020. The dollar change in 2021 only reflects the decrease from the additional PRE reduction; however, the FTE change reflects the impact from both positions because the FTE count did not decline in 2020 as a result of frozen positions. CPD anticipates this reduction will only minimally impact services if the current plan review trends continue.	(2.00)	(92,000)
Planning Services		
• A decrease in personnel services to abolish a vacant City Planner Supervisor. CPD will redistribute duties across remaining leadership in Planning Services.	(1.00)	(170,300)
• A decrease in personnel services to freeze one Associate City Planner for Urban Design. This position's primary responsibility would have been planning for the National Western Center Triangle Project, which is paused until further notice. CPD will shift the position's other responsibilities to remaining staff with minimal impact.	(1.00)	(101,100)
• A decrease in personnel services due to the expiration of a limited GIS Analyst in 2020.	(1.00)	(70,900)
• A decrease in services and supplies due to a reduction in professional services budget for contracts used to supplement citywide and small area planning efforts. CPD will mitigate the impact by assigning more staff time to projects as needed.	0.00	(100,000)
Revenue		
• A revenue increase due to modest economic growth projected in 2021, resulting in increased revenue from permits and plan reviews. Note that this is still a significant decrease from 2019 and pre-COVID-19 2020 expectations.	0.00	1,479,000
Grants		
• A decrease in grant spending due to a grant-funded position expiring in 2020.	(0.58)	(56,500)

The budgeted vacancy savings is \$1,108,559.

The budgeted furlough savings is \$720,215.

Budget Detail

Office of the Manager (0141000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	3,117,685	2,901,570	4,519,122	1,617,552	55.7%
Services and Supplies	352,599	363,135	425,921	62,786	17.3%
Capital Equipment	124,653	30,000	0	(30,000)	(100.0%)
Internal Services and Misc.	1,620	10,798	10,798	0	0.0%
Restricted Budget	0	1,162,842	0	(1,162,842)	(100.0%)
Expenditures by Type Total	3,596,557	4,468,345	4,955,841	487,496	10.9%
Expenditures by Activity					
Administration	1,881,128	2,897,501	4,080,401	1,182,900	40.8%
Finance & Accounting	1,715,428	1,570,844	875,440	(695,404)	(44.3%)
Expenditures by Activity Total	3,596,557	4,468,345	4,955,841	487,496	10.9%
Other Program Funding Sources					
Grants					
Historic Structure Assessment	39,961	14,973	10,000	(4,973)	(33.2%)
General Government SRF					
Landmark Preservation Fund	23,768	75,000	25,000	(50,000)	(66.7%)
Capital Projects Funds					
Other Agency Capital Project	0	300,000	300,000	0	0.0%
Other Program Funding Sources Total	63,729	389,973	335,000	(54,973)	(14.1%)
Total Program Expenditures	3,660,286	4,858,318	5,290,841	432,523	8.9%
Personnel Complement (Budgeted)					
Administration	11.00	11.58	35.75	24.17	208.6%
Finance & Accounting	23.00	21.00	12.00	(9.00)	(42.9%)
Personnel Complement (Budgeted) Total	34.00	32.58	47.75	15.17	46.5%
Total Personnel Complement	34.00	32.58	47.75	15.17	46.5%
Revenue					
Licenses and Permits	681,645	592,800	592,800	0	0.0%
Charges for Services	54,711	60,000	60,000	0	0.0%
Miscellaneous Other	160	0	0	0	0.0%
Revenue Total	736,516	652,800	652,800	0	0.0%
Furlough Savings			(113,956)		
Vacancy Savings			(133,439)		

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Development Services (0142000)					
Expenditures by Type					
Personnel Services	21,156,157	20,707,461	18,743,744	(1,963,717)	(9.5%)
Services and Supplies	756,725	571,576	532,470	(39,106)	(6.8%)
Internal Services and Misc.	1,827	2,000	2,000	0	0.0%
Restricted Budget	0	633,861	0	(633,861)	(100.0%)
Expenditures by Type Total	21,914,710	21,914,898	19,278,214	(2,636,684)	(12.0%)
Expenditures by Activity					
Permitting	12,313,247	12,308,187	11,130,698	(1,177,489)	(9.6%)
Inspections	9,601,463	9,606,711	8,147,516	(1,459,195)	(15.2%)
Expenditures by Activity Total	21,914,710	21,914,898	19,278,214	(2,636,684)	(12.0%)
Total Program Expenditures	21,914,710	21,914,898	19,278,214	(2,636,684)	(12.0%)
Personnel Complement (Budgeted)					
Inspections	103.75	107.00	86.00	(21.00)	(19.6%)
Permitting	101.25	96.00	80.00	(16.00)	(16.7%)
Personnel Complement (Budgeted) Total	205.00	203.00	166.00	(37.00)	(18.2%)
Total Personnel Complement	205.00	203.00	166.00	(37.00)	(18.2%)
Revenue					
Licenses and Permits	25,920,377	19,828,379	20,657,400	829,021	4.2%
Fines and Forfeits	(250)	0	0	0	0.0%
Charges for Services	14,098,195	10,530,500	11,180,500	650,000	6.2%
Miscellaneous Other	(53,410)	50,000	50,000	0	0.0%
Revenue Total	39,964,912	30,408,879	31,887,900	1,479,021	4.9%
Furlough Savings			(473,211)		
Vacancy Savings			(772,362)		

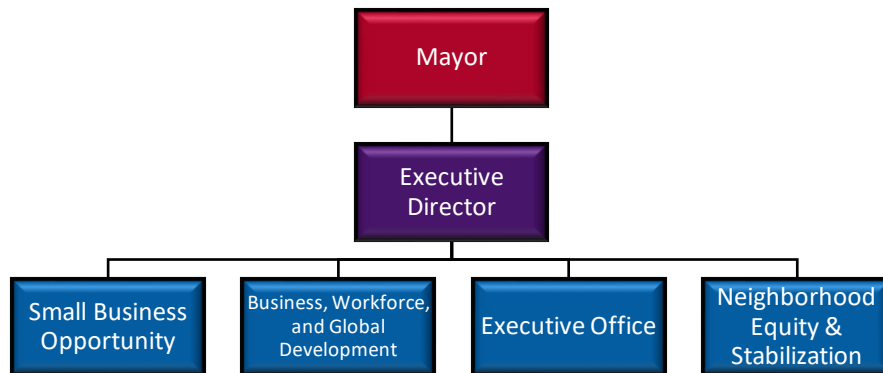
	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Planning Services (0143000)					
Expenditures by Type					
Personnel Services	5,629,655	5,713,615	5,096,977	(616,638)	(10.8%)
Services and Supplies	327,758	1,128,330	827,369	(300,961)	(26.7%)
Internal Services and Misc.	5,508	5,000	5,000	0	0.0%
Restricted Budget	0	150,765	0	(150,765)	(100.0%)
Expenditures by Type Total	5,962,921	6,997,710	5,929,346	(1,068,364)	(15.3%)
Expenditures by Activity					
Planning	5,758,741	6,667,143	5,929,346	(737,797)	(11.1%)

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Planning Services (0143000)					
Plan Implementation	95,222	125,189	0	(125,189)	(100.0%)
NDCC Projects	108,959	205,378	0	(205,378)	(100.0%)
Expenditures by Activity Total	5,962,921	6,997,710	5,929,346	(1,068,364)	(15.3%)
Other Program Funding Sources					
Grants					
Transit Oriented Development Planning Pilot Program	818,754	399,466	0	(399,466)	(100.0%)
Total Program Expenditures	6,781,675	7,397,176	5,929,346	(1,467,830)	(19.8%)
Personnel Complement (Budgeted)					
NDCC Projects	2.00	2.00	0.00	(2.00)	(100.0%)
Plan Implementation	2.00	1.00	0.00	(1.00)	(100.0%)
Planning	47.50	49.00	45.00	(4.00)	(8.2%)
Personnel Complement (Budgeted) Total	51.50	52.00	45.00	(7.00)	(13.5%)
Other Program Funds FTE					
Grants					
Transit Oriented Development Planning Pilot Program	0.00	0.58	0.00	(0.58)	(100.0%)
Total Personnel Complement	51.50	52.58	45.00	(7.58)	(14.4%)
Revenue					
Licenses and Permits	58,103	55,000	55,000	0	0.0%
Charges for Services	875	0	0	0	0.0%
Miscellaneous Other	(456)	0	0	0	0.0%
Revenue Total	58,522	55,000	55,000	0	0.0%
Vacancy Savings			(202,758)		
Furlough Savings			(133,048)		

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
North Denver Cornerstone Collaborative (0146000)					
Expenditures by Type					
Personnel Services	1,349,264	1,420,996	0	(1,420,996)	(100.0%)
Services and Supplies	875,789	795,445	0	(795,445)	(100.0%)
Capital Equipment	2,550	2,500	0	(2,500)	(100.0%)
Internal Services and Misc.	4,982	3,500	0	(3,500)	(100.0%)
Restricted Budget	0	117,871	0	(117,871)	(100.0%)
Expenditures by Type Total	2,232,585	2,340,312	0	(2,340,312)	(100.0%)

North Denver Cornerstone Collaborative (0146000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Activity					
North Denver Cornerstone Collaborative	2,232,585	2,340,312	0	(2,340,312)	(100.0%)
Other Program Funding Sources					
Capital Projects Funds					
Other Agency Capital Project	0	450,000	0	(450,000)	(100.0%)
Theatres & Arenas Capital Projects	0	400,000	0	(400,000)	(100.0%)
Total	0	850,000	0	(850,000)	(100.0%)
Total Program Expenditures	2,232,585	3,190,312	0	(3,190,312)	(100.0%)
Personnel Complement (Budgeted)					
North Denver Cornerstone Collaborative	9.75	12.00	0.00	(12.00)	(100.0%)
Total Personnel Complement	9.75	12.00	0.00	(12.00)	(100.0%)

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Mission

Denver Economic Development and Opportunity is leading an inclusive and innovative economy for all Denver residents, businesses, and neighborhoods. By supporting local and global business development, affordable housing programs, and stabilization efforts in Denver’s diverse neighborhoods, we are creating opportunity for everyone to make a home, get a job, and build a future.

Department Summary

The COVID-19 Coronavirus pandemic caused an immediate and rapid impact on Denver’s residents, workers, and businesses. The Denver unemployment rate reached an all-time high of 13.2% in May 2020, and in June the National Bureau of Economic Research declared that the U.S. had officially entered into a recession in February of 2020 due to the “unprecedented magnitude of the decline in employment and production, and its broad reach across the entire economy.” Businesses of all types and sizes reported impacts ranging from disruption to business operations and reduced hours to full closures, significantly impacting their revenue.

Denver Economic Development and Opportunity (DEDO) played a significant role in providing immediate economic relief to the Denver community at the onset of the pandemic. The launch of the Small Business Emergency Relief Grants, Nonprofit Emergency Relief Grants, Small Business PPE Kit program, and enhanced technical and capacity building support proved to be valuable tools for the city to help our struggling businesses and nonprofits survive. Concurrently, DEDO’s workforce team provided innovative ways to engage thousands of jobseekers and employers, while physical workforce centers were closed.

Now more than ever, Denver must invest in economic and workforce development to ensure that as we recover, no one is left behind.

In 2021, DEDO’s budget will be strategically used to support the stability and long-term recovery of Denver’s economy by providing equitable opportunities to residents and businesses in the city’s most under-resourced neighborhoods, bolstering support for small, minority, and women-owned businesses, while deploying traditional economic development tactics to help rebuild and reinforce the city’s tax base.

Our goal is to ensure that our economy – and the people of Denver – emerge from the COVID-19 pandemic stronger and more equitable than it was before.

Services

Small Business Opportunity

In 2020, the Ordinance authorizing the **Division of Small Business Opportunity (DSBO)** was renewed for an additional five years, underscoring the importance of this program which supports the growth, capacity, and sustainability of small, disadvantaged, minority, and women-owned businesses. DSBO’s mission is to encourage the utilization of certified firms on city-managed construction and professional services projects and the procurement of covered goods and services purchased by the City.

Supporting activities include:

- 1) certifying small, minority- and women-owned businesses in both local and federal programs; 2) establishing and monitoring small business participation goals to level the playing field for small businesses on projects and procurement of goods and services throughout the City and County of Denver; 3) providing technical assistance and education training for small businesses; and 4) ensuring that the DSBO’s outreach program focuses on educating small businesses, coordinating



the Mentor Protégé program, and collaborating with internal and external stakeholders within the Denver community. DSBO also works to increase opportunity and access through partnerships with stakeholder groups, such as the Black and Hispanic Chambers and various contractor organizations, and nonprofit resource partners to implement specific programmatic actions.

Nearighborhood Equity and Stabilization Team (NEST)

The **Nearighborhood Equity and Stabilization Team (NEST)** is working to support neighborhoods experiencing significant change in elevating their voice to determine the future of their communities by empowering under-resourced and marginalized residents and businesses.

Through identifying, prioritizing and serving individuals, neighborhoods, and businesses where gentrification is likely to occur, DEDO's NEST Division works to prevent involuntary displacement and promote advancement of economic equity and active resident participation in the make-up and development of neighborhoods. NEST is a relatively new program that has continued to grow and evolve in 2020 with the addition of three staff members who were formerly part of the North Denver Cornerstone Collaborative. With the growth of the team and newly developed strategic plan, NEST is poised to further advance equity in neighborhood development in 2021, working closely with the community as well as participating in the City's neighborhood planning initiative.

Business Development



The **Business Development Business Unit (BD)** is focused on fostering economic inclusivity and enhancing Denver's future economic resiliency. Responsibilities include growing and sustaining the local business environment, from supporting micro businesses and emerging entrepreneurs, to Denver's largest

foundational firms. In 2020, during the COVID-19 pandemic, the Biz Dev team developed and deployed the Small Business Emergency Relief Grants, with priority put on the smallest, most vulnerable, and most impacted businesses.

In addition to providing emergency relief support, business development team efforts include attracting, retaining, and growing Denver businesses and encouraging and [supporting entrepreneurial opportunities](#), with an emphasis on targeted business clusters central to Denver's long-term competitiveness. Success is measured in small businesses served, jobs influenced, investment encouraged, and business and entrepreneurial activity.

Workforce Development

The **Workforce Services Business Unit (WS)** connects local employers with a qualified and trained talent pipeline, while providing job seekers with training and employment opportunities. WS cultivates job and career skills of Denver's current and future workforce and assists businesses with connecting to a talent pool of productive employees, while also helping those businesses to sustain and succeed in the global marketplace. Working closely with Denver Human Services, Denver Public Schools, and other partners, WS continues to focus on moving adults and youth toward economic independence and success. WS will also continue to partner with several public and private organizations to expand the talent pipeline needed for the large number of regional public infrastructure projects (National Western Center, I-70, DEN Great Hall, Convention Center, Elevate Denver Bond projects) to recruit, train, and staff these projects.

WS also acts as a catalyst to the larger workforce system through the convening of the Denver Workforce Integration Network (DWIN), a monthly gathering of system stakeholders to align, enhance, and innovate. The City's 2019-2020 Annual WIOA Report is available at https://www.denvergov.org/content/dam/denvergov/Portals/690/workforce-2020-/A_Denver_PY19_20_Annual_Report.pdf, and the 2020-2024 WIOA Strategic Plan can be reviewed at https://www.denvergov.org/content/dam/denvergov/Portals/690/workforce-2020-/C_Denver_WDB_2020_24_Strategic_Plan.pdf

Global Business Development

The **Global Business Development Unit (GBD)** is focused on building Denver’s capacity to engage in global markets. This activity includes strengthening Denver’s global connectivity and competitiveness to spur local job opportunities, increasing foreign direct investment in Denver, and increasing businesses’ access to the global marketplace. Efforts center on attracting foreign direct investment; increasing awareness of our community and economic opportunities by hosting international delegations and dignitaries; building strategic partnerships with international organizations; supporting Denver International Airport’s route development through international businesses missions, events, and programs; and encouraging exports by Denver businesses.

In 2020 the Global Business Development team worked to ensure that foreign-owned companies in Denver were stable and had access to resources they needed to survive COVID-19, thus retaining them in our city, continued to work with global partners in strategic markets around the world to virtually promote Denver’s viability as a great place to land to their scaling companies, and has converted a number of events and activities to happen virtually for the



remainder of 2020 such as the Global Landing Pad, the Global Visitors Welcome, the Denver Takayama 60-year anniversary celebration, and industry-focused roundtable discussions focused on key target industries. The team has also strengthened relationships with the local Colorado Consular Corps - comprising foreign diplomats from close to 40 countries – by hosting biweekly calls to keep them apprised of city and state updates around COVID-19 programs and initiatives.

Executive Office

The **Executive Office** is dedicated to advancing the operational effectiveness and customer service of DEDO, its programs and initiatives, and increasing the impacts and outcomes achieved for the residents and businesses of Denver. Key activities include the establishment of DEDO strategic plan, goals, objectives, and performance/forecasting metrics; policy development and direction; marketing and communications support, including community outreach, public engagement, government relations, strategic marketing, and media relations; financial management, including budgeting and accounting; contract management; staffing and structure and employee engagement; operational management, project management, data analysis, and continuous improvement. As a support to each DEDO division, this team seeks to increase awareness of the Department’s investments, programs and services, as well as ensure all public funds (federal, state, and city) leverage the type of impact and change that aligns with the Mayor’s, City Council’s, and the Department’s goals and vision.

Strategies

DEDO’s Key strategies include:

- Strengthen alignment between business needs and community assets to expand talent pipelines.
- Develop and expand programs that support the recovery of Denver’s small businesses.

- Address post COVID-19 community needs regarding workforce training/re-training and business supports.
- Reinforce Denver as a viable expansion, start-up, or relocation destination to both global and domestic business prospects.
- Build Denver's capacity to engage in global markets.
- Expand capacity of small, minority, and women-owned businesses.
- Partner with city and community stakeholders to implement culturally responsive programs that narrow the social and economic equity gaps in prioritized neighborhoods.
- Identify communities at risk for displacement due to capital investments and convene citywide stakeholders to implement mitigation strategies.

Performance and Program Highlights

Supporting Denver's Most Vulnerable Small Businesses

Small business is the backbone of Denver's community and the cornerstone of many of Denver's most historic and diverse neighborhoods. The COVID-19 pandemic caused severe financial stress to many of these businesses. In 2020, in response to COVID-19, DEDO swiftly launched a Small Business Emergency Relief Program, providing up to \$7,500 in grant assistance to Denver businesses most impacted by this crisis as determined by public health mandates. The program prioritized the City's most vulnerable businesses, and as of July 1, 2020, 825 grants were awarded, totaling more than \$5M, with 65 percent identifying as women and/or minority owned and 87 percent with 10 employees or less.

"I just wanted to thank you again for your assistance with the process in the city selecting business grant applicants and awarding the grants. I was selected and received the grant last week. I am forever grateful for your support and quick responses. It was a VERY scary time for small business owners.....now I see a light at the end of the tunnel! "

- local salon owner

In 2021, DEDO will continue to prioritize Denver's smallest, most vulnerable businesses providing the support they will need to succeed post-COVID-19.

Improving Business Equity

Improving business equity for Denver's small, minority, and women-owned businesses starts with making major improvements to DEDO's Division of Small Business Opportunity program. In 2019, payments to certified firms totaled \$188.5 million (vs. \$134.5 million in 2018).

These achievements were made possible because of the DSBO team's dedication to working with both external and internal partners to improve processes and implement changes to benefit small businesses and the community. The Disparity Study conducted by consultants was released in February 2019 and highlighted several key issues affecting the ability of small businesses to participate in city contracting opportunities. As a result, DSBO's ordinance was reauthorized on May 2, 2020 to improve access to contracting opportunities, prevent discrimination, and ensure equity for small minority- and women-owned firms on public contracts.

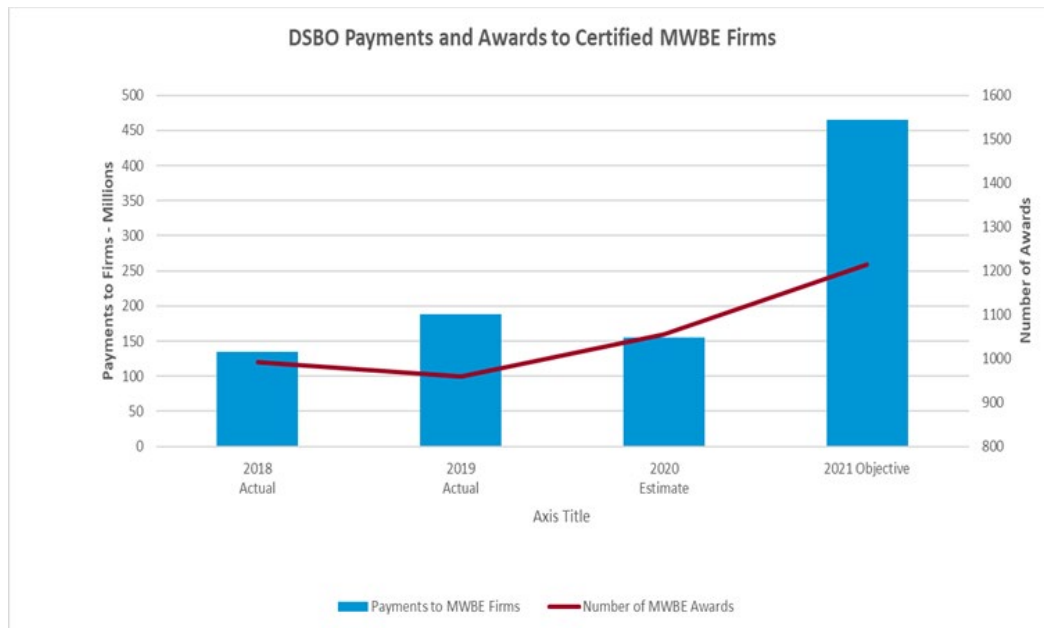
Significant improvements to the DSBO Ordinance include, but not limited to the following:

- Streamlined Prompt Payment process to ensure that certified subcontractors are paid within 35 days.
- Increased opportunity through the expansion of goods and services categories and thresholds applied to Purchasing program.
- Increased oversight on equity and utilization language on contracts and procurements and establishing new requirements including Utilization Plans, MWBE Coordinators, and Evaluation Criteria.

"I am so excited that Contractor Prompt Pay is actually a conversation and change that is being pushed for. We are so blessed to have you representing us little guys!!!"

-Local Trucking Company

- Capacity building programs including a Citywide Mentor Protégé Program and the development of a COVID-19 related technical assistance program for certified businesses.
- Internal and external training on new ordinance requirements to encourage a greater understanding of the DSBO program.
- Improved certification programming to increase the pool of certified firms to take advantage of the City's contracting Opportunities.
- Removing barriers through setting aggressive MWBE goals and SBE defined pool programs including strategic language in procurements to foster stronger relationships between prime and subcontractors.
- Hosting community forums and town hall meetings like the Construction Empowerment Initiative (CEI) to provide resources and information related to relief and sustainability.



Additionally, at the direction of Mayor, the executive leadership from the largest city agencies and capital programs continue to convene as the Business Equity Leadership Team (BELT) to work alongside DSBO to implement strategies and tactics to increase small business participation on city contracts.

Increasing the City's Responsiveness to Resident Direction

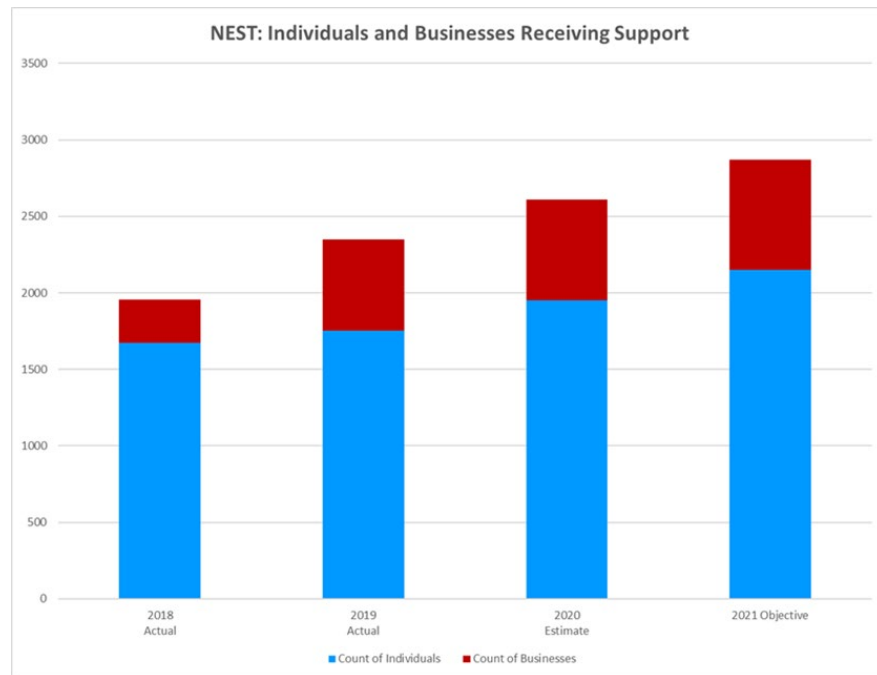
The NEST team has three key focus areas:

- Building relationships with key stakeholders in priority neighborhoods to ensure the City can hear and respond to the community's needs and vision for growth and development;
- Providing economic support and resources to small and under-resourced businesses and organizations to help narrow the wealth gap;
- Working with neighborhood leaders and civic organizations to advocate for the resources and opportunities they need in their communities.

Using this approach in 2020, NEST successfully brought East Colfax community members to the table with city representatives to discuss the East Area Plan for development, providing the opportunity for community members to directly interface with city personnel regarding plans that have a direct impact on their day-to-day lives. Additionally, NEST continues to fund important community development efforts throughout the city, including providing funding and technical assistance to organizations and businesses that may not qualify for other grant or loan opportunities. Most recently NEST released a Notice of Funding Availability (NOFA) for nonprofits serving and located in NEST priority communities to support

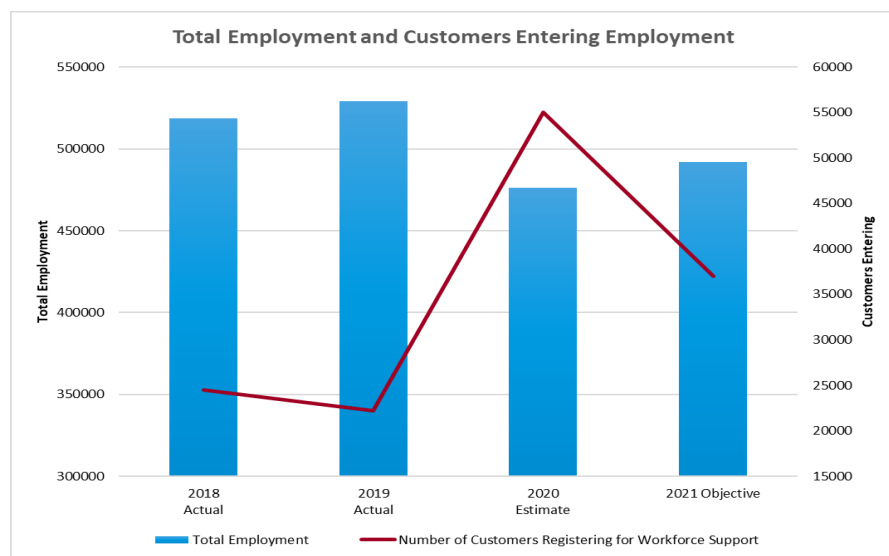
COVID-19 relief efforts and cover funding gaps created by the pandemic. By the end of 2020, NEST will have distributed at least \$2 million in funding to the most vulnerable nonprofit organizations serving the highest-need communities in the City.

Goals for 2021 include continuing to provide resources to vulnerable communities, businesses and organizations that often fall through the cracks due to internal capacity and stringent eligibility requirements of other funding programs. NEST also plans to continue refining programs such as Peer Navigator Support and leadership programming, placing more emphasis on directly supporting community efforts. Rather than contract with a third-party organization to administer the Peer Navigator Support program, NEST will contract directly with community members to act as peer navigators and liaisons between communities and city departments as needed. Additionally, NEST will work with community partners to identify and support existing efforts to build leadership capacity and connect community members to leadership opportunities within their local community, the City, and the State. It is NEST's goals to move toward supporting community-directed efforts, putting more resources directly into the hands of community members.



Supporting Job Seekers and Employers

In 2020, Workforce Services focused on programs and services customized to the job seekers being served. Our partnerships on the youth side with non-profits and other organizations allow WS to provide more tailored support to youth with disabilities. Additional partnerships provide support for homeless youth and connects older youth with conviction as a barrier to on-the-job training opportunities. Programs on the adult side include the Veterans Service to Career Program, the Back to Work 50+, and our ongoing Disability Employment Initiative have allowed WS to better serve customers.



In the past year WS has also supported the expansion of the WORKNOW platform to recruit, train, and deploy workers in construction fields and created an internal team to advise and monitor the performance of construction firms performing the work on public projects as it relates to workforce development. WS has also sustained the Technology Employment in Colorado Partnership which is focused on connecting job seekers to training and employment opportunities in the Information Technology industry. These two industries along with other key sectors in Denver that offer “good jobs”, a livable wage, clear career pathways, and opportunities for advancement will be a key focus moving forward. This is more critical than ever as WS will be working to support workers laid off during the COVID-19 pandemic to get connected to training and employment opportunities that will allow them to thrive in the Denver community.

“Thank you Alison and the City and County of Denver employment team. You are really providing many helpful resources to many in such an unprecedented time. It's clear to me that you are doing all you can and making Denver shine in the spotlight. I'm proud to live in such a great city and state, which my family and I call home. Thank you from the bottom of my heart for your efforts to help others.”

- Food sales and distributor

During COVID-19, Workforce Services was able to successfully transition their services to a virtual environment. The team - conducted numerous events from Now Hiring Calls connecting employers to job seekers, Rapid Response calls providing information on unemployment benefits and job search assistance to employees impacted by layoffs and Virtual Job Fairs.

2020 COVID-19 Overview & Statement

The COVID-19 pandemic caused an immediate and rapid impact on Denver’s residents, workers, and businesses. Since the onset of the public health crisis, Denver Economic Development and Opportunity (DEDO) has played a signification role in providing urgent economic relief to the community by leveraging every dollar possible to support Denver’s most vulnerable small businesses and nonprofits.

In August 2020, DEDO published a comprehensive report to summarize the economic relief efforts year -to-date.

Economic Relief Progress Report for March – August 2020:

https://www.denvergov.org/content/dam/denvergov/Portals/690/errc/COVID-19_EconomicReliefProgressReport.pdf

Key steps to DEDO’s COVID-19 economic relief included:

- Forming the Denver Economic Relief and Recovery Council (ERRC) to assist in the relief and recovery of Denver’s economy by coordinating public and private efforts to assist businesses, nonprofits, employers, and workers during and after the COVID-19 pandemic. Committee webpage: <https://www.denvergov.org/content/denvergov/en/denver-office-of-economic-development/economic-relief-and-recovery-council.html>
- Immediately transition jobseeker services to a virtual platform. Due to the public health order to maintain social distancing and close non-essential businesses Denver Workforce Services was forced to close their three workforce centers, but immediately offered virtual services.
- Refocus business development efforts to the immediate relief of the City’s most vulnerable small businesses. Recognizing the economic impact of the COVID-19 pandemic on our local business community, the Business Development team quickly launched a small business emergency relief fund grant in March.
- Helped struggling residents and nonprofits – the Neighborhood Equity and Stabilization Team rolled up their sleeves to help residents through partnering with food banks to get supplies into vulnerable communities, while concurrently launching a nonprofit emergency relief grant program.

- Transitioned the Global Business Development programs to a virtual platform – the signature Global Landing Pad event for businesses looking to expand or relocate to the Denver was entirely virtual this year and still attracted 15 companies from seven countries. Additionally, the planned delegation trip for the United Airlines inaugural nonstop flight to Rome was postponed indefinitely.

As of August 2020, DEDO had allocated \$11.8 million of support to small businesses and nonprofits in Denver, with many other initiatives in the works that will help eliminate barriers, streamline processes, and support the community during and out of this crisis.

In 2021, DEDO's work will continue to focus on the stability and long-term recovery of Denver's economy by providing equitable opportunities to residents and businesses in the City's most under-resourced neighborhoods, bolstering support for small, minority, and women-owned businesses, while deploying traditional economic development tactics, to help rebuild and reinforce the City's tax base.

COVID-19 Mitigation Strategies

At the onset of the COVID-19 pandemic, the city approached the impending economic crisis by leveraging every dollar possible to provide immediate and urgent relief to Denver's vulnerable small businesses and nonprofits.

Initial strategies for immediate relief included:

- Provide immediate support to the most vulnerable businesses and employees with existing resources
- Identify regional and federal relief resources available for Denver's small business
- Assess impact on workforce and need for reskilling/retraining
- Create roadmap to identify most urgent needs among businesses
- Remove barriers – through policy, regulation, or process changes and improvements
- Identify where the city can fill social service gaps
- Collaborate with regional and federal partners
- Collect and analyze data to better understand the localized impacts of COVID-19
- Ensure equity is addressed with all programs/initiatives

COVID-19 Performance and Program Highlights

Workforce/Job Seeker Support

Between March and August 2020, DEDO supported 7,900 individuals and 1,500 businesses through 190 events and one-on-one calls.

Virtual 1:1 Job Coaching via phone or email

DEDO Workforce Services team helped job seekers with job search plans, building a network, and identify resources specific to their career needs.

Rapid Response Calls

These phone conference calls provided information about a wide range of services and benefits for job seekers, such as unemployment insurance, connecting to career counseling, job search assistance, resume preparation, and so on. In a time where the unemployment insurance system is overwhelmed, these sessions allow a venue twice a day where job seekers are guaranteed to speak to someone live.

Now Hiring! Calls

These calls aimed to keep job seekers connected to employers. Teleconferences were hosted by two employers each time.

Virtual Hiring Events

All City and County of Denver hiring events now happen as a Virtual Job Fair.

Workforce Wednesday Webinars

These webinars provided tips on interviewing (via phone and online), resume assistance and social media help. The WS team also provided a general overview of Workforce Services, hot jobs, virtual job fairs, hiring events and more.

Small Business and Nonprofit Support

Small Business Local Support Grant Program

Provided \$7.3M in Grants of up to \$7,500 for businesses less than 25 employees and \$2M in revenue. To date, 1,098 grants have been awarded (Budget/Source: \$3.5M General Fund; \$3.4M CRF, \$390k Downtown Denver Partnership Business Relief Fund)

Program info + link to grantees/stats: <https://www.denvergov.org/content/denvergov/en/denver-office-of-economic-development/housing-neighborhoods/small-business-emergency-relief-program.html>

Priority Neighborhood Local Business Support Grant (NEST) \$1M TOTAL

Grants up to \$7,500 for businesses less than 25 employees and \$2M revenue specifically in priority neighborhoods including: East Colfax, Elyria-Swansea, Globeville, Montbello, Northeast Park Hill, Sun Valley, Valverde, Villa Park, West Colfax, and Westwood. (Budget/Source: \$1M, Coronavirus Relief Fund under CARES ACT- Round 1)

Program info and links to grantees and stats: <https://www.denvergov.org/content/denvergov/en/denver-office-of-economic-development/housing-neighborhoods/priority-neighborhood-small-business-grant.html#:~:text=The%20Priority%20Neighborhood%20Small%20Business,only%20within%20Denver's%20NEST%20neighborhoods.>

PPE for Small Businesses/Nonprofits

Provided approximately 4,500 free kits including hand sanitizer, surface disinfectant, masks, face shields, and a non-contact thermometer, valued over \$300 per kit. (Budget/Source: \$1.5M, Coronavirus Relief Fund under CARES ACT- Round 1)

Program info: <https://www.denvergov.org/content/denvergov/en/denver-office-of-economic-development/housing-neighborhoods/ppe-program.html>

Nonprofit Grant Relief Program

Grants up to \$15,000 for nonprofits serving Denver (Budget/Source: \$2M, Coronavirus Relief Fund under CARES ACT- Round 1 & 2). Approximately 57 grants were awarded in Round 1 (Rounds 2 and 3 in August and September 2020)

Program info + links to grantees and stats: <https://www.denvergov.org/content/denvergov/en/denver-office-of-economic-development/housing-neighborhoods/nonprofit-emergency-relief-grants.html>

Department Budget

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Office of HOPE	780,364	0	0	0	0.0%
Small Business Opportunity	2,279,094	3,520,879	1,720,763	(1,800,116)	(51.1%)
Neighborhoods	0	334,599	1,430,639	1,096,040	327.6%
Business Development Division	2,007,948	2,180,973	2,045,509	(135,464)	(6.2%)
Executive Office	3,338,772	2,315,822	2,404,988	89,166	3.9%
Total	8,406,178	8,352,273	7,601,899	(750,374)	(9.0%)
General Fund Expenditures by Type					
Personnel Services	6,304,540	6,106,514	5,251,551	(854,963)	(14.0%)
Services and Supplies	2,047,432	1,684,357	2,332,038	647,681	38.5%
Capital Equipment	40,542	22,920	0	(22,920)	(100.0%)
Internal Services and Misc.	13,662	46,560	18,310	(28,250)	(60.7%)
Restricted Budget	0	491,922	0	(491,922)	(100.0%)
Total	8,406,178	8,352,273	7,601,899	(750,374)	(9.0%)
Total General Fund	8,406,178	8,352,273	7,601,899	(750,374)	(9.0%)
General Fund Revenue					
Charges for Services	1,118,069	1,965,717	478,975	(1,486,742)	(75.6%)
Miscellaneous Other	(23,961)	0	0	0	0.0%
Total	1,094,108	1,965,717	478,975	(1,486,742)	(75.6%)
Special Revenue Funds Expenditures					
General Government	0	0	1,311,562	1,311,562	0.0%
Community Development and Economic Opportunity	4,378,796	10,373,722	4,321,545	(6,052,177)	(58.3%)
Total Special Revenue Funds	4,378,796	10,373,722	5,633,107	(4,740,615)	(45.7%)
Grants					
Grants	7,948,794	23,116,777	22,342,081	(774,696)	(3.4%)
Total Grants	7,948,794	23,116,777	22,342,081	(774,696)	(3.4%)
Personnel Complement					
Community Development and Economic Opportunity - Civilian	30.78	61.43	61.91	0.48	0.8%
General Fund Operations - Civilian	61.97	57.47	43.97	(13.50)	(23.5%)
General Government - Civilian	0.00	0.00	12.00	12.00	0.0%
Total	92.75	118.90	117.88	(1.02)	(0.9%)
Total Personnel Complement	92.75	118.90	117.88	(1.02)	(0.9%)

*The Economic Opportunity SRF received an increase of \$2M from contingency as approved by City Council, to offer relief and funds to businesses in 2020 to respond as part of a coronavirus relief package – before federal funds were available. These emergency funds are not included in the 2021 budget.

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-year Reductions

Due to the COVID-19 impact on the economy in 2020, the Denver Economic Development and Opportunity implemented \$491,922 in mid-year reductions, including the following savings:

- \$177,639 in personnel services, primarily achieved by delaying filling vacant positions and requiring staff to take eight unpaid furlough days.
- \$314,283 in services and supplies, achieved by eliminating discretionary spending on travel and training and by decreasing various professional services contracts.

Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line. The Department resubmitted some of these budget reductions again for 2021 in addition to other reductions described in the Significant Budget Changes section below.

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Division of Small Business Opportunity (DSBO)		
• A decrease in personnel services to transfer all positions that are dedicated to providing direct services to DEN to a new Internal Billings and Reimbursement Special Revenue Fund (SRF), including five Compliance-Certification Officer Associates, two Compliance-Certification Officer Seniors, one Compliance-Certification Officer Staff, one Compliance-Certification Supervisor, and one Manager. All expenditures and revenue associated with these positions have also moved to the new SRF, and this will not impact services.	(12.00)	(1,227,000)
• A decrease in personnel services due to one Compliance-Certification Officer Senior and one Manager moving from DSBO's General Fund operations to DEN's Commerce HUB. This change occurred after the 2020 budget was final and prior to establishing the new Internal Billings and Reimbursement SRF.	(2.00)	(256,600)
• A decrease in personnel services due to a Management Analyst II moving from DSBO to the Executive Office.	(1.00)	(107,100)
• A decrease in personnel services due to the expiration of a Compliance-Certification Officer Associate that was made limited in a swap to make a Contract Certification Supervisor unlimited.	(1.00)	(88,900)
• A net decrease in personnel services due to prior year budget amendments to reallocate funding.	0.00	(52,600)
• An increase in services and supplies due to prior year budget amendments to reallocate funding.	0.00	28,000
• A decrease in services and supplies due to the reallocation of expenditures to the new Internal Billings and Reimbursement SRF for direct services to DEN.	0.00	(185,500)
• A decrease in services and supplies due to a reduction in Business, Construction and Housing loans supporting certified firms. DSBO will utilize community partners to mitigate impacts to services.	0.00	(100,000)
• A decrease in capital equipment for one-time items purchased by DEDO in 2020.	0.00	(11,700)

2021 Impact Description	FTEs	Dollars
Neighborhoods Division		
• An increase in personnel services due to the transfer of one Director, two Administrator I positions, and one Administrator II from the North Denver Cornerstone Collaboration (NDCC) into NEST.	4.00	501,300
• An increase in personnel services to create a new, permanent Administrator I for the NEST Division.	1.00	98,900
• An increase in services and supplies due to reallocating budget from NDCC for professional services.	0.00	225,800
• An increase in services and supplies due to reallocating budget from NDCC for ongoing support of established social impact programs.	0.00	135,000
• An increase in services and supplies due to reallocating budget from NDCC to ensure ongoing support of community engagement programs.	0.00	100,000
• An increase in services and supplies due to reallocating budget from NDCC to support Peer Navigators.	0.00	50,000
• A decrease in capital equipment for one-time items purchased by DEDO in 2020.	0.00	(1,200)
• An increase in internal services due to reallocating budget from NDCC.	0.00	1,800
Business Division (BD)		
• A decrease in personnel services due to reallocating a Project Manager II to a Financial Director position and transferring it to the Office of the Executive Director.	(1.00)	(196,300)
• An increase in services and supplies to support the 16th Street Mall project by implementing a program to help mitigate the impacts of the construction for the businesses on the Mall.	0.00	300,000
• A net increase in services and supplies due to prior year budget amendments to reallocate funding.	0.00	119,400
• A decrease in services and supplies due to reducing professional services contracts. This decrease allows DSBO to maintain existing projects.	0.00	(50,600)
• A decrease in services and supplies due to reducing Global Business Division employee travel after re-evaluating program needs.	0.00	(26,900)
• A decrease in services and supplies due to reducing Business Development employee travel.	0.00	(5,000)
• A decrease in services and supplies due to reducing DSBO dues, licensing, and subscriptions.	0.00	(2,500)
Executive Office		
• A net increase in personnel services due to the reallocation of employees between other divisions as well as between grants and the General Fund to align scope of work to day-to-day job duties.	0.50	51,100
• An increase in personnel services due to the transfer in of a Financial Director from the Business Division.	1.00	200,700
• An increase in personnel services due to retirement payouts through the Special Incentive Program in 2021.	0.00	46,800
• A decrease in personnel services due to freezing one Mayoral Appointee position that is budgeted in DEDO and will not be filled in 2021.	(1.00)	(177,000)
• A decrease in personnel services due reallocating the Director of Marketing and Communication position to the Community Development Block Grant and Workforce Development. The functions of this position have been realigned to support CDBG and Workforce grants.	(1.00)	(163,300)
• A decrease in personnel services due to freezing an Administrator III position for 2021.	(1.00)	(134,100)
• An increase in services and supplies to support the Aerotropolis district project.	0.00	250,000

2021 Impact Description

	FTEs	Dollars
• A net increase in services and supplies due to prior year budget amendments to reallocate funding.	0.00	110,000
• A decrease in services and supplies due to a reduction in research and consulting services aimed at supporting equity-based platforms. Additional funding is available for these platforms, however.	0.00	(50,000)
• A decrease in capital equipment for one-time items purchased by DEDO in 2020.	0.00	(10,000)
• A decrease in internal services due to prior year budget amendments to reallocate funding.	0.00	(30,000)

Revenue

• A revenue decrease due to reallocating positions that provide direct services to DEN and related operating expenses to the new Internal Billings and Reimbursements SRF. The billings for services revenue will be deposited in the new SRF.	0.00	(1,486,700)
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Workforce Development Special Revenue Funds

• A net decrease in SRF expenditures driven primarily by one-time budget rolls from 2019 into 2020.	0.00	(1,556,500)
• A net decrease in the Business Incentives SRF due to the one-time transfer out in 2020 of cash to the Coronavirus Emergency Business Support SRF. Transfers out show up as an expense.	0.00	(800,000)
• A decrease in personnel services due to allocating eligible personnel expenditures for staff who support the Elevate Bond from the Recruitment, Retention and Training SRF to the Bond.	0.00	(195,800)
• A decrease in the SRF due to a Senior Management Analyst moving to the Community Development Block Grant based on a change in a scope of work.	(1.00)	(56,500)

Workforce Development Grants

• A decrease in grants expenditures for changes to expected grant programs in 2021. Changes to federal funding and FTE allocation may vary from year to year. For more detail, please consult the Grants section of this book.	1.48	(656,100)
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DEN Internal Billings and Reimbursements Special Revenue Fund 11879

• An increase in Special Revenue Funds due to reallocating positions that provide direct services to DEN, along with related services and supplies budget, to the new Internal Billings and Reimbursement SRF.	12.00	1,307,000
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The budgeted vacancy savings in the General Fund is \$164,495.

The budgeted furlough savings in the General Fund is \$133,914.

The budgeted furlough savings in the Workforce Services SRF is \$14,745.

Budget Detail

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Small Business Opportunity (0111000)					
Expenditures by Type					
Personnel Services	2,103,683	2,801,192	1,340,111	(1,461,081)	(52.2%)
Services and Supplies	159,863	634,147	376,652	(257,495)	(40.6%)
Capital Equipment	13,535	11,700	0	(11,700)	(100.0%)
Internal Services and Misc.	2,012	4,000	4,000	0	0.0%

Small Business Opportunity (0111000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Restricted Budget	0	69,840	0	(69,840)	(100.0%)
Expenditures by Type Total	2,279,094	3,520,879	1,720,763	(1,800,116)	(51.1%)
Expenditures by Activity					
Downtown Administration	753,837	1,841,137	1,720,763	(120,374)	(6.5%)
Certification	705,914	1	0	(1)	(100.0%)
Compliance	45,445	0	0	0	0.0%
Airport Administration	494,783	1,679,741	0	(1,679,741)	(100.0%)
Airport Compliance Unit	203,564	0	0	0	0.0%
Airport Concessions Unit	75,550	0	0	0	0.0%
Expenditures by Activity Total	2,279,094	3,520,879	1,720,763	(1,800,116)	(51.1%)
Other Program Funding Sources					
General Government SRF					
Internal Billings and Reimbursements	0	0	1,311,562	1,311,562	0.0%
Total Program Expenditures	2,279,094	3,520,879	3,032,325	(488,554)	(13.9%)
Personnel Complement (Budgeted)					
Airport Administration	4.00	15.00	0.00	(15.00)	(100.0%)
Airport Compliance Unit	2.00	0.00	0.00	0.00	0.0%
Airport Concessions Unit	3.00	0.00	0.00	0.00	0.0%
Certification	12.00	0.00	0.00	0.00	0.0%
Compliance	1.00	0.00	0.00	0.00	0.0%
Downtown Administration	7.00	14.00	13.00	(1.00)	(7.1%)
Personnel Complement (Budgeted) Total	29.00	29.00	13.00	(16.00)	(55.2%)
Other Program Funds FTE					
General Government SRF					
Internal Billings and Reimbursements	0.00	0.00	12.00	12.00	0.0%
Revenue					
Charges for Services	1,051,237	1,684,110	197,368	(1,486,742)	(88.3%)
Miscellaneous Other	(175)	0	0	0	0.0%
Revenue Total	1,051,062	1,684,110	197,368	(1,486,742)	(88.3%)
Vacancy Savings			(45,991)		
Furlough Savings			(33,897)		

Neighborhoods (0113000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	0	177,828	797,436	619,608	348.4%
Services and Supplies	0	120,630	631,453	510,823	423.5%
Capital Equipment	0	1,220	0	(1,220)	(100.0%)

Neighborhoods (0113000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Internal Services and Misc.	0	0	1,750	1,750	0.0%
Restricted Budget	0	34,921	0	(34,921)	(100.0%)
Expenditures by Type Total		334,599	1,430,639	1,096,040	327.6%
Expenditures by Activity					
Neighborhoods Administration	0	334,599	1,430,639	1,096,040	327.6%
Total Program Expenditures	0	334,599	1,430,639	1,096,040	327.6%
Personnel Complement (Budgeted)					
Neighborhoods Administration	0.00	2.00	7.00	5.00	250.0%
Total Personnel Complement	0.00	2.00	7.00	5.00	250.0%

Furlough Savings	(20,752)
Vacancy Savings	(27,441)

Business Development Division (0114000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	1,532,265	1,547,498	1,398,173	(149,325)	(9.6%)
Services and Supplies	467,502	561,483	645,836	84,353	15.0%
Capital Equipment	2,565	0	0	0	0.0%
Internal Services and Misc.	5,616	1,500	1,500	0	0.0%
Restricted Budget	0	70,492	0	(70,492)	(100.0%)
Expenditures by Type Total	2,007,948	2,180,973	2,045,509	(135,464)	(6.2%)
Expenditures by Activity					
Business Development Administration	208,591	0	0	0	0.0%
Business Development	1,548,709	2,058,373	1,952,309	(106,064)	(5.2%)
Global Business Development	138,803	122,600	93,200	(29,400)	(24.0%)
Business Assistance Center	111,844	0	0	0	0.0%
Expenditures by Activity Total	2,007,948	2,180,973	2,045,509	(135,464)	(6.2%)
Other Program Funding Sources					
Grants					
Enterprise Zone	0	16,950	16,950	0	0.0%
Community Development and Economic Opportunity SRF					
Business Incentives	710,098	1,800,000	1,000,000	(800,000)	(44.4%)
Coronavirus Emergency Business Support	0	3,500,000	0	(3,500,000)	(100.0%)
Enterprise Zone	22,302	125,199	125,360	161	0.1%
Total	732,400	5,425,199	1,125,360	(4,299,839)	(79.3%)
Other Program Funding Sources Total	732,400	5,442,149	1,142,310	(4,299,839)	(79.0%)

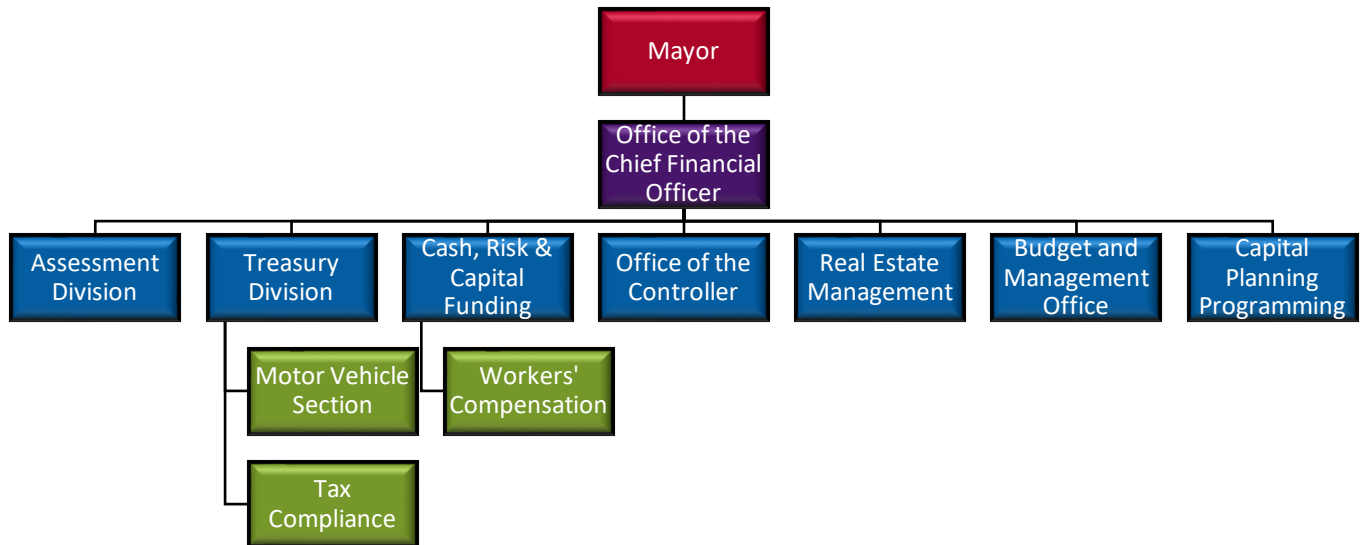
Business Development Division (0114000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Total Program Expenditures	2,740,347	7,623,122	3,187,819	(4,435,303)	(58.2%)
Personnel Complement (Budgeted)					
Business Assistance Center	1.00	0.00	0.00	0.00	0.0%
Business Development	12.50	12.50	11.50	(1.00)	(8.0%)
Personnel Complement (Budgeted) Total	13.50	12.50	11.50	(1.00)	(8.0%)
Other Program Funds FTE					
Community Development and Economic Opportunity SRF					
Enterprise Zone	0.50	0.50	0.50	0.00	0.0%
Revenue					
Charges for Services	0	281,607	281,607	0	0.0%
Miscellaneous Other	(12,942)	0	0	0	0.0%
Revenue Total	(12,942)	281,607	281,607	0	0.0%
Furlough Savings			(35,682)		
Vacancy Savings			(47,898)		

Executive Office (0115000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	2,033,430	1,579,996	1,715,831	135,835	8.6%
Services and Supplies	1,282,121	368,097	678,097	310,000	84.2%
Capital Equipment	19,240	10,000	0	(10,000)	(100.0%)
Internal Services and Misc.	3,982	41,060	11,060	(30,000)	(73.1%)
Restricted Budget	0	316,669	0	(316,669)	(100.0%)
Expenditures by Type Total	3,338,772	2,315,822	2,404,988	89,166	3.9%
Expenditures by Activity					
Administration	3,197,424	2,315,822	2,404,988	89,166	3.9%
Policy Team	141,348	0	0	0	0.0%
Expenditures by Activity Total	3,338,772	2,315,822	2,404,988	89,166	3.9%
Other Program Funding Sources					
Community Development and Economic Opportunity SRF					
Marketing Sponsorships	0	16,800	16,800	0	0.0%
Total Program Expenditures	3,338,772	2,332,622	2,421,788	89,166	3.8%
Personnel Complement (Budgeted)					
Administration	11.47	13.97	12.47	(1.50)	(10.7%)
Marketing and Communication	2.00	0.00	0.00	0.00	0.0%
Policy Team	1.00	0.00	0.00	0.00	0.0%

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Executive Office (0115000)					
Personnel Complement (Budgeted) Total	14.47	13.97	12.47	(1.50)	(10.7%)
Total Personnel Complement	14.47	13.97	12.47	(1.50)	(10.7%)
Revenue					
Charges for Services	66,832	0	0	0	0.0%
Miscellaneous Other	(10,361)	0	0	0	0.0%
Revenue Total	56,471	0	0	0	0.0%
Furlough Savings			(43,583)		
Vacancy Savings			(43,165)		
	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Office of HOPE (0105000)					
Expenditures by Type					
Personnel Services	635,163	0	0	0	0.0%
Services and Supplies	137,947	0	0	0	0.0%
Capital Equipment	5,203	0	0	0	0.0%
Internal Services and Misc.	2,052	0	0	0	0.0%
Expenditures by Type Total	780,364	0	0	0	0.0%
Expenditures by Activity					
Office of HOPE	121,242	0	0	0	0.0%
DHD Administration	49	0	0	0	0.0%
DHD HOPE Initiative	659,073	0	0	0	0.0%
Expenditures by Activity Total	780,364	0	0	0	0.0%
Total Program Expenditures	780,364	0	0	0	0.0%
Personnel Complement (Budgeted)					
DHD Administration	2.00	0.00	0.00	0.00	0.0%
DHD HOPE Initiative	3.00	0.00	0.00	0.00	0.0%
Personnel Complement (Budgeted) Total	5.00	0.00	0.00	0.00	0.0%
Total Personnel Complement	5.00	0.00	0.00	0.00	0.0%
Revenue					
Miscellaneous Other	(483)	0	0	0	0.0%
	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Economic Development Grant and Special Revenue Funds (0117000)					
Expenditures by Type					
Personnel Services	542,319	1,370,550	629,328	(741,222)	(54.1%)
Services and Supplies	1,148,406	2,419,560	1,410,172	(1,009,388)	(41.7%)
Internal Services and Misc.	966	1,728	0	(1,728)	(100.0%)

Economic Development Grant and Special Revenue Funds (0117000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type Total	1,691,691	3,791,838	2,039,500	(1,752,338)	(46.2%)
Expenditures by Activity					
Administration	1,691,691	3,791,838	2,039,500	(1,752,338)	(46.2%)
Other Program Funding Sources					
Grants					
Apprenticeship USA for Work Based Learning Grant	24,089	15,361	29,281	13,920	90.6%
CDBG - Administration	0	2,367,184	3,200,000	832,816	35.2%
CDBG - Program	0	14,634,384	12,983,165	(1,651,219)	(11.3%)
Disability Employment Initiative	187,594	101,094	0	(101,094)	(100.0%)
Disabled Vets Outreach Program (DVOP)	17,686	18,000	5,895	(12,105)	(67.3%)
Employment Support Fund	1,132,162	968,546	1,084,948	116,402	12.0%
Governor's Summer Job Hunt	42,357	44,000	44,000	0	0.0%
H-1B Ready to Work Grant	500,834	0	0	0	0.0%
Jobs for Veterans State Grant Fund	1,000	0	0	0	0.0%
Lives Empowered	399,535	340,230	216,799	(123,431)	(36.3%)
Local Veterans Employment Representative (LVER)	5,895	6,000	6,000	0	0.0%
Reemployment Services & Eligibility Assessment	42,942	43,267	70,000	26,733	61.8%
Sector Partnership Technical Assistance	90,000	90,361	59,281	(31,080)	(34.4%)
TAA Case Management	108,896	51,730	191,841	140,111	270.9%
TANF Employment and Training	473,402	650,492	216,387	(434,105)	(66.7%)
Temporary Assistance for Needy Families	236	0	0	0	0.0%
Veterans' Service Grant Program	145,132	230,107	228,573	(1,534)	(0.7%)
Wagner-Peyser	1,679,433	1,046,346	1,030,016	(16,330)	(1.6%)
WIOA Adult	1,554,804	1,094,078	1,143,766	49,688	4.5%
WIOA Dislocated Worker	526,156	592,176	791,436	199,260	33.6%
WIOA Work Based Learning	99,902	45,314	4,067	(41,247)	(91.0%)
WIOA Workforce Performance Incentive	42,354	42,096	45,000	2,904	6.9%
WIOA Youth	865,010	719,061	974,676	255,615	35.5%
Total	7,948,794	23,099,827	22,325,131	(774,696)	(3.4%)
Community Development and Economic Opportunity SRF					
Business and Workforce Development Training, Support, and Outreach	500	39,885	39,885	0	0.0%
MOWD General Cost Pool	186	0	0	0	0.0%
Revolving Loan Fund	54,020	100,000	100,000	0	0.0%
Skyline - Economic Development Project	1,186,000	1,000,000	1,000,000	0	0.0%
Skyline - Neighborhood	714,000	0	0	0	0.0%

Economic Development Grant and Special Revenue Funds (0117000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Total	1,954,706	1,139,885	1,139,885	0	0.0%
Other Program Funding Sources Total	9,903,500	24,239,712	23,465,016	(774,696)	(3.2%)
Total Program Expenditures	11,595,190	28,031,550	25,504,516	(2,527,034)	(9.0%)
Personnel Complement (Budgeted)					
Administration	4.00	6.75	5.75	(1.00)	(14.8%)
Other Program Funds FTE					
Grants					
Apprenticeship USA for Work Based Learning Grant	0.00	0.25	0.25	0.00	0.0%
CDBG - Administration	0.00	20.65	0.00	(20.65)	(100.0%)
CDBG - Program	0.00	0.00	21.13	21.13	0.0%
Disability Employment Initiative	0.00	0.55	0.00	(0.55)	(100.0%)
Employment Support Fund	2.68	2.28	2.03	(0.25)	0.0%
H-1B Ready to Work Grant	0.60	0.00	0.00	0.00	0.0%
Lives Empowered	0.25	2.35	1.35	(1.00)	(42.6%)
Sector Partnership Technical Assistance	0.00	0.25	0.25	0.00	0.0%
TAA Case Management	0.75	1.30	2.30	1.00	76.9%
TANF Employment and Training	0.85	2.05	2.05	0.00	0.0%
Veterans' Service Grant Program	0.00	0.10	0.25	0.15	0.0%
Wagner-Peyser	16.25	18.65	20.55	1.90	10.2%
WIOA Adult	1.33	2.80	2.55	(0.25)	0.0%
WIOA Dislocated Worker	1.33	1.75	1.75	0.00	0.0%
WIOA Work Based Learning	0.00	0.05	0.05	0.00	0.0%
WIOA Youth	2.24	1.15	1.15	0.00	0.0%
Total	26.28	54.18	55.66	1.48	2.7%
Total Personnel Complement	30.28	60.93	61.41	0.48	0.0%
Revenue					
Miscellaneous Other	2,235,300	2,235,300	2,039,500	(195,800)	(8.8%)
Furlough Savings			(14,745)		



Mission

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

Department Summary

The Department of Finance manages the City's investing, fiscal analysis, budgeting, debt and asset management, tax assessment and collection, and accounting functions as well as establishing, maintaining and enforcing fiscal policies, practices, and procedures for the entire City and County of Denver. The Department commits to Denver residents the delivery of these services through a financial structure that mirrors the best practices of both the public and private sectors. This commitment promotes better service, enhanced performance measures, maximum accountability and improved business processes.

For more detailed information, please visit the Department of Finance website at:

<https://www.denvergov.org/content/denvergov/en/denver-department-of-finance/about-us.html>

Services

The Department of Finance unifies the City's accounting and financial functions under the **Office of the Chief Financial Officer (CFO)**. The Office of the CFO oversees the City's financial rules and policies, creates greater efficiencies in accounting and fiscal procedures, develops accountability and performance management programs, and is involved in large development projects that impact future city finances.

The **Assessment Division** locates, appraises and records all of Denver's real and personal properties in accordance with the Colorado Constitution, State statutes and Board of Equalization procedures. The Assessor certifies valuations to 10 special tax districts and tracks values and annual tax increments within the City's 24 tax increment financing (TIF) districts. The Division prepares and delivers the tax warrant to the Treasurer; maintains records on tax exemptions for seniors and other populations; generates value notices for all taxpayers; and processes written and in-person valuation protests and appeals.

The **Treasury Division** is comprised of two sections: Tax Compliance and Motor Vehicle. The Tax Compliance Section collects, records, and deposits all city taxes and enforces tax compliance. The Denver Motor Vehicle Section (DMV) is authorized as an agent of the State as outlined in the Colorado Revised Statutes to register and title vehicles and to collect, record, and deposit all taxes and fees prescribed for vehicles owned or operated by residents and business owners within the City and County of Denver.

The **Cash, Risk and Capital Funding Division** oversees the City's banking services, including cash handling and investment of city funds, debt issuance, the self-funded Workers' Compensation insurance program, and management of the City's risk and exposure to loss related to the activities of its departments, agencies, and employees. Risk Management's Workers' Compensation Unit administers the City's self-insured Workers' Compensation program and Internal Service Fund, processing benefits required by the Colorado Workers' Compensation Act, 8-401-101 et. seq. C.R.S. 2002. Per Executive Order No. 65, the Risk Management Office, with each department and agency, has the responsibility for ensuring citywide compliance with the City's safety and health standards.

The **Controller's Office** ensures the integrity of the City's financial statements and maintains sound internal controls. The Controller's Office is responsible for citywide payroll, accounts payable, general accounting, financial reporting and fiscal rules and policies. The Accounting Services team provide financial management services to 17 other city departments and agencies.

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

The **Budget and Management Office (BMO)** prepares and oversees the implementation of the City's annual budget; evaluates new initiatives and program proposals by city agencies; makes recommendations to elected officials; and collects and analyzes fiscal and performance data related to the operations of the City and County government. BMO also evaluates the financial and operational aspects of major policy issues and acts as a resource to the Administration and to city departments regarding service delivery improvements and cost controls. BMO supports agencies in effective delivery of public services by strategic allocation and management of resources, business process improvements, and data analytics. Peak Academy, within the BMO, provides training and coaching for employees at all levels to improve the way government works and helps employees maximize or reduce use of resources, while enhancing the Denver City experience for everyone.

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

Strategies

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

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

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

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

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

Performance and Program Highlights

Initial Elevate Denver Bond Project List

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

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



City's Bond Rating for General Obligation Debt	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Objective
Fitch	AAA	AAA	AAA	AAA	AAA
Moody's	Aaa	Aaa	Aaa	Aaa	Aaa
Standard and Poor's	AAA	AAA	AAA	AAA	AAA

A **bond rating** is a classification given to debt issuers that indicates their credit quality. The three primary independent rating services of Fitch, Moody's, and Standard and Poor's provide these evaluations of a bond issuer's financial strength and its ability to pay a bond's principal and interest in a timely fashion. Bond ratings are expressed as letters and numerals ranging from 'AAA' which is the highest grade, to 'C' which is the lowest grade. The rating services use similar letter grades but use various combinations of upper- and lower-case letters and symbols to differentiate themselves. The City and County of Denver's General Obligation Bonds are rated the highest rating from all three rating agencies.

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

Project Goals

The City finances projects funded by the bond package using a phased approach. On May 6, 2019, the City closed on an issuance of \$132 million of GO bonds; \$81.9 million was for the Elevate Denver Bond Program, and \$50.1 million refunded outstanding 2009A Better Denver and Zoo Bonds for interest savings. Additionally, on November 21, 2019 the City issued another \$117.3 million of GO bonds for the Elevate Denver Bond Program

The \$81.9 million primarily funded completion of major construction of cultural facilities and the Denver Health campus. The \$117.3 million primarily funded transportation and mobility and parks and recreation systems improvements.

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

Bonded Debt

	Governmental Activities		Business-Type Activities		Total Primary Government	
	2019	2018	2019	2018	2019	2018
General Obligation Bonds	842,856	737,991	0	0	842,856	737,991
Revenue Bonds	611,596	629,385	5,993,960	6,249,765	6,605,556	6,879,150
Total	1,454,452	1,367,376	5,993,960	6,249,765	7,448,412	7,617,141

*Source 2019 CCD CAFR, Table 4, pg 26

General Obligation Bonds: GO Bonds are direct obligations and pledge the full faith and credit of the City.

These bonds are generally issued as multi-year serial bonds. As of December 31, 2019, the City had \$842,855,500 of debt backed by the full faith and credit of the City.

Risk Management-Workers' Compensation

The City has seen a gradual reduction in Workers' Compensation injuries and their costs, despite the increase in employee count. This reduction has been led by the Department of Safety, Parks and Recreation and Department of Transportation and Infrastructure. The Department of Safety (Police, Fire, and Sheriff) developed an injury reduction program that integrated employee resiliency and wellness within the framework of the injury and illness reduction program objectives, including on site physical therapy. The Parks and Recreation workplace safety team was increased from 1 to 4 members which provided the ability to develop a sustainable workplace safety program. Transportation and Infrastructure has enhanced their already broad workplace safety team with highly skilled team members who are able to develop and deliver targeted trainings to their wide variety of employees. Additionally, Risk Management has assisted all agencies by sharing best practices between departments and agencies to ensure successful strategies are being replicated throughout the City.

Worker's Comp Performance Measures	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Objective
# of new Workers' Comp claims	939	1009	1088	1500	1100
Total payment of medical/indemnity during year	\$8.7M	\$7.8M	\$8.3M	\$8.0M	\$8.5M
Workers' Comp outstanding actuarial expended liability	\$28.4M	\$27.0M	\$28.0M	\$29.0M	\$32.0M
Number of loss prevention training sessions delivered	130	169	230	100	170

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

2020 Covid-19 Overview & Statement

Due to the COVID-19 Emergency, DOF closed its offices to reduce opportunities for transmission of the virus and to comply with public health orders with most areas able to work remotely. DMV offices were closed to the public on March 15 and drop boxes were set up to handle payments and transactions that could not be done online. DMV staff returned to work on May 4 to begin working through the back log of transactions in a reconfigured office environment to ensure their safety. To help protect the health of customers and employees, the City installed glass shields ("sneeze guards") at all public-facing counters in the Taxpayer Services office and for the reopening of DMV offices to the public in late June. Additionally, the DOF and DMV continue to urge most customers to do business online.

As of August 2020, the majority of DOF staff continued to effectively work remotely in support of Denver's residents and local businesses.

The Payroll Division within the Controller's Office is tasked with tracking and monitoring the eight required furlough days. The Payroll Division audits all timecards for compliance and performs analysis for effective cost savings. The Controller's Office is also handling unemployment claims due to COVID-19. Through the end of the second quarter 2020, 490 claims for unemployment have been received that can be traced to the pandemic, of which approximately \$650,000 of Coronavirus Relief Funds will be used to offset the cost as an eligible expense.

COVID-19 Mitigation Strategies

The Department of Finance lead several initiatives to support relief and recovery efforts including:

- Managed various reimbursement claims to FEMA for eligible costs related to the COVID-19 emergency.
- Managing receipt and disbursement of \$126.8 million in Coronavirus Relief Funds authorized under the CARES Act for State and local governments.
- Coordinated funding for emergency shelter, PPE, testing, food distribution, and economic grants to individuals, small businesses and non-profits impacted by COVID-19.
- Provided deferral of late penalties associated with submission of tax payments.
- Waived enforcement of tag renewals expiration for vehicles.
- Contributing over 5,350 hours of staff time to the City's Emergency Operations Center.
- Supported the work of the City's Long-Term Recovery Committee

Payments and Other Appropriations

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Change
Payments / Appropriation					
Downtown Historic District Tax Rebate (01010-2563000)	300,000	300,000	0	(300,000)	(100.0%)
Hotel Tax Increment (01010-2562000)	1,549,487	1,834,000	475,000	(1,359,000)	(74.1%)
DPS-Stapleton Mill Levy Payment (01010-2564000)	1,057,628	2,001,600	2,242,600	241,000	12.0%
Workers' Compensation Billings (01010-2554100)	8,522,984	8,650,732	7,068,387	(1,582,345)	(18.3%)
Unemployment Comp Insurance (01010-2808000)	435,193	600,000	1,200,000	600,000	100.0%
Special Payments (01010-2561000)	4,772,435	0	3,700,000	3,700,000	0.0%
General Fund Contingency (01010-2580900)	0	16,061,272	26,095,000	10,033,728	62.5%
Annual Rental Payments (01010-2565000)	20,126,809	21,125,645	18,899,009	(2,226,636)	(10.5%)
Total Program Expenditures	36,764,536	50,573,249	59,679,996	9,106,747	18.0%

Since 2000 the **Downtown Historic District Tax Rebate** has provided for a partial rebate of the City's portion of real property taxes imposed on certain qualifying structures within the Downtown Historic District. Ordinance No. 970 helps to preserve the distinctive urban design and character of our City's core. At the same time, Denver's City Council authorized a tax rebate to help offset property tax rates for historic property owners in this historic district, and to thank property owners for preserving and maintaining their renovated structures. In 2021 the City suspended the program as part of citywide budget reductions. The program is to be evaluated on a year-to-year basis as part of the City's annual appropriation process to determine if funds will be available for the tax rebate.

The **Hotel Tax Increment/DURA** receives and distributes the one percent Lodgers' Tax increment to the Denver Urban Renewal Authority to fund the redevelopment and expansion of the Colorado Convention Center. City Council created the Denver Tourism Improvement District in 2017 and eligible Tourism District voters authorized the collection of the

increment in November 2017. This budgeted amount represents the estimated increment amount of General Fund's Lodgers' tax generated by the eligible hotels in the District. This estimate is calculated by the Controller's Office and the Executive Director of DURA. A reconciliation of the actual increment to this estimated increment occurs at the conclusion of the fiscal year. In 2021, the City is estimating a decrease due to a loss of tourism and lodging activity downtown as a result of the public health pandemic.

The **DPS-Stapleton Mill Levy Payment** was added in 2018 and distributes to Denver Public Schools (DPS) a portion of city retained tax revenue attributable to the DPS 2016 election.

Workers' Compensation Billings is a centralized payment from the General Fund to the Workers' Compensation Internal Service Fund (ISF) for premiums. The fund remains above a 50 percent confidence level. See the Workers' Compensation section of this book for further explanation regarding funding levels.

The **Unemployment Compensation Insurance** program reimburses the State of Colorado for unemployment benefits paid by the State to former General Fund employees. The 2021 increase is to ensure the City has sufficient funding as a result of the current financial condition due to the pandemic.

The **Special Payments** appropriation funds miscellaneous payments to organizations with whom the City has a financial partnership. In 2019, the City 'prepaid' one percent of an increase to general funded City employees for their Denver Employment Retirement Program. This increase was scheduled to start in 2020 but was covered by the City. Non-general fund agencies also provided this pre-payment to alleviate this portion of increase on City employees. In 2021, the Special Payment appropriation is to make a payment to the Denver Employment Retirement Program (DERP), which is necessary to offset the portion of unfunded liability that is the result of implementing the Retirement Special Incentive Program (SIP) and the vacancies it created. An actuarial study will be conducted to more accurately inform the final payment amount; this amount is an estimate.

The **General Fund Contingency Reserve** is appropriated as part of the annual budget. The City Charter requires that the proposed budget for the General Fund shall include an amount no less than two percent of the total estimated expenditures for the payment of any expense, the necessity of which is caused by any casualty, accident or unforeseen circumstance after the passage of the annual appropriation ordinance. Throughout the year as supplemental appropriations occur, the contingency appropriation is rescinded so that the remaining balance continuously reflects the amount of reserves still available for use. Supplementals are then re-appropriated into departmental budgets from the rescissions; thus, actuals will always be zero, and the prior year will reflect the budget at the time the budget book was developed. Additional guidance on General Fund Contingency can be found in the Financial Policies section of the budget book.

Annual Rental Payments are for existing Certificates of Participation (COPs) and other lease purchase payments that are paid for in the General Fund (other funds also pay COPs). The total annual rental payments must remain at or below the debt policy limit of five percent of the acquiring fund's annual revenues. In 2021, there will be no COP payments for the African American Library and the Central Platte Campus due to the City refinancing the 2019B COPs and 2010A COPs.

The 2021 appropriations are as follows:

Annual Rental Payments	2021 Amount
Trustee Payments	\$1,164,256
Civic Center Office Building	\$17,058,897
African American Research Library	\$0
Parking Garage Payments	\$675,856
Central Platte Campus	\$0
Total Rental Payment	\$18,899,009

Department Budget

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Office of the Chief Financial Officer	2,036,850	2,037,993	1,972,437	(65,556)	(3.2%)
Assessment Division	6,264,144	6,254,477	6,224,839	(29,638)	(0.5%)
Treasury Division	16,787,227	18,118,023	16,802,347	(1,315,676)	(7.3%)
Cash, Risk & Capital Funding	15,927,662	15,257,411	15,527,311	269,900	1.8%
Controller's Office	8,842,624	9,657,018	8,917,730	(739,288)	(7.7%)
Division of Real Estate	5,682,204	8,013,051	7,983,217	(29,834)	(0.4%)
Budget and Management	2,884,379	3,308,687	2,797,544	(511,143)	(15.4%)
Capital Planning and Programming	2,135,419	2,358,656	1,188,521	(1,170,135)	(49.6%)
Total	60,560,510	65,005,316	61,413,946	(3,591,370)	(5.5%)
General Fund Expenditures by Type					
Personnel Services	38,002,097	37,107,901	37,543,949	436,048	1.2%
Services and Supplies	22,452,267	22,283,984	23,815,441	1,531,457	6.9%
Capital Equipment	65,689	11,275	0	(11,275)	(100.0%)
Internal Services and Misc.	40,458	54,366	54,556	190	0.3%
Restricted Budget	0	5,547,790	0	(5,547,790)	(100.0%)
Total	60,560,510	65,005,316	61,413,946	(3,591,370)	(5.5%)
Payments					
Annual Rental Payments	20,126,809	21,125,645	18,899,009	(2,226,636)	(10.5%)
Downtown Historic District Tax Rebate	300,000	300,000	0	(300,000)	(100.0%)
DPS-Stapleton Mill Levy Payment	1,057,628	2,001,600	2,242,600	241,000	12.0%
Hotel Tax Increment	1,549,487	1,834,000	475,000	(1,359,000)	(74.1%)
Special Payments	4,772,435	0	3,700,000	3,700,000	0.0%
Unemployment Comp Insurance	435,193	600,000	1,200,000	600,000	100.0%
Workers' Compensation Billings	8,522,984	8,650,732	7,068,387	(1,582,345)	(18.3%)
Subtotal Total	36,764,536	34,511,977	33,584,996	(926,981)	(2.7%)
Total General Fund	97,325,046	99,517,293	94,998,942	(4,518,351)	(4.5%)
Other General Funds					
General Contingency	0	16,061,272	26,095,000	10,033,728	62.5%
Total	0	16,061,272	26,095,000	10,033,728	62.5%
General Fund Revenue					
Property	131,294,399	151,743,235	163,288,664	11,545,429	7.6%

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
Sales and Use	720,415,930	636,629,639	733,835,234	97,205,595	15.3%
Lodgers	34,967,953	11,749,232	17,658,816	5,909,584	50.3%
Occupational Privilege	54,939,515	48,940,120	52,679,145	3,739,025	7.6%
Motor Vehicle Ownership Tax	32,020,266	29,458,644	27,985,712	(1,472,932)	(5.0%)
Telecommunications	1,486,272	1,000,446	697,179	(303,267)	(30.3%)
Licenses and Permits	843,137	660,000	660,000	0	0.0%
Fines and Forfeits	134,602	125,000	125,000	0	0.0%
Interest Income	16,514,958	14,958,428	13,725,789	(1,232,639)	(8.2%)
Charges for Services	33,558,236	29,604,982	32,919,632	3,314,650	11.2%
Internal Service and Indirect Cost	22,697,045	19,271,908	17,664,647	(1,607,261)	(8.3%)
Miscellaneous Other	58,725,870	62,571,585	37,692,698	(24,878,887)	(39.8%)
Total	1,107,598,183	1,006,713,219	1,098,932,516	92,219,297	9.2%

Internal Service Funds Expenditures by Agency

Workers' Compensation	14,177,471	15,620,278	15,911,259	290,981	1.9%
Total	14,177,471	15,620,278	15,911,259	290,981	1.9%

Internal Service Funds Expenditures by Type

Personnel Services	5,337,101	6,052,040	6,130,801	78,761	1.3%
Services and Supplies	8,240,418	9,008,394	9,233,939	225,545	2.5%
Capital Equipment	13,325	13,325	0	(13,325)	(100.0%)
Internal Services and Misc.	586,627	546,519	546,519	0	0.0%
Total Internal Service Funds	14,177,471	15,620,278	15,911,259	290,981	1.9%

Internal Service Funds Revenue

Interest Income	1,287,570	1,194,000	1,194,000	0	0.0%
Charges for Services	9,999,815	10,000,300	8,417,955	(1,582,345)	(15.8%)
Miscellaneous Other	681,175	760,000	760,000	0	0.0%
Total Internal Service Funds Revenue	11,968,560	11,954,300	10,371,955	(1,582,345)	(13.2%)

Special Revenue Funds Expenditures

General Government	28,610,666	38,317,814	24,826,322	(13,491,492)	(35.2%)
Total Special Revenue Funds	28,610,666	38,317,814	24,826,322	(13,491,492)	(35.2%)

Grants

Grants	0	204,490,745	0	(204,490,745)	(100.0%)
Total Grants	0	204,490,745	0	(204,490,745)	(100.0%)

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
Personnel Complement					
General Fund Operations - Civilian	412.80	405.60	383.85	(21.75)	(5.4%)
Workers Compensation - Civilian	21.00	21.00	22.00	1.00	4.8%
Total	433.80	426.60	405.85	(20.75)	(4.9%)
Total Personnel Complement	433.80	426.60	405.85	(20.75)	(4.9%)
Capital Improvements*					
Capital Improvements		12,580,755	8,579,297	(4,001,458)	(31.8%)
State Conservation Trust Funds (Lottery)		0	2,000,000	2,000,000	0.0%
Grant/Other Capital Funds		46,398,618	21,078,770	(25,319,848)	(54.6%)
Entertainment and Cultural Capital Funds		6,113,290	5,760,445	(352,845)	(5.8%)
Total		65,092,663	37,418,512	(27,674,151)	(42.5%)

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

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-year Reductions

Due to the impact of COVID-19 on the economy in 2020, Department of Finance (DOF) implemented \$5,547,789 in mid-year reductions, including the following savings:

- \$2,999,649 in personnel services, primarily achieved by not filling vacant positions in Assessment Division, Treasury Division, Controller's Office and the Budget and Management Office, as well as requiring staff to take eight unpaid furlough days. Due to DOF's streamlining of office operations, increased use of online transactions, and some reduced volume, there have not been major impacts to services in 2020.
- \$2,545,290 in services and supplies achieved by reducing discretionary spending on travel, training, and office supplies.
- \$2,850 in capital equipment achieved through not needing an anticipated laptop for a new employee.

Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line. The Department resubmitted some of these budget reductions again for 2021 in addition to other reductions described in the Significant Budget Changes section below.

Additionally, DOF reduced its 2020 revenue projection by \$127,265,800 due to the observed year-to-date impact of COVID-19 on predominately sales and use tax and lodgers' tax. This represents a 16.8 percent decrease from DOF's original 2020 projection in these revenue streams.

2021 Impact Description	FTEs	Dollars
Agency wide		
• A decrease in personnel services due to the implementation of a citywide retirement Special Incentive Program (SIP). Employees enrolled in the SIP retired from the City on August 31, 2020.	0.00	(363,600)
• A temporary reduction in personnel due to charging the salary portion of positions associated with GO Bond and CIP projects to Capital Planning and Programming Funds for 2021.	0.00	(304,000)
• A continuation in personnel to convert an Administrator II and two Financial Analyst Associate limited positions to permanent, unlimited FTE due to the ongoing nature of their work.	0.00	0
Office of the Chief Financial Officer		
• A decrease in personnel services to freeze one Administrative Assistant. The responsibilities of this positions will be absorbed by existing staff.	(1.00)	(45,000)
• A decrease in services and supplies due to ending the Social Impact Solutions advisory services contract related to grant application support.	0.00	(50,000)
• A decrease in services and supplies due to the reduction of travel, dues, licenses, and office supplies.	0.00	(24,400)
• A decrease in internal services due to the reduction of cell phone stipend.	0.00	(500)
Assessment Division		
• A decrease in personnel services to freeze one Personal Property Appraiser II, abolish a vacant limited position ending in 2020 and eliminate on-call budget. The responsibilities of these positions will be absorbed by existing staff.	(2.00)	(170,800)
• A decrease in services and supplies due to the reduction of travel, dues, licenses, and office supplies.	0.00	(35,000)
Treasury Division		
• A decrease in personnel services to freeze the following vacant positions: one Finance Manager; one Tax Compliance Supervisor; one Lead Tax Auditor; one Staff Tax Auditor; two Tax Technicians and one Senior Management Analyst. The responsibilities of these positions will be absorbed by existing staff.	(7.00)	(688,500)
• A decrease in personnel services to freeze three Motor Vehicle Technicians positions and temporarily reduce overtime in the Motor Vehicle Unit. The responsibilities of these positions will be absorbed by existing staff.	(3.00)	(206,300)
• A decrease in services and supplies due to a reduction in travel, dues, licenses, and office supplies.	0.00	(507,600)
Cash, Risk and Capital Funding Division		
• A decrease in personnel services to freeze one vacant Finance Director. The responsibilities of this position will be absorbed by existing staff.	(1.00)	(229,800)
• An increase in services and supplies due to a mandatory increase in insurance premiums.	0.00	1,452,200
• A net decrease in service and supplies due to the reduction of professional services related to armored car service; mini bond consultants; banking consultants; credit card fee reductions; travel, dues, licenses and office supplies.	0.00	(824,500)
Controller's Office		
• A net decrease in personnel services to freeze the following vacant positions: one Marketing and Communication Professional II, one Associate Accountant, and three Accounting Technician II. The responsibilities of these positions will be absorbed by existing staff.	(5.00)	(386,100)
• A decrease in services and supplies due to the reduction of travel, dues, licenses, and office supplies.	0.00	(97,300)

2021 Impact Description

Division of Real Estate

	FTEs	Dollars
• An increase in services and supplies due to a mandatory increase in lease payments.	0.00	205,100
• A decrease in service and supplies due to the reduction of travel, dues, licenses, and office supplies.	0.00	(118,300)

Budget and Management Office

• An increase in personnel services due to a budget specialist moving from three quarter time to full time in 2020.	0.25	41,900
• A decrease in personnel services due to freezing a Senior Budget Analyst and a Continuous Improvement Specialist. The responsibilities of these positions will be absorbed by existing staff.	(2.00)	(212,500)
• A decrease in services and supplies due to the reduction of professional services associated with contracts, travel, dues, licenses, and office supplies.	0.00	(331,000)

Capital Planning and Programming

• A decrease in personnel services to freeze one vacant Project Manager II and net reduction associated with swapping of positions with HOST resulting in an unlimited Financial Analyst Specialist budgeted for 6 months in 2021. The responsibilities of these positions will be absorbed by existing staff.	(1.00)	(125,500)
• A decrease in services and supplies due to the reduction of professional services associated with contracts, travel, dues, licenses, and office supplies.	0.00	(850,000)

Revenue

• An increase in revenue due to reinstating convenience fees for certain credit card transactions.	0.00	3,291,000
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Workers' Compensation

• An increase in personnel services due to a 2019 position created in mid-year 2020.	1.00	121,700
• An increase in services and supplies due to mandatory increase in insurance premiums.	0.00	212,200
• A decrease in revenue due to a reduction in billing to the general fund associated with workers' compensation actuary.	0.00	(1,582,300)

Special Revenue Funds

• An increase in the Tourism Improvement District Marketing and Promotions Fund due to an expectation of some recovery in tourism and lodging activity downtown from the 2020 public health pandemic.	0.00	2,450,000
• A decrease in the Metro Mortgage Assistance Program Fund within the Department of Finance. The fund will be moving to the Department of Housing Stability in 2021.	0.00	(3,000,000)
• A decrease to special revenue funds due to the cessation of grant management software that was previously paid from the Grant Development Fund.	0.00	(41,500)

Grants

• A reduction in grant expenditures due to the expiration of one-time emergency funding received in 2020 for the Coronavirus Relief Fund and FEMA Public Assistance COVID-19 Response Grants.	0.00	(204,490,700)
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The budgeted vacancy savings is \$1,494,230.

The budgeted furlough savings is \$968,453.

Budget Detail

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Office of the CFO (2501000)					
Expenditures by Type					
Personnel Services	1,033,795	995,181	1,127,087	131,906	13.3%
Services and Supplies	1,002,001	1,009,766	845,350	(164,416)	(16.3%)
Internal Services and Misc.	1,054	500	0	(500)	(100.0%)
Restricted Budget	0	32,546	0	(32,546)	(100.0%)
Expenditures by Type Total	2,036,850	2,037,993	1,972,437	(65,556)	(3.2%)
Expenditures by Activity					
Office of the CFO	1,859,145	1,848,380	1,843,870	(4,510)	(0.2%)
Admin Team	177,705	189,613	128,567	(61,046)	(32.2%)
Expenditures by Activity Total	2,036,850	2,037,993	1,972,437	(65,556)	(3.2%)
Other Program Funding Sources					
General Government SRF					
Social Impact Bond Program	2,647,404	10,300,000	10,300,000	0	0.0%
Capital Projects Funds*					
Theatres & Arenas Capital Projects	0	734,290	377,695	(356,595)	(48.6%)
Other Program Funding Sources Total	2,647,404	11,034,290	10,677,695	(356,595)	(3.2%)
Total Program Expenditures	4,684,254	13,072,283	12,650,132	(422,151)	(3.2%)
Personnel Complement (Budgeted)					
Admin Team	3.00	3.00	2.00	(1.00)	(33.3%)
Office of the CFO	6.00	6.00	6.00	0.00	0.0%
Personnel Complement (Budgeted) Total	9.00	9.00	8.00	(1.00)	(11.1%)
Total Personnel Complement	9.00	9.00	8.00	(1.00)	(11.1%)
Furlough Savings			(27,494)		
Vacancy Savings			(40,459)		

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Assessment Division (2520000)					
Expenditures by Type					
Personnel Services	5,938,956	5,605,564	5,881,013	275,449	4.9%
Services and Supplies	317,597	192,119	342,530	150,411	78.3%
Capital Equipment	6,944	2,000	0	(2,000)	(100.0%)
Internal Services and Misc.	648	1,296	1,296	0	0.0%

Assessment Division (2520000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Restricted Budget	0	453,498	0	(453,498)	(100.0%)
Expenditures by Type Total	6,264,144	6,254,477	6,224,839	(29,638)	(0.5%)
Expenditures by Activity					
Administration	1,168,990	1,095,248	1,179,517	84,269	7.7%
Real Estate	3,431,996	3,540,061	3,400,786	(139,275)	(3.9%)
Personal Property	793,307	760,314	756,277	(4,037)	(0.5%)
Information Management	420,410	420,197	427,738	7,541	1.8%
GIS/Ownership	449,442	438,657	460,521	21,864	5.0%
Expenditures by Activity Total	6,264,144	6,254,477	6,224,839	(29,638)	(0.5%)
Total Program Expenditures	6,264,144	6,254,477	6,224,839	(29,638)	(0.5%)
Personnel Complement (Budgeted)					
Administration	6.00	6.00	6.00	0.00	0.0%
GIS/Ownership	5.00	5.00	5.00	0.00	0.0%
Information Management	6.00	5.00	5.00	0.00	0.0%
Personal Property	9.30	9.30	8.30	(1.00)	(10.8%)
Real Estate	39.50	37.50	36.50	(1.00)	(2.7%)
Personnel Complement (Budgeted) Total	65.80	62.80	60.80	(2.00)	(3.2%)
Total Personnel Complement	65.80	62.80	60.80	(2.00)	(3.2%)
Revenue					
Charges for Services	3,029	1,400	1,400	0	0.0%
Miscellaneous Other	2,500	900	900	0	0.0%
Revenue Total	5,529	2,300	2,300	0	0.0%
Furlough Savings			(147,206)		
Vacancy Savings			(227,434)		

Treasury Division (2540000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	14,836,907	14,484,042	14,847,604	363,562	2.5%
Services and Supplies	1,918,265	1,827,693	1,931,393	103,700	5.7%
Capital Equipment	18,609	3,900	0	(3,900)	(100.0%)
Internal Services and Misc.	13,447	23,350	23,350	0	0.0%
Restricted Budget	0	1,779,038	0	(1,779,038)	(100.0%)
Expenditures by Type Total	16,787,227	18,118,023	16,802,347	(1,315,676)	(7.3%)

Treasury Division (2540000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Activity					
Administration	749,799	768,014	721,857	(46,157)	(6.0%)
Financial Management	60,779	0	0	0	0.0%
Tax Collection	4,651,692	5,056,323	4,635,052	(421,271)	(8.3%)
Tax Audit	4,880,682	5,563,943	5,286,036	(277,907)	(5.0%)
DMV Management Operations	723,984	1,217,233	1,080,303	(136,930)	(11.2%)
DMV Branch Operations	5,012,363	5,251,171	4,862,503	(388,668)	(7.4%)
DMV Processing Center	707,928	261,339	216,596	(44,743)	(17.1%)
Expenditures by Activity Total	16,787,227	18,118,023	16,802,347	(1,315,676)	(7.3%)
Total Program Expenditures	16,787,227	18,118,023	16,802,347	(1,315,676)	(7.3%)
Personnel Complement (Budgeted)					
Administration	3.00	3.00	3.00	0.00	0.0%
DMV Branch Operations	63.00	67.00	64.00	(3.00)	(4.5%)
DMV Management Operations	8.00	7.00	7.00	0.00	0.0%
DMV Processing Center	5.50	2.50	2.50	0.00	0.0%
Tax Audit	53.00	52.00	50.00	(2.00)	(3.8%)
Tax Collection	53.00	51.00	46.00	(5.00)	(9.8%)
Personnel Complement (Budgeted) Total	185.50	182.50	172.50	(10.00)	(5.5%)
Total Personnel Complement	185.50	182.50	172.50	(10.00)	(5.5%)
Revenue					
Property	131,294,399	151,743,235	163,288,664	11,545,429	7.6%
Sales and Use	723,365,287	636,629,639	733,835,234	97,205,595	15.3%
Lodgers	34,967,953	11,749,232	17,658,816	5,909,584	50.3%
Occupational Privilege	54,939,515	48,940,120	52,679,145	3,739,025	7.6%
Motor Vehicle Ownership Tax	32,020,266	29,458,644	27,985,712	(1,472,932)	(5.0%)
Telecommunications	1,486,272	1,000,446	697,179	(303,267)	(30.3%)
Licenses and Permits	843,137	660,000	660,000	0	0.0%
Fines and Forfeits	134,602	125,000	125,000	0	0.0%
Interest Income	173,724	0	0	0	0.0%
Charges for Services	31,290,368	28,238,513	28,149,865	(88,648)	(0.3%)
Miscellaneous Other	55,202,449	56,478,747	33,864,438	(22,614,309)	(40.0%)
Revenue Total	1,065,717,972	965,023,576	1,058,944,053	93,920,477	9.7%
Furlough Savings			(378,400)		
Vacancy Savings			(597,986)		

Cash Risk & Capital Funding Division (2550000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	2,595,083	2,463,620	2,182,253	(281,367)	(11.4%)
Services and Supplies	13,321,276	11,565,022	13,337,258	1,772,236	15.3%
Capital Equipment	5,402	0	0	0	0.0%
Internal Services and Misc.	5,901	7,800	7,800	0	0.0%
Restricted Budget	0	1,220,969	0	(1,220,969)	(100.0%)
Expenditures by Type Total	15,927,662	15,257,411	15,527,311	269,900	1.8%
Expenditures by Activity					
Financial Management	13,024,615	11,918,541	10,808,606	(1,109,935)	(9.3%)
Insurance and Loss Prevention	2,903,047	3,338,870	4,718,705	1,379,835	41.3%
Expenditures by Activity Total	15,927,662	15,257,411	15,527,311	269,900	1.8%
Other Program Funding Sources					
General Government SRF					
Convention Center Hotel - 11835	14,596,102	11,000,000	11,000,000	0	0.0%
Metro Mortgage Assistance Program	711,522	3,000,000	0	(3,000,000)	(100.0%)
Risk Management SRF	2,778,041	775,000	775,000	0	0.0%
Total	18,085,665	14,775,000	11,775,000	(3,000,000)	(20.3%)
Total Program Expenditures	34,013,327	30,032,411	27,302,311	(2,730,100)	(9.1%)
Personnel Complement (Budgeted)					
Financial Management	14.00	13.80	12.80	(1.00)	(7.2%)
Insurance and Loss Prevention	4.00	4.00	4.00	0.00	0.0%
Personnel Complement (Budgeted) Total	18.00	17.80	16.80	(1.00)	(5.6%)
Total Personnel Complement	18.00	17.80	16.80	(1.00)	(5.6%)
Revenue					
Interest Income	15,392,218	14,328,428	13,095,789	(1,232,639)	(8.6%)
Charges for Services	0	225,000	3,516,064	3,291,064	1,462.7%
Miscellaneous Other	113,595	0	0	0	0.0%
Revenue Total	15,505,814	14,553,428	16,611,853	2,058,425	14.1%
Furlough Savings			(58,768)		
Vacancy Savings			(86,938)		

Controller's Office (2560000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	8,617,706	8,671,019	8,702,841	31,822	0.4%
Services and Supplies	204,700	217,668	205,229	(12,439)	(5.7%)
Capital Equipment	11,313	3,225	0	(3,225)	(100.0%)
Internal Services and Misc.	8,904	10,286	9,660	(626)	(6.1%)
Restricted Budget	0	754,820	0	(754,820)	(100.0%)
Expenditures by Type Total	8,842,624	9,657,018	8,917,730	(739,288)	(7.7%)
Expenditures by Activity					
Accounting and Financial Reporting	3,532,095	3,652,611	3,363,571	(289,040)	(7.9%)
Payroll	2,598,562	2,696,502	2,514,381	(182,121)	(6.8%)
Financial Services	2,711,966	3,307,905	3,039,778	(268,127)	(8.1%)
Expenditures by Activity Total	8,842,624	9,657,018	8,917,730	(739,288)	(7.7%)
Other Program Funding Sources					
Capital Projects Funds					
Convention Center Replacement Fund	0	2,077,144	0	(2,077,144)	(100.0%)
Total Program Expenditures	8,842,624	11,734,162	8,917,730	(2,816,432)	(24.0%)
Personnel Complement (Budgeted)					
Accounting and Financial Reporting	29.00	29.00	28.00	(1.00)	(3.4%)
Financial Services	36.00	36.00	32.00	(4.00)	(11.1%)
Payroll	27.00	26.00	26.00	0.00	0.0%
Personnel Complement (Budgeted) Total	92.00	91.00	86.00	(5.00)	(5.5%)
Total Personnel Complement	92.00	91.00	86.00	(5.00)	(5.5%)
Revenue					
Interest Income	949,015	630,000	630,000	0	0.0%
Charges for Services	739,831	802,303	802,303	0	0.0%
Miscellaneous Other	938,287	14,560	14,560	0	0.0%
Revenue Total	2,627,133	1,446,863	1,446,863	0	0.0%
Furlough Savings			(225,682)		
Vacancy Savings			(349,949)		

Division of Real Estate (2570000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	1,387,215	1,443,720	1,371,853	(71,867)	(5.0%)
Services and Supplies	4,285,658	5,943,376	6,604,864	661,488	11.1%
Capital Equipment	3,985	2,150	0	(2,150)	(100.0%)
Internal Services and Misc.	5,346	5,184	6,500	1,316	25.4%
Restricted Budget	0	618,621	0	(618,621)	(100.0%)
Expenditures by Type Total	5,682,204	8,013,051	7,983,217	(29,834)	(0.4%)
Expenditures by Activity					
Real Estate Management	5,682,204	8,013,051	7,983,217	(29,834)	(0.4%)
Other Program Funding Sources					
Capital Projects Funds*					
Other Agency Capital Project	0	7,560,000	3,205,000	(4,355,000)	(57.6%)
Parks Improvements Projects - 35050	0	0	2,000,000	2,000,000	0.0%
Strategic Shelter Facilities	0	2,473,000	0	(2,473,000)	(100.0%)
Total	0	10,033,000	5,205,000	(4,828,000)	(48.1%)
Total Program Expenditures	5,682,204	18,046,051	13,188,217	(4,857,834)	(26.9%)
Personnel Complement (Budgeted)					
Real Estate Management	10.00	11.00	11.00	0.00	0.0%
Total Personnel Complement	10.00	11.00	11.00	0.00	0.0%
Revenue					
Charges for Services	1,032,165	337,766	450,000	112,234	33.2%
Miscellaneous Other	13,850	0	0	0	0.0%
Revenue Total	1,046,015	337,766	450,000	112,234	33.2%

Furlough Savings

(39,564)

Vacancy Savings

(54,803)

*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 & Management Office (2580000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	2,373,116	2,344,095	2,449,512	105,417	4.5%
Services and Supplies	490,808	574,433	342,732	(231,701)	(40.3%)
Capital Equipment	16,445	0	0	0	0.0%
Internal Services and Misc.	4,010	5,300	5,300	0	0.0%
Restricted Budget	0	384,859	0	(384,859)	(100.0%)
Expenditures by Type Total	2,884,379	3,308,687	2,797,544	(511,143)	(15.4%)
Expenditures by Activity					
Budgeting and Analysis	2,127,422	2,392,009	2,019,356	(372,653)	(15.6%)
Business Process Analysis	756,957	916,678	778,188	(138,490)	(15.1%)
Expenditures by Activity Total	2,884,379	3,308,687	2,797,544	(511,143)	(15.4%)
Other Program Funding Sources					
General Government SRF					
Grant Development	85,627	42,814	1,322	(41,492)	(96.9%)
Total Program Expenditures	2,970,006	3,351,501	2,798,866	(552,635)	(16.5%)
Personnel Complement (Budgeted)					
Budgeting and Analysis	15.50	14.50	13.75	(0.75)	(5.2%)
Business Process Analysis	8.00	8.00	7.00	(1.00)	(12.5%)
Personnel Complement (Budgeted) Total	23.50	22.50	20.75	(1.75)	(7.8%)
Total Personnel Complement	23.50	22.50	20.75	(1.75)	(7.8%)
Revenue					
Charges for Services	46	0	0	0	0.0%
Internal Service and Indirect Cost	22,697,045	19,271,908	17,664,647	(1,607,261)	(8.3%)
Miscellaneous Other	1,855,189	5,634,278	3,512,800	(2,121,478)	(37.7%)
Revenue Total	24,552,279	24,906,186	21,177,447	(3,728,739)	(15.0%)
Furlough Savings			(62,521)		
Vacancy Savings			(97,287)		

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Capital Planning and Programming (2590000)					
Expenditures by Type					
Personnel Services	1,219,320	1,100,660	981,786	(118,874)	(10.8%)
Services and Supplies	911,962	953,907	206,085	(747,822)	(78.4%)
Capital Equipment	2,990	0	0	0	0.0%
Internal Services and Misc.	1,148	650	650	0	0.0%
Restricted Budget	0	303,439	0	(303,439)	(100.0%)
Expenditures by Type Total	2,135,419	2,358,656	1,188,521	(1,170,135)	(49.6%)
Expenditures by Activity					
Capital Planning and Programming	2,135,419	2,358,656	1,188,521	(1,170,135)	(49.6%)
Other Program Funding Sources					
General Government SRF					
Metro Mortgage Assistance Program	1,214,404	0	0	0	0.0%
Special Districts Revolving Loan	0	0	0	0	0.0%
Tourism Improvement District Marketing and Promotion Fund	6,577,567	250,000	2,700,000	2,450,000	980.0%
Total	7,791,970	250,000	2,700,000	2,450,000	980.0%
Capital Projects Funds*					
Colorado Convention Center Capital Fund	0	10,338,966	9,448,770	(890,196)	(8.6%)
DURA Downtown TIF Projects	0	5,400,000	11,630,000	6,230,000	115.4%
Excise Tax Overperformance Capital Fund	0	28,582,508	0	(28,582,508)	(100.0%)
Other Agency Capital Project	0	2,547,755	5,374,297	2,826,542	110.9%
Theatres & Arenas Capital Projects	0	5,379,000	5,382,750	3,750	0.1%
Total	0	52,248,229	31,835,817	(20,412,412)	(39.1%)
Other Program Funding Sources Total	7,791,970	52,498,229	34,535,817	(17,962,412)	(34.2%)
Total Program Expenditures	9,927,390	54,856,885	35,724,338	(19,132,547)	(34.9%)
Personnel Complement (Budgeted)					
Capital Planning and Programming	9.00	9.00	8.00	(1.00)	(11.1%)
Total Personnel Complement	9.00	9.00	8.00	(1.00)	(11.1%)
Revenue					
Charges for Services	492,798	0	0	0	0.0%
Miscellaneous Other	600,000	300,000	300,000	0	0.0%
Revenue Total	1,092,798	300,000	300,000	0	0.0%

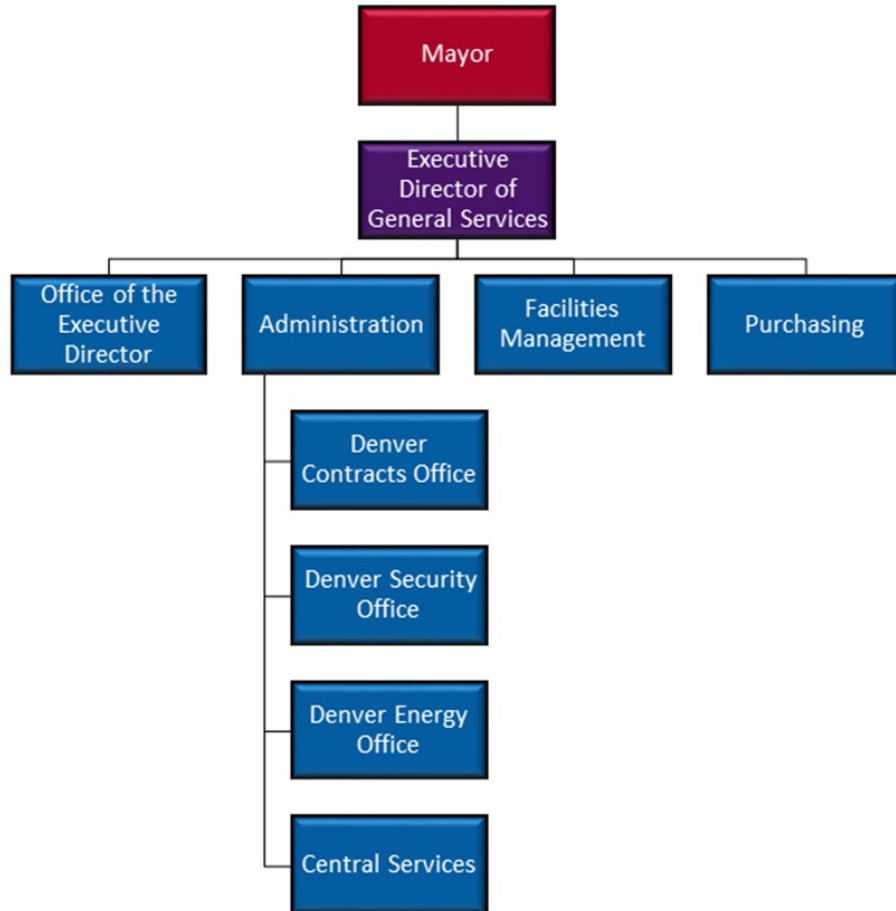
Furlough Savings (28,818)

Vacancy Savings (39,374)

*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."

Worker's Compensation (65000-2558100)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	5,337,101	6,052,040	6,130,801	78,761	1.3%
Services and Supplies	8,240,418	9,008,394	9,233,939	225,545	2.5%
Capital Equipment	13,325	13,325	0	(13,325)	(100.0%)
Internal Services and Misc.	586,627	546,519	546,519	0	0.0%
Expenditures by Type Total	14,177,471	15,620,278	15,911,259	290,981	1.9%
Expenditures by Activity					
WC Administration	5,552,505	5,586,450	5,080,759	(505,691)	(9.1%)
Indemnity and Medical	8,624,965	10,033,828	10,830,500	796,672	7.9%
Expenditures by Activity Total	14,177,471	15,620,278	15,911,259	290,981	1.9%
Other Program Funding Sources					
General Government SRF					
Firefighter Heart Benefit	0	50,000	50,000	0	0.0%
Total Program Expenditures	14,177,471	15,670,278	15,961,259	290,981	1.9%
Personnel Complement (Budgeted)					
WC Administration	21.00	21.00	22.00	1.00	4.8%
Total Personnel Complement	21.00	21.00	22.00	1.00	4.8%
Revenue					
Interest Income	1,287,570	1,194,000	1,194,000	0	0.0%
Charges for Services	9,999,815	10,000,300	8,417,955	(1,582,345)	(15.8%)
Miscellaneous Other	681,175	760,000	760,000	0	0.0%
Revenue Total	11,968,560	11,954,300	10,371,955	(1,582,345)	(13.2%)
Furlough Savings			(57,572)		

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Mission

General Services strives to be agile, efficient, and effective in delivering services in an ever-evolving environment.

Department Summary

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

For more information visit the General Services website at <https://www.denvergov.org/generalservices>.

Services

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

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

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



General Services provided guidance to S/M/WBE on partnership opportunities with the City at the 2019 Bridging the Gap to Success @ Denver event.



Facilities Management team members prepare for a day's work orders for City facilities.

The **Facilities Management Division** is responsible for the maintenance, repair, and operation of 134 City buildings and structures encompassing 6.3 million square feet. In addition, the division manages and implements a departmental plan to facilitate ADA compliance within the City's portfolio of facilities. Facilities Management plans and executes the City's deferred maintenance program for buildings, using data provided by the City and County of Denver Infrastructure Analysis, and annually implements facility capital improvement projects through the Capital Improvement Program (CIP) budget.

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

Strategies

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

- Business practice process improvement to increase the efficiency of our processes by removing waste and eliminating non-value add steps, which will increase cost savings and reduce process time.
- Communication enhancements to leverage our internal resources to brand General Services, and improve communication with our customers, employees, visitors, and stakeholders.
- Expand facility safety and security to continuously assess, identify, and develop proactive preventative measures that ensure the safety of our employees and tenants in City facilities.

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

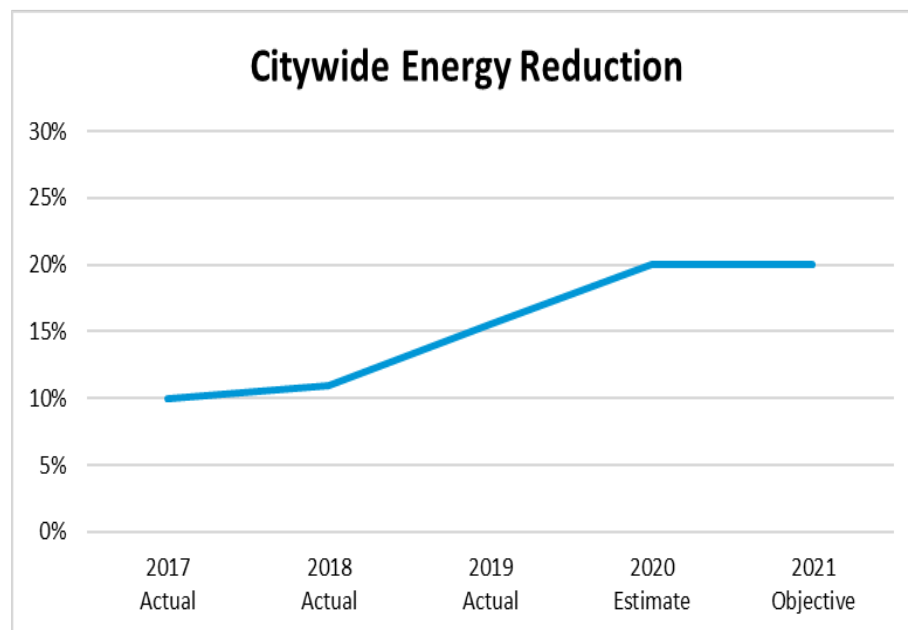
- Career planning to identify where our employees want to go in their careers and build a plan for them to achieve those goals.
- Provide employees with professional development opportunities by offering training, education, and other types of self-development opportunities for all General Services employees.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

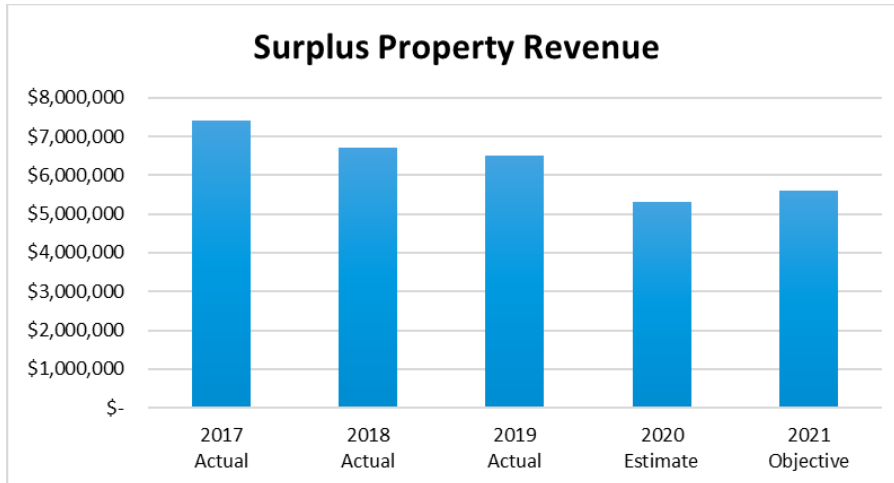
Financial Performance: Ensure measurable financial impact through responsible and sustainable practices at all levels of the agency through:

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

Performance and Program Highlights

The Denver Energy Office is committed to achieving the goal of a 20 percent reduction in energy usage by 2020 in accordance with the Better Buildings Challenge (BBC). A baseline has been set using 2011 consumption data. “Energy usage” as defined in this measure includes electricity, natural gas, steam, and chilled water. The 20 percent energy reduction in kBtUs for the City and County of Denver under the BBC is equivalent to the energy use of approximately 2,200 homes for a year. The percentages listed represent cumulative performance with a total reduction of 15.5 percent for 2019. General Services is projecting a 20 percent reduction in 2020. A goal for 2021 has not been established but will be based on the success of the 2020 goal and the support of the Department of Energy in determining a new goal for the next five years.

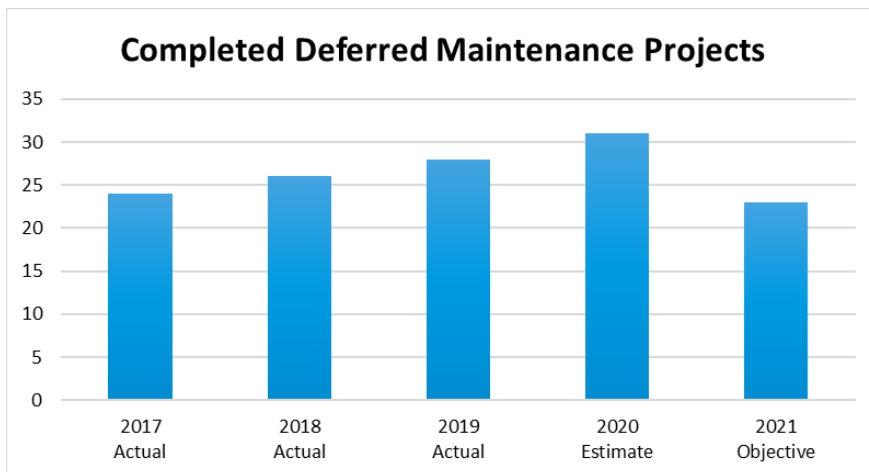
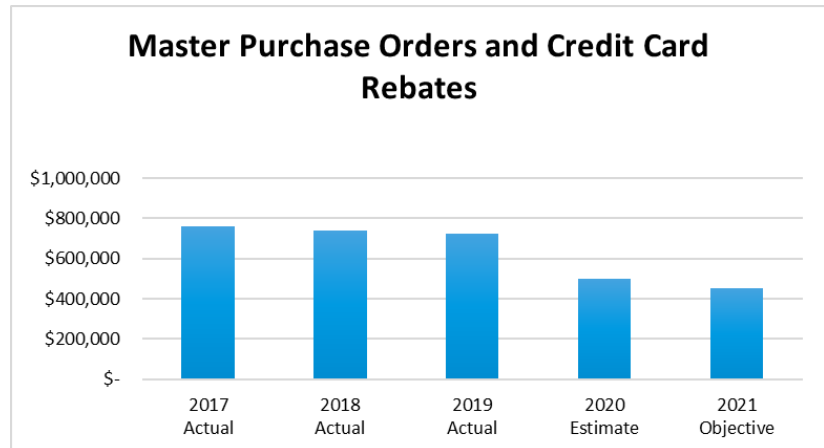




The Purchasing Division's Surplus Property Revenue: Revenue from sales of surplus property, abandoned confiscated vehicles, and lost and confiscated personal property. Through continued process improvement, General Services continues to increase the efficiency in which goods are processed and revenue generated. The decreases for 2020 and 2021 reflect the broad impacts of COVID-19, such as cancelled auctions, reduced passengers at DEN, some Surplus revenue budget moving from the

General Fund to DEN, and the anticipation that the City will now retain assets longer resulting in less sold at auction.

Master Purchase Order and Credit Card Rebates: A Master Purchase Order (MPO) is a legally binding agreement for goods and related services commonly used in volume by multiple City agencies, and are awarded for definite periods of time, usually one to three years with extension/renewal options. Purchasing administers over 350 MPOs that deliver savings and beneficial terms for agencies. Several of these MPOs generate rebates from suppliers based on the dollar value of purchases made. Rebates are declining due to restructuring of MPOs for better costs, a decline in MPOs offering rebates, and some rebates being diverted to the state.

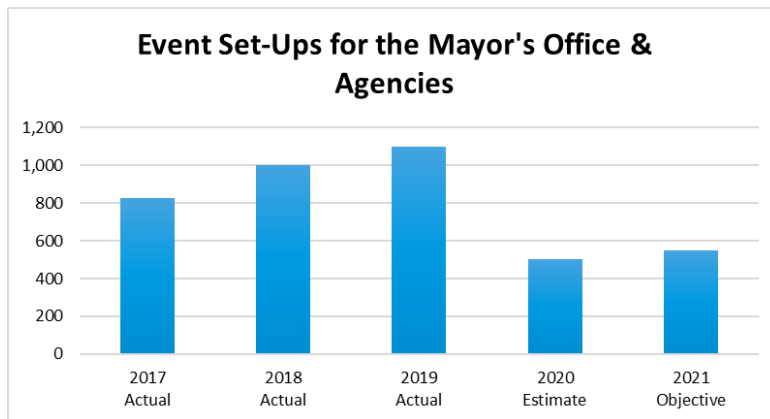
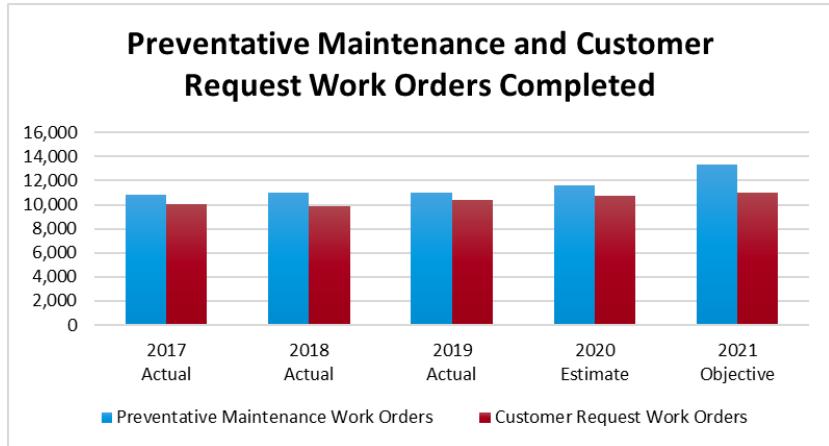


Deferred Maintenance: Deferred Maintenance for the 134 City facilities controlled by the Department of General Services is evaluated through an established Facility Condition Assessment Program (FCAP). Over 21 percent of General Services buildings are 55 years or older, 35 percent are 32-54 years old, and 15 percent are 20-31 years old. As buildings continue to age, the need to address deferred maintenance increases. Progress on deferred maintenance projects benefited from increased staffing capacity in 2020. It is anticipated that \$2.1M will become available in Q1 2021 through FIT

funding to complete approximately 23 deferred maintenance projects; this is projected to be the entirety of completed deferred maintenance projects in 2021 due to budget reductions.

Preventative Maintenance and Customer Request Work Orders: Facilities

Management maintains the operation of City facilities primarily through Preventative Maintenance Work Orders and Customer Request Work Orders. Building acquisitions, occupancy levels, and expanding hours of operation at City facilities have steadily increased year over year. The number of completed Preventative Work Orders remains relatively flat as a result. The unaddressed Preventative Maintenance work becomes deferred maintenance which results in additional costs.



Event Setups: Facilities Management is responsible for staging events on behalf of our partners. Due to COVID-19, Facilities Management will likely see a decline in 2020 and 2021 event setups.

COVID-19 Overview & Statement

All Facilities Management Custodial and Utility Team member's daily work activities have increased to include disinfecting of high touch areas within City facilities. Facilities Management is ensuring both public and internal areas are cleaned and disinfected continuously; over 1,000 hours of environmental cleaning has been added to City facilities per month. Facility modifications include sanitizer stations, physical distancing shields, comprehensive signage to guide employee foot traffic patterns, closure of certain common areas, and proper social distancing protocols for elevators and other high-traffic areas.

General Services has continued to take part in Return to Workplace planning. The General Services Facilities Management [Reentry and Recovery Plan](#) and a DenverHub (City intranet) page to inform employees of revised protocols for city facilities.

Facilities Management teams have continued to be an integral part of the City's support for people experiencing homelessness and those displaced due to COVID-19. Services to support the launch and maintenance of several shelter facilities have included electrical, plumbing and mechanical improvements, cot delivery, bed-bug abatement services, janitorial services, installation of soap dispensers, and rental and delivery of medical check-in tents. The acquisition/lease of the Rodeway Inn as a new shelter facility and transition of a portion of City shelters from overnight to 24/7 operations requires significant ongoing support from Facilities Management.

The Denver Security Office and the Denver Contracts Office within General Services responded to provide security personnel services at the National Western Complex men's shelter and the Denver Coliseum women's shelter as well as numerous hotels, motels, and other City facilities.

The Purchasing Division has focused most of its work on purchases related to COVID-19. Purchasing is also managing the internal requisition and fulfillment process for Personal Protective Equipment currently in City inventory.

General Services realized many unexpected expenditures related to the response to COVID-19. General Services has and will continue seeking reimbursement for expenditures associated with procuring personal protective equipment, supplemental contracted custodial services, and supplemental contracted security services. Because of the need to respond to COVID-19, some of General Services workplans and programs were put on hold or delayed as we reacted to COVID-19.

COVID-19 Mitigation Strategies

General Services team members are working as part of the City's long-term recovery efforts. General Services is the lead City agency for objective #1, to increase protective health measures across all City facilities, and objective #3, to develop a citywide resource management process to conduct procurement, purchasing, and contracting of regularly needed products and services, including PPE and cleaning supplies, in the Denver Citywide COVID-19 Recovery Action Plan. The General Services Executive Director also serves on the Long-Term Recovery Committee.

The Purchasing Division has continued its outreach to the vendor community, including small, women and minority-owned business enterprises, through virtual methods. This has allowed these business enterprises to continue to receive training and certifications and to remain engaged in identifying opportunities to do business with the City.

In response to COVID-19 the Purchasing Division's Surplus operations have modified how impounded vehicles are sold from in-person to an online auction format. The online auction has increased the average vehicle sale price.

Mail processes through the Central Services office have been significantly revised to ensure continual prompt mail and package delivery for City agencies while ensuring social distancing and safe practices.

Security screening processes have also been modified to ensure health and safety for those entering City facilities. Security personnel have been outfitted with PPE and properly trained on responding to approved COVID-19 protocols. Security screening stations in City facilities experiencing a decrease in occupancy levels have been closed to reduce costs.

COVID-19 Performance & Program Highlights

General Services is working with the Department of Finance to apply for federal reimbursement associated with contracts and expenditures directly related to COVID-19. These include additional security personnel services at temporary shelters serving people experiencing homelessness and additional contracted custodial services and janitorial supplies required to respond to increased facility cleaning and disinfecting.

During the early onset of the COVID-19 response, General Services purchased hand sanitizer, hand sanitizer dispensers and sanitizing solution and wipes to be located throughout City facilities.

General Services developed the COVID-19 Protocols for City Facilities webpage within DenverHub to provide critical information about modifications being made to City facilities in response to COVID-19. Facilities Management developed the [Reentry and Recovery Plan](#) document that has been used as a citywide guide for operating facilities in response to COVID-19.

Department Budget

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
General Services Administration	27,320,774	33,329,927	30,632,447	(2,697,480)	(8.1%)
Purchasing	3,020,313	3,031,272	2,406,405	(624,867)	(20.6%)
Office of the Executive Director	0	2,828,600	876,483	(1,952,117)	(69.0%)
Facilities Management	20,862,301	17,652,138	16,399,773	(1,252,365)	(7.1%)
Total	51,203,388	56,841,937	50,315,108	(6,526,829)	(11.5%)
General Fund Expenditures by Type					
Personnel Services	11,566,845	12,833,034	11,762,137	(1,070,897)	(8.3%)
Services and Supplies	38,430,687	38,224,565	37,221,192	(1,003,373)	(2.6%)
Capital Equipment	117,330	53,118	3,800	(49,318)	(92.8%)
Internal Services and Misc.	1,088,526	1,186,098	1,327,979	141,881	12.0%
Restricted Budget	0	4,545,122	0	(4,545,122)	(100.0%)
Total	51,203,388	56,841,937	50,315,108	(6,526,829)	(11.5%)
Total General Fund	51,203,388	56,841,937	50,315,108	(6,526,829)	(11.5%)
General Fund Revenue					
Charges for Services	1,902,937	2,037,498	1,700,000	(337,498)	(16.6%)
Miscellaneous Other	5,815,522	5,250,000	6,717,750	1,467,750	28.0%
Total	7,718,459	7,287,498	8,417,750	1,130,252	15.5%
Special Revenue Funds Expenditures					
General Government	31,220,921	10,490,229	16,173,113	5,682,884	54.2%
Total Special Revenue Funds	31,220,921	10,490,229	16,173,113	5,682,884	54.2%
Personnel Complement					
General Fund Operations - Civilian	145.25	143.25	125.25	(18.00)	(12.6%)
General Government - Civilian	0.00	0.00	4.00	4.00	0.0%
Total	145.25	143.25	129.25	(14.00)	(9.8%)
Total Personnel Complement	145.25	143.25	129.25	(14.00)	(9.8%)
Capital Improvements*					
Capital Improvements		500,000	800,000	300,000	60.0%
Bond Project Funds		119,228	747,253	628,025	526.7%
Grant/Other Capital Funds		0	1,200,000	1,200,000	0.0%
Total		619,228	2,747,253	2,128,025	343.7%

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

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-year Reductions

Due to the impact of COVID-19 on the economy in 2020, General Services implemented \$4,545,121 in mid-year reductions, including the following savings:

- \$557,009 in personnel services, primarily achieved by not filling vacant positions in Purchasing and Facilities and requiring staff to take eight unpaid furlough days. Some of the impacts of these reductions are mitigated through reduced purchasing activity throughout the City due to current economic conditions.
- \$3,986,112 in services and supplies achieved primarily through 1) savings on utilities due to success in improving the energy efficiency of buildings and much of the City workforce working remotely; 2) reductions in spending on City contracts, including the janitorial contract; and 3) reductions in supplies for the repair and maintenance of buildings and equipment.

Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line. General Services resubmitted some of these budget reductions again for 2021 in addition to other reductions described in the Significant Budget Changes section below.

Additionally, the General Services' Surplus Division reduced its 2020 revenue projection by \$833,987 due to the observed and expected 2020 impacts of COVID-19 on surplus property activity. This represents a 14 percent decrease from GS's original 2020 projection for this revenue stream.

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agencywide		
• A temporary reduction in personnel services due to charging the salary portion of positions for time spent supporting the delivery of GO Bond and CIP projects to the Elevate Denver Bond program and Capital Improvement Program for 2021. There are no impacts to planned projects as a result of this financial action.	0.00	(66,500)
• A net decrease in personnel services due to the implementation of a citywide retirement Special Incentive Program. Employees enrolled in the SIP retired from the City on or before August 31, 2020. These positions will not be backfilled in 2021.	(10.00)	(714,500)
Administration		
• An increase in personnel services due to the addition of two Security Operations Technicians to Denver Security Office call center operations at the end of 2019.	2.00	144,500
• A decrease in personnel services due to the transfer out of a mayoral appointee Deputy Manager position from Administration to the Performance Based Infrastructure Office.	(1.00)	(142,300)
• An increase in services and supplies to restore budget temporarily moved to internal services in 2020. This is offset by a decrease in internal services.	0.00	276,300
• A decrease in services and supplies due to a permanent reduction in the citywide utilities budget. These savings are able to be realized due to the consistent and ongoing efforts to improve the energy efficiency of and reduce overall energy usage within the City's buildings.	0.00	(2,050,000)
• A decrease in services and supplies due to a temporary reduction in budget for the City's security contract. Impacts will be mitigated by considered closure of a small number of City building entrances and holding vacant positions funded by contract spending.	0.00	(566,000)
• A decrease in services and supplies due to the permanent reallocation of budget to internal services for future storm water expenses. This is offset by an increase in internal services.	0.00	(420,000)
• A decrease in services and supplies due to a temporary reduction in professional services for small projects in City buildings.	0.00	(50,000)

2021 Impact Description

	FTEs	Dollars
• A decrease in services and supplies due to a temporary reduction in professional services within the Denver Energy Office.	0.00	(35,000)
• A net decrease in services and supplies due to a temporary reduction in discretionary spending, primarily in the areas of training and travel. This will not have an impact on services.	0.00	(26,900)
• An increase in internal services due to the permanent reallocation of budget from services and supplies for future storm water expenses. This is offset by a decrease in services and supplies.	0.00	420,000
• A decrease in internal services to restore budget temporarily moved from services and supplies in 2020. This is offset by an increase in services and supplies.	0.00	(276,300)

Purchasing

• A decrease in personnel services to transfer positions dedicated to providing direct services to DEN to a new "Internal Billings & Reimbursement SRF". All expenditures and revenue associated with these positions have moved to the new SRF. This will not result in any service impacts.	(4.00)	(404,800)
• A decrease in personnel services to freeze a vacant Associate Buyer position. This position will not be filled in 2021, and the workload will be redistributed to existing staff.	(1.00)	(87,500)
• A net decrease in personnel services due to a temporary reduction in budget for a Senior Buyer position, partially offset by the creation of a new Purchasing Technician in late 2019.	0.00	(20,800)
• A net decrease in services and supplies due to a temporary reduction in discretionary spending, primarily in the areas of training, travel, professional services, and dues and subscriptions.	0.00	(146,900)

Office of the Executive Director

• A decrease in personnel services to freeze a vacant Manager of the Department of General Services.	(1.00)	(189,600)
• A decrease in personnel services to transfer one Executive Assistant II to Facilities Management.	(1.00)	(81,300)
• An increase in services and supplies to restore budget temporarily moved to capital equipment in 2020. This is offset by a decrease in capital equipment.	0.00	39,800
• An increase in services and supplies to restore budget temporarily moved to internal services in 2020. This is offset by a decrease in internal services.	0.00	1,800
• A decrease in services and supplies due to a temporary reduction in budget traditionally used to support citywide initiatives. This reduction will cause little to no impact to services.	0.00	(466,800)
• A decrease in capital equipment to restore budget temporarily moved from services and supplies in 2020. This is offset by an increase in services and supplies.	0.00	(39,800)
• A decrease in internal services to restore budget temporarily moved from services and supplies in 2020. This is offset by an increase in services and supplies.	0.00	(1,800)

Facilities Management

• An increase in personnel services due to the transfer of one Executive Assistant II from the Office of the Executive Director.	1.00	81,300
• A decrease in personnel services to freeze one vacant Painter, one vacant Administrative Support Assistant IV, and one vacant Custodial Supervisor. These positions will not be filled in 2021, and the workload will be redistributed to other staff.	(3.00)	(204,400)
• An increase in services and supplies to support the next phase of ADA-related facility improvements.	0.00	300,000
• An increase in services and supplies to restore budget temporarily moved to capital equipment in 2020. This is offset by a decrease in capital equipment.	0.00	11,500

2021 Impact Description

	FTEs	Dollars
• A decrease in services and supplies due to a temporary reduction in budget for the repair and maintenance of buildings. All service requests and maintenance needs will be prioritized with considerations such as safety, condition, social equity, hours of operation, and impact on City services.	0.00	(1,481,300)
• A decrease in services and supplies due to a temporary reduction in budget for maintenance contracts involving landscaping, parking lot repairs, and snow removal. The most necessary projects and activities will be prioritized to minimize impact on City services.	0.00	(300,000)
• A net decrease in services and supplies due to a temporary reduction in discretionary spending, primarily in areas of training and maintenance agreements. This will not have an impact on City services.	0.00	(46,200)
• A decrease in services and supplies due to a temporary reduction in professional services, including janitorial services. Requests will be prioritized to ensure proper cleaning and sanitizing activities are maintained.	0.00	(30,000)
• A decrease in capital equipment to restore budget temporarily moved from services in supplies in 2020. This is offset by an increase in services and supplies.	0.00	(11,500)

Revenue

• An increase in General Fund revenue due to a one-time transfer from the Energy Conservation Capital Fund. Third-party funding will be utilized to ensure continued progress on energy efficiency projects.	0.00	1,200,000
• A revenue increase due to modest economic growth projected in 2021, resulting in increased revenue from surplus property sales. This is still a decrease from 2019 and pre-COVID-19 2020 expectations.	0.00	267,800
• A decrease in revenue to transfer positions that are dedicated to providing direct services to DEN to a new "Internal Billings & Reimbursement SRF". All expenditures and revenue associated with these positions have moved to the new SRF.	0.00	(337,500)

Special Revenue Fund

• An increase in expenditures resulting from increased lodgers' tax revenue to the Convention Marketing/Tourism SRF due to modest economic growth projected in 2021. This is still a significant decrease from 2019 and pre-COVID-19 2020 expectations.	0.00	5,276,600
• An increase in personnel services due to the creation of a new "Internal Services Billings & Reimbursement" SRF to administer the budget, including both expenditures and revenues, for the Purchasing employees serving DEN as buyers.	4.00	404,800

Capital

• An increase in capital due to a one-time budget expansion to enhance the perimeter security of the Wellington E. Webb Municipal Office Building.	0.00	800,000
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The budgeted vacancy savings is \$439,243.

The budgeted furlough savings is \$280,360.

Budget Detail

General Services Administration (3010000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	1,191,515	1,686,401	1,738,420	52,019	3.1%
Services and Supplies	24,983,664	28,111,816	27,590,839	(520,977)	(1.9%)
Capital Equipment	70,735	0	0	0	0.0%
Internal Services and Misc.	1,074,860	1,159,471	1,303,188	143,717	12.4%
Restricted Budget	0	2,372,239	0	(2,372,239)	(100.0%)
Expenditures by Type Total	27,320,774	33,329,927	30,632,447	(2,697,480)	(8.1%)
Expenditures by Activity					
Office of the Manager	1,553,265	0	0	0	0.0%
Central Services	0	332,194	319,596	(12,598)	(3.8%)
Contracts Office	0	503,375	497,915	(5,460)	(1.1%)
Security Office	0	4,555,892	3,976,045	(579,847)	(12.7%)
Denver Energy Office	511	27,938,466	25,838,891	(2,099,575)	(7.5%)
General Services - Utilities	25,766,997	0	0	0	0.0%
Expenditures by Activity Total	27,320,774	33,329,927	30,632,447	(2,697,480)	(8.1%)
Other Program Funding Sources					
General Government SRF					
Convention Marketing/Tourism	31,220,921	10,490,229	15,766,815	5,276,586	50.3%
Capital Projects Funds					
Facility CIP Projects	0	500,000	800,000	300,000	60.0%
Other Program Funding Sources Total	31,220,921	10,990,229	16,566,815	5,576,586	50.7%
Total Program Expenditures	58,541,695	44,320,156	47,199,262	2,879,106	6.5%
Personnel Complement (Budgeted)					
Central Services	0.00	4.00	4.00	0.00	0.0%
Contracts Office	0.00	4.00	5.00	1.00	25.0%
Denver Energy Office	0.00	4.00	4.00	0.00	0.0%
Office of the Manager	11.50	4.00	0.00	(4.00)	(100.0%)
Security Office	0.00	1.00	5.00	4.00	400.0%
Personnel Complement (Budgeted) Total	11.50	17.00	18.00	1.00	5.9%
Total Personnel Complement	11.50	17.00	18.00	1.00	5.9%
Revenue					
Charges for Services	0	0	0	0	0.0%
Miscellaneous Other	103,700	0	1,200,000	1,200,000	0.0%
Revenue Total	103,700	0	1,200,000	1,200,000	0.0%
Furlough Savings			(42,967)		
Vacancy Savings			(67,068)		

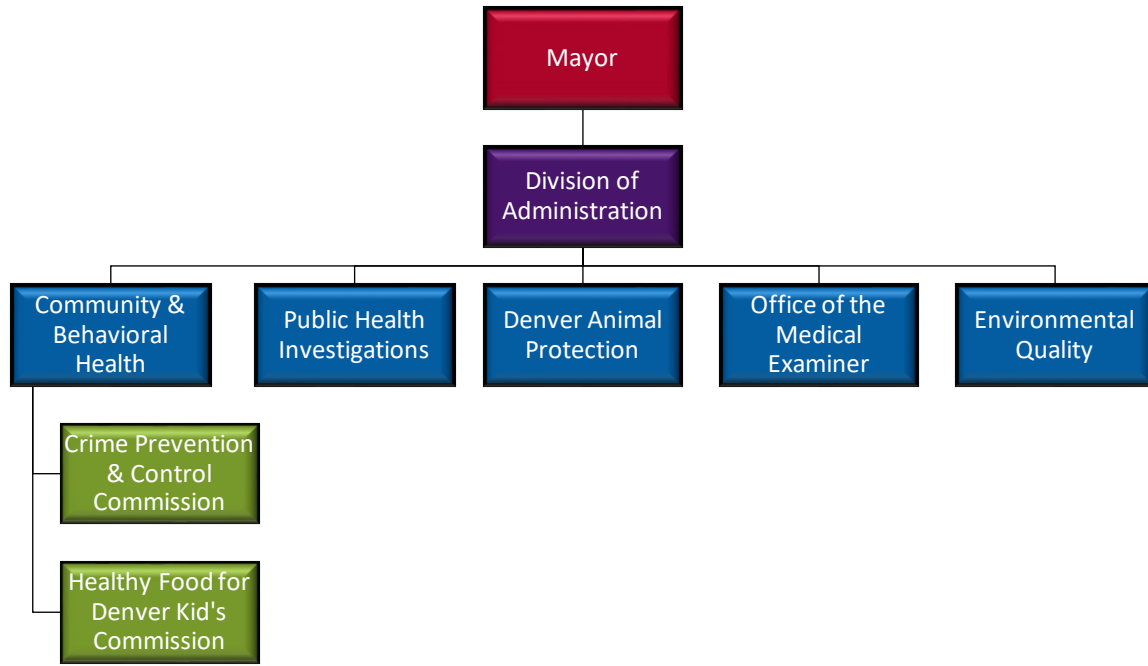
	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Purchasing (3020000)					
Expenditures by Type					
Personnel Services	2,625,141	2,877,668	2,192,205	(685,463)	(23.8%)
Services and Supplies	389,463	285,705	208,700	(77,005)	(27.0%)
Capital Equipment	4,408	1,800	3,800	2,000	111.1%
Internal Services and Misc.	1,300	1,700	1,700	0	0.0%
Restricted Budget	0	(135,601)	0	135,601	(100.0%)
Expenditures by Type Total	3,020,313	3,031,272	2,406,405	(624,867)	(20.6%)
Expenditures by Activity					
Administration	472,501	503,114	339,778	(163,336)	(32.5%)
Procurement	1,883,576	2,097,209	1,427,180	(670,029)	(31.9%)
Surplus Property	664,236	430,949	639,447	208,498	48.4%
Expenditures by Activity Total	3,020,313	3,031,272	2,406,405	(624,867)	(20.6%)
Other Program Funding Sources					
General Government SRF					
Internal Billings and Reimbursements	0	0	406,298	406,298	0.0%
Total Program Expenditures	3,020,313	3,031,272	2,812,703	(218,569)	(7.2%)
Personnel Complement (Budgeted)					
Administration	3.00	3.00	2.00	(1.00)	(33.3%)
Procurement	24.00	22.00	15.00	(7.00)	(31.8%)
Surplus Property	4.75	6.00	5.00	(1.00)	(16.7%)
Personnel Complement (Budgeted) Total	31.75	31.00	22.00	(9.00)	(29.0%)
Other Program Funds FTE					
General Government SRF					
Internal Billings and Reimbursements	0.00	0.00	4.00	4.00	0.0%
Total Personnel Complement	31.75	31.00	26.00	(5.00)	(16.1%)
Revenue					
Charges for Services	0	337,498	0	(337,498)	(100.0%)
Miscellaneous Other	5,707,718	5,250,000	5,517,750	267,750	5.1%
Revenue Total	5,707,718	5,587,498	5,517,750	(69,748)	(1.2%)
Furlough Savings			(53,205)		
Vacancy Savings			(82,875)		

Office of the Executive Director (3031000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	0	776,233	821,983	45,750	5.9%
Services and Supplies	0	225,953	54,500	(171,453)	(75.9%)
Capital Equipment	0	39,861	0	(39,861)	(100.0%)
Internal Services and Misc.	0	1,836	0	(1,836)	(100.0%)
Restricted Budget	0	1,784,717	0	(1,784,717)	(100.0%)
Expenditures by Type Total		2,828,600	876,483	(1,952,117)	(69.0%)
Expenditures by Activity					
Office of the Executive Director	0	2,828,600	876,483	(1,952,117)	(69.0%)
Total Program Expenditures	0	2,828,600	876,483	(1,952,117)	(69.0%)
Personnel Complement (Budgeted)					
Office of the Executive Director	0.00	8.25	6.25	(2.00)	(24.2%)
Total Personnel Complement	0.00	8.25	6.25	(2.00)	(24.2%)
Furlough Savings			(20,109)		
Vacancy Savings			(30,394)		

Facilities Management (3082000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	7,750,189	7,492,732	7,009,529	(483,203)	(6.4%)
Services and Supplies	13,057,560	9,601,091	9,367,153	(233,938)	(2.4%)
Capital Equipment	42,187	11,457	0	(11,457)	(100.0%)
Internal Services and Misc.	12,366	23,091	23,091	0	0.0%
Restricted Budget	0	523,767	0	(523,767)	(100.0%)
Expenditures by Type Total	20,862,301	17,652,138	16,399,773	(1,252,365)	(7.1%)
Expenditures by Activity					
Administration	1,199,430	587,117	354,258	(232,859)	(39.7%)
Team A	1,499,657	1,543,216	1,381,023	(162,193)	(10.5%)
Team B	1,221,115	1,474,480	1,383,303	(91,177)	(6.2%)
Project Management	285,407	449,163	253,482	(195,681)	(43.6%)
Team C	1,902,621	1,894,943	1,833,280	(61,663)	(3.3%)
Team E	1,115,850	1,480,420	1,223,430	(256,990)	(17.4%)
Team D	1,515,944	1,819,006	1,605,818	(213,188)	(11.7%)
Operations Team	12,122,277	8,403,793	8,365,179	(38,614)	(0.5%)
Expenditures by Activity Total	20,862,301	17,652,138	16,399,773	(1,252,365)	(7.1%)

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Facilities Management (3082000)					
Other Program Funding Sources					
Capital Projects Funds					
07 Bond-Public Ofc Facilities	0	119,228	747,253	628,025	526.7%
Energy Conservation Capital Projects	0	0	1,200,000	1,200,000	0.0%
Total	0	119,228	1,947,253	1,828,025	1,533.2%
Total Program Expenditures	20,862,301	17,771,366	18,347,026	575,660	3.2%
Personnel Complement (Budgeted)					
Administration	7.00	3.00	2.00	(1.00)	(33.3%)
Operations Team	42.00	32.00	27.00	(5.00)	(15.6%)
Project Management	2.00	2.00	2.00	0.00	0.0%
Team A	11.00	10.00	8.00	(2.00)	(20.0%)
Team B	11.00	11.00	11.00	0.00	0.0%
Team C	13.00	12.00	12.00	0.00	0.0%
Team D	7.00	8.00	8.00	0.00	0.0%
Team E	9.00	9.00	9.00	0.00	0.0%
Personnel Complement (Budgeted) Total	102.00	87.00	79.00	(8.00)	(9.2%)
Total Personnel Complement	102.00	87.00	79.00	(8.00)	(9.2%)
Revenue					
Charges for Services	1,902,937	1,700,000	1,700,000	0	0.0%
Miscellaneous Other	4,105	0	0	0	0.0%
Revenue Total	1,907,041	1,700,000	1,700,000	0	0.0%
Furlough Savings			(164,079)		
Vacancy Savings			(258,906)		

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Mission

Empowering Denver's communities to live better, longer.

Department Summary

Denver's Department of Public Health and Environment (DDPHE) is dedicated to advancing Denver's environmental and public health goals. DDPHE works collaboratively with city, state, and community partners to conduct education, community engagement, and enforcement to promote healthy people, healthy pets, and a sustainable environment. DDPHE oversees many services related to public health and the environment and is comprised of six divisions: the Division of Administration; Community and Behavioral Health; Public Health Investigations; Denver Animal Protection; the Office of the Medical Examiner; and Environmental Quality. The Department's programs are funded from many sources, including the General Fund, Environmental Services Enterprise Fund, state and federal grants, as well as private grants, contracts, and donations.

In 2020, DDPHE was at the forefront of the coronavirus pandemic response (COVID-19), and this response required DDPHE to temporarily suspend many of its standard public health programs to help plan and implement Denver's response to the public health crisis. DDPHE's focus on COVID-19 will remain well in 2021 and requires DDPHE to permanently assign resources to the COVID-19 response. As Denver's local public health department, DDPHE has committed long-term resources to maintain a Department Operations Center (DOC) which pulls staff from all divisions within DDPHE to maintain situational awareness, liaise with the citywide Emergency Operations Center (EOC), and maintain a level of preparation, monitoring, and evaluation of the COVID-19 situation. The DOC will be maintained in 2021 through rotating staff from all divisions, reducing capacity for divisions to meet full programmatic goals. These intensive efforts by DDPHE have helped to control Denver's numbers of COVID-19 positive cases and kept us from exceeding our hospital capacity to accommodate these cases, unlike many of our neighboring jurisdictions.

For more information on DDPHE's programs and services, visit the DDPHE website at: <http://www.denvergov.org/dphe>

Services

Community and Behavioral Health (CBH) promotes population health and health equity by developing, implementing, and evaluating sustainable, evidence-based public health policies, interventions, and systems. CBH conducts multiple types of health-related assessments; creates, implements, and evaluates the City's Public Health Improvement Plan; and develops policies and initiatives aimed at improving the health of Denver residents while advancing equity at all levels. The Denver Office of HIV Resources (DOHR) resides within CBH and administers the Ryan White HIV Emergency Relief Project Grant. DOHR provides funding in various service categories to provide a comprehensive continuum of care for people living with HIV/AIDS. CBH has temporarily redeployed most of its staff to assist with the COVID-19 response and anticipates continuing to provide some level of assistance as a part of DDPHE's COVID-19 program throughout 2021. As a result, CBH's 2021 goals will be adjusted to accommodate the need to share in the COVID-19 response.

More information can be found at: <https://www.denvergov.org/content/denvergov/en/environmental-health/community-health.html>

Public Health Investigations (PHI) enforces compliance with codes and regulations to improve quality of life and minimize the risk of communicable and infectious diseases in public and private settings, including regulated businesses such as commercial food service, child care, swimming pools, body art facilities, cannabis businesses, residential settings, syringe access programs, overnight shelters, and areas impacted by environmental or public health hazards. PHI is committed to minimizing the spread of disease and resolving situations posing the greatest risk to the public health. In 2020, PHI was the primary division within DDPHE leading the COVID-19 response along with the Administration Division. PHI led the planning and implementation of DDPHE's response including writing and enforcing public health orders. As a result, PHI has temporarily suspended most of its standard public health programs to focus resources on the COVID-19 response. In 2021, PHI's lead role will continue with a minimum of 65 percent of its staff reassigned to the COVID-19 program, significantly reducing PHI's capacity to execute its standard public health programs. More information on standard inspections and safety can be found on the Division's website at:

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

Denver Animal Protection (DAP) protects the safety and welfare of Denver’s animals and residents by fostering the human-animal bond. DAP emphasizes public and animal safety and health, encourages responsible pet ownership through education and enforces compliance with animal-related municipal code requirements, and cares for animals at the Denver Animal Shelter (DAS). DAP is committed to providing humane care to companion animals; reuniting lost pets with their owners; adopting pets to loving homes; enforcing Denver County animal ordinances; and proactively educating the public about animals and their needs. DAP supports DDPHE’s COVID-19 response where needed and generally through reassigning staff to support Administration. More information on DAP can be found at: <http://www.denvergov.org/content/denvergov/en/denver-animal-shelter.html>.

The **Office of the Medical Examiner (OME)** investigates all violent, suspicious and unexpected deaths that occur in the City and County of Denver. The goal of forensic investigation and autopsy is to develop the logical, scientific, and unbiased information necessary to determine the cause and manner of death for the proper and accurate completion of the death certificate and autopsy report. The Agency also offers death expert testimony and consultation, death scene response and investigation, and deceased identification and death notification. The City’s death trends are shared across systems and jurisdictions, such as law enforcement, the Centers for Disease Control and Prevention (CDC), hospital review boards, and outreach organizations. In 2020, OME saw an increase in workload as a result of the COVID-19 pandemic, drug overdoses, population increase and violent crimes. In 2021, OME anticipates a persistent increase in workload as the COVID-19 pandemic and aforementioned death trends continue to impact Denver’s residents.

The **Division of Administration** provides overall policy direction, management, communications, and core services for DDPHE. The Division manages departmental purchasing and budget, Public Health Accreditation Board (PHAB) accreditation, performance management, quality improvement, and communications and marketing. Division staff support the Department’s governing body, the Denver Board of Public Health and Environment. Administration also manages the City’s contract with Denver Health for the many public health and administrative services provided between the two organizations. Administration has been co-leading the COVID-19 response with PHI, diverting resources to assist in the City’s Joint Information Center and EOC. The COVID-19 response will continue well into 2021, requiring Administration to focus on COVID-19 while supporting DDPHE with reduced capacity.

Environmental Quality (EQ) empowers Denver’s communities to live better, longer by protecting and improving the quality of the land, air, and water; ensuring environmental protection; assisting a multitude of city agencies with environmental compliance and environmental liabilities, administering the ISO 14001 Environmental Management System; promoting resource conservation; advocating for environmental policies, and informing, educating, and partnering with the community. EQ provided much of the leadership and staff for the Department Operations Center throughout the 2020 COVID-19 response and anticipates continued support through staffing in 2021. The Division is funded through the Environmental Services Enterprise Fund. Environmental reports, projects, and additional information can be found at: <http://www.denvergov.org/content/denvergov/en/environmental-health/environmental-quality.html>.

Strategies

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

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

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

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

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

Program and Performance Highlights

Environmental Services Enterprise Fund (ESEF)

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

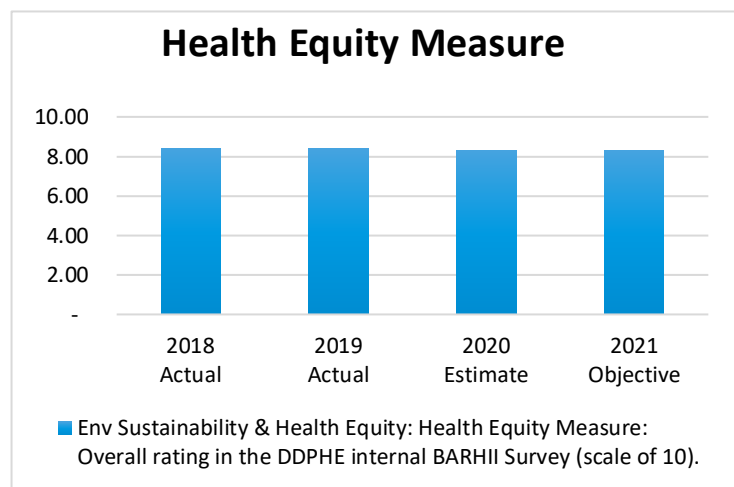
Strategies

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

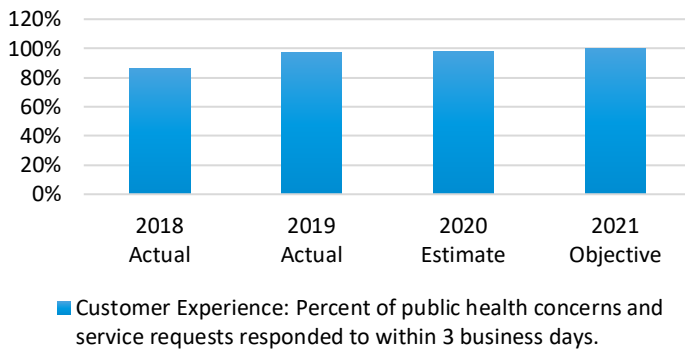
Performance Context

In May 2019, DDPHE updated its 2018-2022 strategic plan that identifies five strategic pillars to achieve the departmental mission of *Empowering Denver's Communities to Live Better, Longer*. The metrics highlighted below represent several of the five strategic pillars.

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



DDPHE Customer Satisfaction

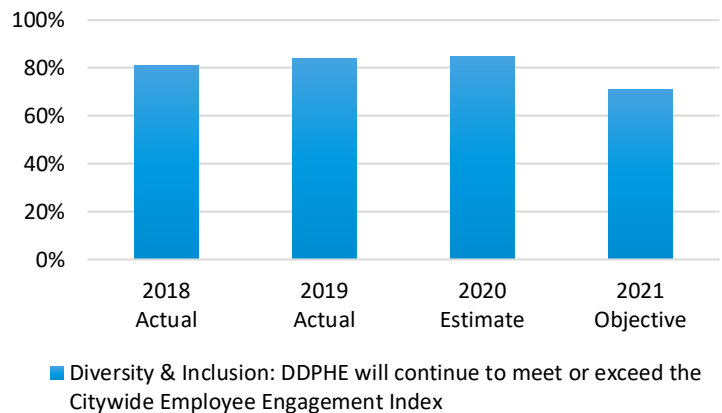


DDPHE serves residents at all stages of life, from childcare facility inspections to death investigations, and ensures public health and safety where Denver lives, works, eats, and plays regardless of gender, ethnicity, or economic status. DDPHE has issued a bilingual customer satisfaction survey and has a goal that ninety percent of all DDPHE **Customer Satisfaction Survey** respondents will indicate they were satisfied or strongly satisfied with the services provided by the Department. Graph: Percent of public health concerns and service requests responded to within 3 business days.

CUSTOMER EXPERIENCE: Customer Satisfaction is one of DDPHE's top priorities as the department seeks to elevate the customer experience by fostering community engagement and being uniquely responsive to the residents it serves. DDPHE knows that the customer experience is best when community members are engaged, providing input and feeling that their voices are valued. DDPHE measures customer experience satisfaction rates and service response time to ensure that it is meeting its mission of empowering Denver's communities to live better, longer. These metrics allow the department to quickly gauge satisfaction levels of staff's work with Denver residents and address any areas of underperformance (for which the department can then make targeted adjustments).

EMPLOYEE ENGAGEMENT: DDPHE believes a happy and productive workforce is foundational to achieving excellence in public and environmental health. DDPHE's workforce development plan prioritizes training, core competency development, and diversifying the workforce by changing how and where it recruits. DDPHE seeks to be the best public health department in the country. By holding these high standards and using metrics to measure our workforce, DDPHE ensures this goal is met. To further achieve this, DDPHE provides its staff with supported leadership and professional development opportunities. DDPHE also seeks to create an inclusive workplace that prioritizes building internal relationships based on trust, shared commitment, and solution-seeking through diversity. Through annual Pulse surveys and bi-annual Employee Engagement surveys, DDPHE measures employees' thoughts, attitudes, and comfort level at work. Through such surveys, DDPHE can target educational and directed change to meet and exceed strategically set goals for benchmarks.

Employee Engagement Index



2020 COVID-19 Overview & Statement

DDPHE has been at the forefront of the coronavirus pandemic response (COVID-19). This response has required DDPHE to temporarily suspend many of its standard public health programs to help plan and implement Denver's response to the public health crisis. DDPHE's focus on COVID-19 will remain well into 2021 and requires DDPHE to semi-permanently assign resources to the COVID-19 response. As Denver's local public health department, DDPHE has committed long-term resources to maintain a Department Operations Center (DOC) which pulls staff from all divisions within DDPHE to maintain situational awareness, liaise with the citywide Emergency Operations Center (EOC), and maintain a level of preparation, monitoring, and evaluation of the COVID-19 situation. The DOC will be maintained into 2021 through rotating staff from all divisions, reducing capacity for divisions to meet full programmatic goals. These intensive efforts by DDPHE have helped to control Denver's numbers of COVID-19 positive cases and kept the City from exceeding hospital capacity to accommodate these cases, unlike many of our neighboring jurisdictions.

In addition to the significant disruption to DDPHE's workplans and programs, the Department has experienced multiple delays and cancellations of projects, initiatives, services, programs, and events. Examples by division (the Office of the Medical Examiner is excluded because their work does not include projects, initiatives, etc.):

Community & Behavioral Health division

Tobacco compliance inspections have stopped because of staff redeployment. Work on the City's Behavioral Health Plan and Public Health Improvement Plan have been paused, as has work around substance misuse work. 78 percent of General Fund-funded staff have been redeployed.

Denver Animal Protection

Denver Animal Protection stopped providing certain free and reduced-cost services to the public and instead delivered pet food and supplies to families in need. DAP suspended adoptions and stopped issuing most administrative citations which resulted in reduced revenues and suspended voluntary surgeries under Executive Order for approximately four weeks, which backed up their ability to move animals to partners, leaving animals to languish in the shelter. Adoptable animals left in the shelter for periods of time reduces the likelihood that they will be adopted because of behaviors developed from being kenneled with limited enrichment – outcomes for adoptable animals in Denver have and will be grave without the ability or with limited ability for the public to adopt them in a timely manner.

Environmental Quality division

Ongoing implementation of the City's Environmental Management System, a set of processes and practices that enable all city departments to reduce their environmental impacts and increase their operating efficiency, has been slowed down significantly due to the closure of city facilities and remote working of city staff at numerous facilities. With 80 percent of the Division of Environmental Quality staff redeployed, response times for low priority environmental complaints (odors, backyard smokers, water quality, etc.) experienced delays of several days. Air quality and water quality projects were delayed due both to internal staff constraints (redployed to DOC), business closures, or partner agency closures due to COVID-19.

Public Health Investigations

With over 85 percent of PHI staff redeployed, work on all significant non-COVID initiatives was halted, except work around the Kiewit/C70 noise variance request hearing and childcare inspections. This includes efforts around regulation revisions, internship opportunities for youth of color, addressing radon contamination in homes with regulations, cannabis investigations, and other routine work.

DDPHE's two public facing facilities, Denver Animal Protection and the Office of the Medical Examiner, have experienced reductions and closures in lobby hours.

- Denver Animal Protection closed the lobby of the shelter on March 15 and suspended adoptions but continued to accept strays, as well as animals surrendered by their owners, and continued to transfer animals to partner organizations and to foster volunteers. During the lobby closure, social distancing practices for the public and partner transactions were implemented, including using a night drop to transfer animals and paperwork to avoid direct contact with individuals.
- The Office of the Medical Examiner's lobby was closed to the public for much of April and May. Instead of having next-of-kin come to the office to pick up the personal effects of the deceased, the Office sent them with the body to the funeral home. There was also a significant change in how long bodies were stored at OME. Because large gatherings such as funerals were prohibited, many families chose to delay services and the bodies were stored at OME much longer than is typical.

All divisions of DDPHE had to cancel and/or change public meetings and events. A community meeting in GES regarding environmental issues in March was cancelled. Air quality grant-funded work was largely suspended, and community outreach events were postponed indefinitely. Many board and commission meetings were delayed, including the Crime Prevention and Control Commission (CPCC), Healthy Food for Kids, Planning Council for Ryan White, and Food Vision meetings. All community engagements were delayed or paused, including work in Sun Valley on mental health resources. Some training evolutions were cancelled, and outside training opportunities such as the Colorado Coroner's Association and the annual scientific meeting of the National Association of Medical Examiners (NAME), both scheduled to be held in Denver this year, were cancelled. DDPHE rescheduled the monthly meetings of the Board of Public Health and Environment for the months of March, April and May. The Department also facilitated the transition of the Board to fully virtual meetings beginning in August. Additionally, the Department postponed administrative hearings from March until August while planning and transitioning to virtual hearings. Denver Animal Protection was forced to re-imagine their two largest fundraisers, Rescue Runway (delayed and rescheduled to virtual) and Cycle for Strays (the event was canceled and DAP moved to a virtual event), as well as to cancel their popular weekend low-cost vaccination clinics and an annual large public vaccination clinic in Montbello.

Across the department, unexpected expenditures occurred and continue to occur. These expenditures include overtime for COVID response, additional PPE for COVID response, equipment to facilitate remote work, and disinfectant. While these expenditures occurred in all department divisions, the Office of the Medical Examiner's (OME) expenditures include needing to purchase extra body bags to double and triple bag potentially infectious bodies and additional consumables like towels and scalpels; OME also increased reliance on contract pathologists, and an increase in everything related to an autopsy (transportation of bodies, toxicology, histology, transcription of reports) due to a 35 percent uptick in volume of work overall. During the early phases of the COVID response, the Environmental Services Enterprise Fund did incur expenses until the CARES/FEMA funds were received and a protocol developed. Categories include expenditures for PPE, crisis response consultants, public health mitigations (handwashing stations) and technology to enable mass teleworking.

COVID-19 Mitigation Strategies

Since DDPHE's mission includes managing public health crises, their mitigation strategies are geared towards controlling the pandemic and maintaining an appropriate COVID-19 response going forward. DDPHE's ongoing strategies and long-term goals to manage the COVID-19 response are listed below.

Ongoing Strategies:

DDPHE COVID-19 Management Objectives:

- At all times, provide for the safety and support of DDPHE and DPH staff responding to COVID-19.
- Provide the organization, structure, and tools by which DDPHE and DPH can lead the City's Public Health crisis response, and meaningfully inform City leadership for decision-making.
- Practice fiscal responsibility for all assigned managerial and tactical actions, including maximizing resources, minimizing waste, and documentation.

- Aid and guide the build out of DDPHE resources to be able to address the long-term demands of combating the COVID-19 pandemic.

DDPHE Operational Objectives:

- Respond to requests for COVID-19 related data/reports, including collection, vetting, analysis, reporting and safeguarding of data, for decision making, planning, response and public communication.
- Provide subject matter expertise regarding public and environmental health and responder health and safety to city agencies as requested.
- Monitor and enforce city-wide public health protective actions outlined under 24-16 of the Denver Revised Municipal Code, May 9 DDPHE Safer at Home Order and Face Covering Order.
- Provide focused outreach and support of vulnerable populations, including those at higher-risk of COVID-19, such as People Experiencing Homelessness and Ancillary Care Facilities.
- Receive, organize, inventory, track, and distribute resource requests and shipment(s) and CCD resource procurements based on identified critical needs.
- Build DOC team and strategies for establishment of Community Testing Sites, in partnership with DOS and OEM, to increase testing within Denver utilizing current Pepsi Center resources reallocated to DDPHE.
- Provide on-site COVID-19 testing to Denver residents and facilities experiencing outbreaks.
- Initiate case investigations within 24 hours of receipt from State.
- Perform contact tracing of confirmed COVID-19 cases, including sharing of resources and testing information, within 24 hours of referral, not to exceed 48 hours per state guidance.
- Investigate and take public health action in response to COVID-19 outbreaks and complaints in workplaces and congregate living settings and perform required reporting to CDPHE.
- Monitor caution indicators, including the capacity of health care partners to manage a pandemic related surge.
- Monitor metrics to identify Denver's current state in meeting requirements for *Protect Our Neighbor* status.

Long Term Goals through 2021:

- Continue to lead the City's public health response to COVID-19.
- Continue to Identify and lead public health control measures to achieve *Protect Our Neighbor* status for CCD, via contact tracing, testing, compliance, and outbreak investigations.
- Continue enforcement of public health orders in the settings with increased cases and noncompliance with the goal of increasing compliance and slowing the spread of illness.
- Plan for the receipt and distribution COVID-19 vaccine as it becomes available.
- Promote maximum uptake of flu vaccine to prevent additional illness that may increase susceptibility to COVID-19
- DDPHE Emergency Response activities for COVID-19 will be successful when public health response activities, including case management, contact tracing, testing coordination, and environmental controls, are manageable and sustainable through normal department resources and operations.

COVID-19 Performance & Program Highlights

To date, DDPHE received federal funding through the Colorado Department of Public Health and Environment (CDPHE) as well as from the Denver Citywide Coronavirus Relief Fund (CRF) CARES Act and FEMA funding.

Department Budget

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Community and Behavioral Health	1,700,671	3,006,724	3,848,295	841,571	28.0%
Public Health Investigations	4,200,187	4,333,258	4,276,319	(56,939)	(1.3%)
Denver Animal Protection	4,394,226	4,613,589	5,043,097	429,508	9.3%
Office of the Medical Examiner	3,312,066	3,673,762	3,714,925	41,163	1.1%
Division of Administration	1,319,361	1,460,651	1,507,563	46,912	3.2%
Office of Sustainability	344,321	0	0	0	0.0%
Total	15,270,831	17,087,984	18,390,199	1,302,215	7.6%
General Fund Expenditures by Type					
Personnel Services	12,984,185	14,386,389	14,720,634	334,245	2.3%
Services and Supplies	2,157,707	2,220,907	3,623,949	1,403,042	63.2%
Capital Equipment	86,086	19,900	7,000	(12,900)	(64.8%)
Internal Services and Misc.	42,854	37,750	38,616	866	2.3%
Restricted Budget	0	423,038	0	(423,038)	(100.0%)
Total	15,270,831	17,087,984	18,390,199	1,302,215	7.6%
Payments					
Payment - Denver Cares	2,383,354	3,357,877	2,970,909	(386,968)	(11.5%)
Payment - Medically Indigent	30,777,300	30,777,300	27,700,000	(3,077,300)	(10.0%)
Payment - Park Hill Clinic Financing	32,546	150,868	150,868	0	0.0%
Payment - Poison Center	156,900	156,900	156,900	0	0.0%
Payment - Public Health Clinical	2,644,803	2,529,755	2,176,165	(353,590)	(14.0%)
Subtotal Total	35,994,903	36,972,700	33,154,842	(3,817,858)	(10.3%)
Total General Fund	51,265,734	54,060,684	51,545,041	(2,515,643)	(4.7%)
General Fund Revenue					
Licenses and Permits	568,296	450,000	550,000	100,000	22.2%
Fines and Forfeits	11,223	0	0	0	0.0%
Charges for Services	1,427,531	801,800	1,003,300	201,500	25.1%
Internal Service and Indirect Cost	211,606	163,000	163,000	0	0.0%
Miscellaneous Other	(55,167)	5,300	2,300	(3,000)	(56.6%)
Total	2,163,489	1,420,100	1,718,600	298,500	21.0%
Enterprise Fund Expenditures by Agency					
Environmental Services	9,859,060	10,393,649	9,570,748	(822,901)	(7.9%)

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
Total	9,859,060	10,393,649	9,570,748	(822,901)	(7.9%)
Enterprise Fund Expenditures by Type					
Personnel Services	5,910,962	5,192,366	4,981,335	(211,031)	(4.1%)
Services and Supplies	2,298,901	3,866,937	2,707,687	(1,159,250)	(30.0%)
Capital Equipment	37,756	111,820	19,200	(92,620)	(82.8%)
Internal Services and Misc.	1,611,441	1,222,526	1,862,526	640,000	52.4%
Total Enterprise Funds	9,859,060	10,393,649	9,570,748	(822,901)	(7.9%)
Enterprise Fund Revenue					
Interest Income	555,538	182,000	182,000	0	0.0%
Charges for Services	9,313,149	9,162,000	8,800,000	(362,000)	(4.0%)
Internal Service and Indirect Cost	102,721	528,000	528,000	0	0.0%
Miscellaneous Other	347,101	1,079,140	3,313,000	2,233,860	207.0%
Total Enterprise Funds Revenue	10,318,509	10,951,140	12,823,000	1,871,860	17.1%
Transfers					
Transfer to Underground Storage Tanks Fund - 78100-9784110	0	250,000	0	(250,000)	(100.0%)
Transfer to Environmental Capital Fund - 78100-9785110	1,000,000	750,000	0	(750,000)	(100.0%)
Transfer to General Fund - 78100- 9901100	0	3,998,702	3,273,702	(725,000)	(18.1%)
Transfer to General Government SRF - 78100-9911100	0	0	0	0	0.0%
Transfer to Alternative Transportation SRF - 78100-9911410	411,300	350,000	411,300	61,300	17.5%
Transfer to Planned Fleet SRF - 78100- 9923100	900,000	1,371,208	744,000	(627,208)	(45.7%)
Transfer to Environmental Capital Fund - 78200-9785110	2,500,000	0	0	0	0.0%
Transfer to Environmental Services Enterprise Fund - 78310-9978100	0	0	1,750,000	1,750,000	0.0%
Transfer to Environmental Capital Fund - 78320-9785110	0	0	750,000	750,000	0.0%
Transfer to Environmental Services Enterprise Fund - 78320-9978100	0	0	1,000,000	1,000,000	0.0%
Total Enterprise Funds Transfers	4,811,300	6,719,910	7,929,002	1,209,092	18.0%
Special Revenue Funds Expenditures					
Health	44,484,788	55,237,645	58,463,276	3,225,631	5.8%

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
Total Special Revenue Funds	44,484,788	55,237,645	58,463,276	3,225,631	5.8%
Grants					
Grants	13,406,527	14,171,397	11,867,665	(2,303,732)	(16.3%)
Total Grants	13,406,527	14,171,397	11,867,665	(2,303,732)	(16.3%)
Personnel Complement					
Environmental Services - Civilian	54.85	42.21	42.58	0.37	0.9%
General Fund Operations - Civilian	146.92	155.95	151.67	(4.28)	(2.7%)
Health - Civilian	51.57	61.64	49.39	(12.25)	(19.9%)
Health - Uniform	3.00	1.00	1.00	0.00	0.0%
Total	256.34	260.80	244.64	(16.16)	(6.2%)
Total Personnel Complement	256.34	260.80	244.64	(16.16)	(6.2%)
Capital Improvements					
Capital Improvements		8,816,589	2,845,080	(5,971,509)	(67.7%)
Environmental Services		714,400	329,600	(384,800)	(53.9%)
Total		9,530,989	3,174,680	(6,356,309)	(66.7%)

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

Programmatic Changes

Due to the COVID-19 impact on the economy in 2020, the Department of Public Health and Environment implemented \$423,038 in mid-year reductions, in personnel services, primarily achieved by not filling vacant positions and requiring staff to take eight unpaid furlough days. Additionally, DDPHE also returned \$518,000 in General Fund Transfers from their Public Health and Wellness SRF.

Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line. The Department resubmitted some of these budget reductions again for 2021 in addition to other reductions described in the Significant Budget Changes section, below.

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agencywide		
• An increase in personnel services as a result of pay adjustments to various public health and animal control classifications that occurred after the 2020 budget had been approved.	0.00	530,000
• A continuation in personnel services due to the conversion of seven limited positions to permanent, unlimited FTE due to the ongoing nature of their work.	0.00	0
Community and Behavioral Health		
• A decrease in personnel services due to the transfer of an Environmental Public Health Manager and a Public Health Administrator from the Office of Community and Behavioral Health to the Department of Transportation and Infrastructure for the Safe Routes to School Program.	(2.00)	(251,400)
• A decrease in personnel services due to one expiring Environmental Public Health Investigator position.	(1.00)	(96,600)
• A decrease in personnel services due to an expiring Outreach Case Coordinator position.	(1.00)	(71,900)
• An increase in supplies and services to expand the pilot for the Support Team Assisted Response (STAR) program as an alternative to dispatching police in situations involving Mental/Behavioral health.	0.00	1,395,000
• A net decrease in supplies and services for one-time budget for on-call positions, space, computers, monitors and phones for two positions that were added in 2020 for the Tobacco Public Health program and Suicide Prevention program	0.00	(52,700)
• A decrease in services and supplies for travel, training, and conferences.	0.00	(37,000)
• A decrease in one-time capital equipment purchases for positions added in 2020.	0.00	(1,200)
Public Health Inspection		
• A one-time decrease in services and supplies due to a reduction in office supplies.	0.00	(2,000)
Denver Animal Protection		
• An increase in FTE due to extending a limited Animal Care Attendant that was not previously budgeted. The cost is offset by a decrease in on-call dollars.	1.00	0
• A decrease in personnel services to reallocate part of an Operations Assistant from the General Fund to the Animal Care Donations SRF.	(0.33)	(24,500)
Office of the Medical Examiner		
• A decrease in personnel services due to abolishing a Forensic Pathology Fellowship position that was incorrectly budgeted in 2020.	(1.00)	(154,400)
• An increase in services and supplies to add budget for cleaning and janitorial services for the medical examiner office.	0.00	210,000
• An increase in services and supplies to add professional services dollars to increase contract capacity for Forensic Pathologist Doctors.	0.00	50,000
• A net decrease in services and supplies due to one-time budget amendments reallocating funds between the divisions in 2020.	0.00	(104,000)
Division of Administration		
• An increase in personnel services due to allocating 50 percent of a Contracts Administrator position from CPCC to the Division of Administration.	0.50	80,400
• An increase in personnel services to reallocate part of an Administrative Support Assistant IV in the Tobacco Sting SRF to the General Fund. This position expires in January 2021.	0.05	4,300

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
<ul style="list-style-type: none"> A decrease in personnel services to reallocate a Marketing and Communications Professional II to the Environmental Quality Enterprise Fund in 2021. This position was fifty percent budgeted in the Administration Division in 2020. 	(0.50)	(43,400)
<ul style="list-style-type: none"> A net increase in services and supplies due to budget amendments reallocating funds to capital equipment, restricted budget, and to other divisions in 2020. 	0.00	7,700
General Fund Revenue		
<ul style="list-style-type: none"> A revenue increase in DAP due to implementing a rate fee study for services conducted for the Denver Municipal Animal Shelter. 	0.00	159,000
<ul style="list-style-type: none"> A revenue increase in PHI for administrative penalties revenue due to enforcing COVID-19 public health order, redeployment and citation fees in 2021. 	0.00	142,500
<ul style="list-style-type: none"> A revenue decrease in OME based on a 3-year average and because the State of Colorado will not be providing funding in 2021. 	0.00	(3,000)
Environmental Services Enterprise Fund		
<ul style="list-style-type: none"> An increase in personnel services due to allocating 50 percent of a Marketing and Communications Professional II from the Administration Division to the Environmental Quality Enterprise Fund. 	0.50	43,400
<ul style="list-style-type: none"> A decrease in personnel services due to reallocating an Environmental Public Health Manager to the Cities Readiness Initiative grant. 	(0.13)	(59,700)
<ul style="list-style-type: none"> A decrease in services and supplies to correct the three-year annual leave cost for composting leases funded by the Environmental Quality Enterprise Fund. 	0.00	(900,000)
<ul style="list-style-type: none"> A net decrease in services and supplies to provide one-time on-call funding to support environmental site assessments. 	0.00	(275,000)
<ul style="list-style-type: none"> A net decrease in capital equipment due to one-time equipment purchases in 2020 not being purchased in 2021 that is offset by computer equipment. 	0.00	(76,600)
<ul style="list-style-type: none"> An increase in internal services to add budget to the citywide indirect cost charge to reflect an increase in rent in the Denver Post building. 	0.00	640,000
Enterprise Fund Transfers		
<ul style="list-style-type: none"> An increase in transfers between Environmental Services Funds due to the resolution of an environmental settlement that was created to monitor groundwater at the Central Platte Campus (the old General Chemical site). 	0.00	1,750,000
<ul style="list-style-type: none"> An increase in transfers due to a transfer from the Lowry Closure Fund to the Environmental Services Operating Fund. 	0.00	1,750,000
<ul style="list-style-type: none"> An increase in the transfer to the Alternative Transportation SRF due to one-time contract savings in 2020 after the Regional Transportation District restructured EcoPass rates. The Enterprise Fund provides support for the City's Eco Pass Program. 	0.00	61,300
<ul style="list-style-type: none"> A decrease in transfers from Environmental Services Operating Fund to the Underground Storage Tanks Fund and the Capital Fund. There is sufficient cash in these funds for projects scheduled in 2021. 	0.00	(1,000,000)
<ul style="list-style-type: none"> A decrease in transfers to the General Fund for the Office of Climate, Sustainability, and Resiliency due to one-time items needed to set up the new agency in 2020 that are not required in 2021, and as the transition from Environmental Services winds down. 	0.00	(725,000)

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
<ul style="list-style-type: none"> A decrease in the transfer to the Planned Fleet SRF due to the delay of implementing the Composting program expansion and other strategies to reduce and divert waste from the City's Landfill. The Enterprise Fund is providing a loan to lease-purchase additional trucks, and the second half of this purchase was delayed due to the economic impact of COVID-19. 	0.00	(627,200)
Enterprise Fund Revenue		
<ul style="list-style-type: none"> An increase in revenue to the Environmental Services Operating fund due to a transfer from the Lowry Closure Fund. 	0.00	1,250,000
<ul style="list-style-type: none"> An increase in revenue due to the resolution of an environmental settlement that was created to monitor groundwater at the Central Platte Campus. 	0.00	1,000,000
<ul style="list-style-type: none"> A decrease in revenue based on an adjustment to 2021 revenue due to COVID-19 recession. 	0.00	(362,000)
<ul style="list-style-type: none"> A decrease in revenue due to a one-time transfer in 2020 from surplus dental funds. 	0.00	(16,100)
Special Revenue Funds		
<ul style="list-style-type: none"> A net increase in the Healthy Foods for Denver's Kids SRF that largely reflects adjustments made in 2020 while the budget book was being developed. The 2020 budget has since been revised in the financial system of record, but not in time to be included in this book. 	0.00	3,459,600
<ul style="list-style-type: none"> A net increase in the Caring for Denver SRF due to an increase in estimated sales tax collection over the revised 2020 estimate, which was decreased due to the economic impact of COVID-19. 	0.00	3,034,800
<ul style="list-style-type: none"> An increase to the Crime Prevention and Control Fund due to the estimated cash balance and budget roll from 2020 to 2021. Additionally, there is a decrease in FTE due to allocating half of a Fiscal Administrator position to the Division of Administration. This FTE move does not decrease the budget for the CPCC SRF. 	(0.50)	553,300
<ul style="list-style-type: none"> A net decrease in the Solutions Center SRF due to one-time costs in 2020 to complete the remodeling of the former Family Crisis Center into the Solutions Center that is partially offset by the annualized increase to operate the Solutions Center in the first full year. 	0.00	(3,462,600)
<ul style="list-style-type: none"> A net decrease in the Tobacco Sting SRF due primarily to expiring positions. 	(1.02)	(151,400)
<ul style="list-style-type: none"> A net decrease in the Public Health and Wellness Fund due to a decrease in the General Fund Transfer to this SRF made possible by prior-year savings and additional grant funding. 	0.00	(128,600)
<ul style="list-style-type: none"> A net decrease in the Animal Care Donations SRF due to net changes in position allocations and a decrease in services and supplies budget. 	(0.09)	(72,000)
Grants		
<ul style="list-style-type: none"> A decrease in grants due to the transfer of grant-funded programs from Denver Public Health and Environment to the Department of Transportation and Infrastructure, including the Cancer, Cardiovascular, and Pulmonary Disease Program grant, the Denver Booster and Seatbelt Engagement grant and the Denver Teen Safe Streets grant. 	(6.87)	(551,400)
<ul style="list-style-type: none"> A decrease in grants due to the transfer of grant-funded programs from Denver Public Health and Environment to the new Office of Climate, Sustainability and Resiliency, including the Smart, Shared and Sustainable Mobility Services grant and the Clean Energy Loan Program Denver Energy Challenge grant. 	0.00	(465,900)

2021 Impact Description**FTEs****Dollars**

- A net decrease in estimated grant expenditures due to the expiration of some grants and also due to the timing associated with the receipt of grant award notices. At the time of publication, the notice of grant award had not been received for some ongoing grants, and so they are not included in 2021 estimates.

The budgeted vacancy savings in the General Fund is \$563,059.

The budgeted furlough savings in the General Fund is \$364,662.

The budgeted furlough savings in the Enterprise Fund is \$121,068.

Budget Detail

Community and Behavioral Health (6501000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	1,173,714	2,431,549	2,087,327	(344,222)	(14.2%)
Services and Supplies	508,902	485,210	1,755,968	1,270,758	261.9%
Capital Equipment	8,619	1,220	0	(1,220)	(100.0%)
Internal Services and Misc.	9,435	6,129	5,000	(1,129)	(18.4%)
Restricted Budget	0	82,616	0	(82,616)	(100.0%)
Expenditures by Type Total	1,700,671	3,006,724	3,848,295	841,571	28.0%
Expenditures by Activity					
Administration	1,548,528	1,980,586	1,579,974	(400,612)	(20.2%)
Planning and Assessment	139,022	20,943	26,500	5,557	26.5%
Health Promotion	12,839	18,803	26,500	7,697	40.9%
Public Health and Wellness	281	0	0	0	0.0%
Behavioral Health	0	986,391	2,215,321	1,228,930	124.6%
Drug Diversion	0	1	0	(1)	(100.0%)
Expenditures by Activity Total	1,700,671	3,006,724	3,848,295	841,571	28.0%
Other Program Funding Sources					
Grants					
Adoption and Foster Program	19,012	22,000	0	(22,000)	(100.0%)
Bloomberg Philanthropies Mayor's Challenge	17,477	0	0	0	0.0%
Cancer, Cardiovascular, and Pulmonary Disease Program	577,885	427,441	0	(427,441)	(100.0%)
Coroner Mini-Grant	21,474	0	105,689	105,689	0.0%
Denver Booster and Seatbelt Engagement	38,751	60,000	0	(60,000)	(100.0%)
Denver Mental Health Panel	68,667	24,540	0	(24,540)	(100.0%)
Denver Teen Safe Streets	37,102	64,000	0	(64,000)	(100.0%)

Community and Behavioral Health (6501000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Fentanyl Early Warning	88,915	0	11,743	11,743	0.0%
Food Matters	105,780	124,000	24,000	(100,000)	(80.6%)
Food Systems Interventions	76,890	119,342	144,062	24,720	20.7%
Healthy Childcare Makes a Healthy Start	(3,069)	0	0	0	0.0%
Healthy Eating and Active Living	59,595	60,000	66,000	6,000	10.0%
Law Enforcement Assisted Diversion Pilot Program	229,384	447,000	571,492	124,492	27.9%
Lead Hazard Control & Healthy Homes	609,407	1,415,492	300,000	(1,115,492)	(78.8%)
Local Planning & Support	1,084,365	736,372	565,000	(171,372)	(23.3%)
Maddie's Fund	1,496	0	0	0	0.0%
Mental Health Awareness Training Grant	129,285	151,960	125,000	(26,960)	(17.7%)
NACCHO	0	150,000	150,000	0	0.0%
Neighborhood Food Environments	754,723	628,427	565,709	(62,718)	(10.0%)
Overdose Data 2 Action	0	91,923	91,923	0	0.0%
Pets for Life Community Outreach Program	0	20,000	0	(20,000)	(100.0%)
PetSmart Charities - Covid Response	0	15,000	0	(15,000)	(100.0%)
Radon Mitigation	17,450	0	0	0	0.0%
Ryan White/HIV Emergency Relief	6,171,078	7,700,000	8,100,061	400,061	5.2%
Subsidized Spay and Neuter	5,907	0	0	0	0.0%
SUN Co-Responder	348,730	370,117	369,075	(1,042)	(0.3%)
Total	10,463,982	12,627,614	11,189,754	(1,437,860)	(11.4%)
Health SRF					
Caring for Denver	2,857	0	0	0	0.0%
Crime Prevention and Control Fund	5,388,197	3,525,680	4,078,968	553,288	15.7%
Drug Strategy and Behavioral Health	0	0	0	0	0.0%
Healthy Foods for Denver's Kids	11,046	8,125,210	11,584,773	3,459,563	42.6%
Public Health and Wellness	725,402	1,561,631	1,433,056	(128,575)	(8.2%)
Solutions Center	327,067	6,172,934	2,710,344	(3,462,590)	(56.1%)
Tobacco Sting	117,244	230,925	79,503	(151,422)	(65.6%)
Total	6,571,812	19,616,380	19,886,644	270,264	1.4%
Other Program Funding Sources Total	17,035,794	32,243,994	31,076,398	(1,167,596)	(3.6%)
Total Program Expenditures	18,736,465	35,250,718	34,924,693	(326,025)	(0.9%)
Personnel Complement (Budgeted)					
Administration	11.50	13.00	11.00	(2.00)	(15.4%)
Behavioral Health	0.00	10.00	8.00	(2.00)	(20.0%)
Personnel Complement (Budgeted) Total	11.50	23.00	19.00	(4.00)	(17.4%)

Community and Behavioral Health (6501000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Other Program Funds FTE					
Grants					
Cancer, Cardiovascular, and Pulmonary Disease Program	0.00	6.00	0.00	(6.00)	(100.0%)
Coroner Mini-Grant	0.00	0.00	0.90	0.90	0.0%
Denver Booster and Seatbelt Engagement	0.00	0.42	0.00	(0.42)	0.0%
Denver Teen Safe Streets	0.00	0.45	0.00	(0.45)	0.0%
Fentanyl Early Warning	0.00	0.00	0.10	0.10	0.0%
Food Matters	0.00	1.00	0.08	(0.92)	(91.7%)
Food Systems Interventions	0.00	1.00	1.00	0.00	0.0%
Law Enforcement Assisted Diversion Pilot Program	0.00	0.50	0.00	(0.50)	0.0%
Local Planning & Support	4.50	4.63	3.50	(1.13)	(24.4%)
Mental Health Awareness Training Grant	0.00	1.00	0.75	(0.25)	0.0%
Neighborhood Food Environments	0.00	0.50	1.00	0.50	0.0%
Ryan White/HIV Emergency Relief	6.25	10.00	7.58	(2.42)	(24.2%)
SUN Co-Responder	0.00	0.25	0.00	(0.25)	0.0%
Total	10.75	25.75	14.92	(10.83)	(42.1%)
Health SRF					
Caring for Denver	0.00	0.00	0.00	0.00	0.0%
Crime Prevention and Control Fund	28.00	16.50	16.00	(0.50)	0.0%
Healthy Foods for Denver's Kids	1.50	0.00	0.00	0.00	0.0%
Public Health and Wellness	2.25	3.25	3.25	0.00	0.0%
Tobacco Sting	2.00	2.04	1.02	(1.02)	(50.0%)
Total	33.75	21.79	20.27	(1.52)	(7.0%)
Other Program Funds FTE Total	44.50	47.54	35.19	(12.35)	(26.0%)
Total Personnel Complement	56.00	70.54	54.19	(16.35)	(23.2%)
Revenue					
Charges for Services	48,699	30,000	30,000	0	0.0%
Internal Service and Indirect Cost	211,606	163,000	163,000	0	0.0%
Miscellaneous Other	569	0	0	0	0.0%
Revenue Total	260,873	193,000	193,000	0	0.0%
Furlough Savings			(53,675)		
Vacancy Savings			(82,943)		

Public Health Investigations (6502000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	4,043,939	4,012,976	4,093,987	81,011	2.0%
Services and Supplies	134,716	191,938	160,800	(31,138)	(16.2%)
Internal Services and Misc.	21,533	21,532	21,532	0	0.0%
Restricted Budget	0	106,812	0	(106,812)	(100.0%)
Expenditures by Type Total	4,200,187	4,333,258	4,276,319	(56,939)	(1.3%)
Expenditures by Activity					
Administration	4,200,187	4,333,258	4,276,319	(56,939)	(1.3%)
Other Program Funding Sources					
Health SRF					
Child Care Facility Inspection	708,684	741,000	731,473	(9,527)	(1.3%)
Environmental Health and Safety	5,053	0	0	0	0.0%
Total	713,737	741,000	731,473	(9,527)	(1.3%)
Total Program Expenditures	4,913,925	5,074,258	5,007,792	(66,466)	(1.3%)
Personnel Complement (Budgeted)					
Administration	42.00	41.10	41.10	0.00	0.0%
Other Program Funds FTE					
Health SRF					
Child Care Facility Inspection	7.00	7.50	7.50	0.00	0.0%
Total Personnel Complement	49.00	48.60	48.60	0.00	0.0%
Revenue					
Charges for Services	606,287	200,200	342,700	142,500	71.2%
Miscellaneous Other	(61,335)	0	0	0	0.0%
Revenue Total	544,951	200,200	342,700	142,500	71.2%
Furlough Savings			(103,592)		
Vacancy Savings			(159,241)		

Denver Animal Protection Division (6503000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	3,730,788	3,896,897	4,440,552	543,655	14.0%
Services and Supplies	615,192	594,856	594,461	(395)	(0.1%)
Capital Equipment	43,981	0	0	0	0.0%
Internal Services and Misc.	4,264	7,689	8,084	395	5.1%

Denver Animal Protection Division (6503000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Restricted Budget	0	114,147	0	(114,147)	(100.0%)
Expenditures by Type Total	4,394,226	4,613,589	5,043,097	429,508	9.3%
Expenditures by Activity					
Customer Care	966,094	917,219	1,123,194	205,975	22.5%
Community Partnerships	446,562	536,338	483,037	(53,301)	(9.9%)
Field Services	1,513,349	1,595,163	1,856,521	261,358	16.4%
Shelter Operations	1,051,736	1,375,014	1,389,617	14,603	1.1%
Animal Care Donations Programs	443	0	0	0	0.0%
Veterinary Services	416,042	189,855	190,728	873	0.5%
Expenditures by Activity Total	4,394,226	4,613,589	5,043,097	429,508	9.3%
Other Program Funding Sources					
Health SRF					
Animal Care and Control Donations	258,097	440,530	368,564	(71,966)	(16.3%)
Total Program Expenditures	4,652,323	5,054,119	5,411,661	357,542	7.1%
Personnel Complement (Budgeted)					
Community Partnerships	4.00	6.00	4.67	(1.33)	(22.2%)
Customer Care	13.06	8.00	10.42	2.42	30.2%
Field Services	20.00	21.00	21.00	0.00	0.0%
Shelter Operations	18.00	18.67	18.25	(0.42)	0.0%
Veterinary Services	0.00	0.82	0.82	0.00	0.0%
Personnel Complement (Budgeted) Total	55.06	54.49	55.16	0.67	1.2%
Other Program Funds FTE					
Health SRF					
Animal Care and Control Donations	2.67	2.66	2.57	(0.09)	0.0%
Total Personnel Complement	57.73	57.15	57.73	0.58	1.0%
Revenue					
Licenses and Permits	546,396	450,000	550,000	100,000	22.2%
Fines and Forfeits	11,223	0	0	0	0.0%
Charges for Services	443,906	243,000	302,000	59,000	24.3%
Miscellaneous Other	(611)	0	0	0	0.0%
Revenue Total	1,000,914	693,000	852,000	159,000	22.9%
Furlough Savings			(107,325)		
Vacancy Savings			(167,422)		

Medical Examiner Division (6505000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	2,548,728	2,745,627	2,698,205	(47,422)	(1.7%)
Services and Supplies	742,505	853,613	1,009,720	156,107	18.3%
Capital Equipment	19,536	7,000	7,000	0	0.0%
Internal Services and Misc.	1,296	0	0	0	0.0%
Restricted Budget	0	67,522	0	(67,522)	(100.0%)
Expenditures by Type Total	3,312,066	3,673,762	3,714,925	41,163	1.1%
Expenditures by Activity					
Administration	3,312,066	3,673,762	3,714,925	41,163	1.1%
Total Program Expenditures	3,312,066	3,673,762	3,714,925	41,163	1.1%
Personnel Complement (Budgeted)					
Administration	24.76	25.76	24.76	(1.00)	(3.9%)
Total Personnel Complement	24.76	25.76	24.76	(1.00)	(3.9%)
Revenue					
Charges for Services	1,060	1,500	1,500	0	0.0%
Miscellaneous Other	6,236	5,300	2,300	(3,000)	(56.6%)
Revenue Total	7,296	6,800	3,800	(3,000)	(44.1%)
Furlough Savings			(66,409)		
Vacancy Savings			(101,359)		

Division of Administration (6508000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	1,178,628	1,301,836	1,400,563	98,727	7.6%
Services and Supplies	121,602	95,290	103,000	7,710	8.1%
Capital Equipment	13,949	11,680	0	(11,680)	(100.0%)
Internal Services and Misc.	5,181	2,400	4,000	1,600	66.7%
Restricted Budget	0	49,445	0	(49,445)	(100.0%)
Expenditures by Type Total	1,319,361	1,460,651	1,507,563	46,912	3.2%
Expenditures by Activity					
Administration	1,319,361	1,460,651	1,507,563	46,912	3.2%
Other Program Funding Sources					
Health SRF					
Caring for Denver	36,756,503	34,093,704	37,128,521	3,034,817	8.9%

Division of Administration (6508000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Healthy Foods for Denver's Kids	52,221	296,031	296,031	0	0.0%
Total	36,808,724	34,389,735	37,424,552	3,034,817	8.8%
Capital Projects Funds					
Other Agency Capital Project	0	8,816,589	2,845,080	(5,971,509)	(67.7%)
Other Program Funding Sources Total	36,808,724	43,206,324	40,269,632	(2,936,692)	(6.8%)
Total Program Expenditures	38,128,085	44,666,975	41,777,195	(2,889,780)	(6.5%)
Personnel Complement (Budgeted)					
Administration	10.60	11.60	11.65	0.05	0.0%
Other Program Funds FTE					
Health SRF					
Caring for Denver	0.00	1.00	1.00	0.00	0.0%
Healthy Foods for Denver's Kids	0.00	3.00	3.00	0.00	0.0%
Total	0.00	4.00	4.00	0.00	0.0%
Total Personnel Complement	10.60	15.60	15.65	0.05	0.0%
Revenue					
Licenses and Permits	21,900	0	0	0	0.0%
Charges for Services	323,580	327,100	327,100	0	0.0%
Internal Service and Indirect Cost	0	0	0	0	0.0%
Miscellaneous Other	(25)	0	0	0	0.0%
Revenue Total	345,455	327,100	327,100	0	0.0%
Furlough Savings			(33,661)		
Vacancy Savings			(52,094)		

Office of Sustainability (6509000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	308,387	0	0	0	0.0%
Services and Supplies	34,789	0	0	0	0.0%
Internal Services and Misc.	1,145	0	0	0	0.0%
Expenditures by Type Total	344,321	0	0	0	0.0%
Expenditures by Activity					
Administration	344,321	0	0	0	0.0%
Total Program Expenditures	344,321	0	0	0	0.0%
Personnel Complement (Budgeted)					
Administration	3.00	0.00	0.00	0.00	0.0%
Total Personnel Complement	3.00	0.00	0.00	0.00	0.0%

Environmental Quality Division (6506000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	5,910,962	5,189,870	4,981,335	(208,535)	(4.0%)
Services and Supplies	2,298,901	3,866,937	2,707,687	(1,159,250)	(30.0%)
Capital Equipment	37,756	111,820	19,200	(92,620)	(82.8%)
Internal Services and Misc.	1,611,441	1,222,526	1,862,526	640,000	52.4%
Restricted Budget	0	2,496	0	(2,496)	(100.0%)
Expenditures by Type Total	9,859,060	10,393,649	9,570,748	(822,901)	(7.9%)
Expenditures by Activity					
Administration	2,809,997	3,652,437	3,317,079	(335,358)	(9.2%)
Environmental Land Use & Planning (ELUP)	2,643,138	3,061,342	2,763,167	(298,175)	(9.7%)
Clean Air, Water & Climate (CAW)	1,932,365	1,419,040	1,445,510	26,470	1.9%
Environmental Management & Operations (EMO)	1,233,956	1,379,553	1,327,242	(52,311)	(3.8%)
Environmental Protection & Response (EPR)	488,483	683,699	655,275	(28,424)	(4.2%)
Business & Community Sustainability (BCS)	751,121	197,578	62,475	(135,103)	(68.4%)
Expenditures by Activity Total	9,859,060	10,393,649	9,570,748	(822,901)	(7.9%)
Other Program Funding Sources					
Grants					
Bloomberg Philanthropies Mayor's Challenge	339,052	333,333	330,578	(2,755)	(0.8%)
Cities Readiness Initiative	118,210	0	24,153	24,153	0.0%
Clean Energy Loan Program Denver Energy Challenge	526,278	260,000	0	(260,000)	(100.0%)
Community Scale Air Toxics Ambient Monitoring	33,471	0	0	0	0.0%
EECBG Banking Fees	1,160,377	126,045	0	(126,045)	(100.0%)
Emergency Preparedness & Response	571,408	592,449	288,180	(304,269)	(51.4%)
FY 2015 EPA Brownfields Assessment Grant	125,658	0	0	0	0.0%
Smart, Shared and Sustainable Mobility Services	32,459	205,927	0	(205,927)	(100.0%)
Swansea Site Air Quality Monitoring	35,632	26,029	35,000	8,971	34.5%
Total	2,942,545	1,543,783	677,911	(865,872)	(56.1%)
Health SRF					
GEOPROBE Project	75,019	0	12,043	12,043	0.0%
Site Removal/Cleanup Fund	57,398	50,000	40,000	(10,000)	(20.0%)
Total	132,417	50,000	52,043	2,043	4.1%
Capital Projects Funds					
Underground Storage Tanks	0	714,400	329,600	(384,800)	(53.9%)
Other Program Funding Sources Total	3,074,962	2,308,183	1,059,554	(1,248,629)	(54.1%)
Total Program Expenditures	12,934,021	12,701,832	10,630,302	(2,071,530)	(16.3%)

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Environmental Quality Division (6506000)					
Personnel Complement (Budgeted)					
Administration	10.75	12.75	12.25	(0.50)	0.0%
Business & Community Sustainability (BCS)	7.00	1.00	0.00	(1.00)	(100.0%)
Clean Air, Water & Climate (CAW)	11.00	5.00	7.00	2.00	40.0%
Environmental Land Use & Planning (ELUP)	9.00	12.00	12.00	0.00	0.0%
Environmental Management & Operations (EMO)	8.00	8.00	8.00	0.00	0.0%
Environmental Protection & Response (EPR)	9.10	3.46	3.33	(0.13)	0.0%
Personnel Complement (Budgeted) Total	54.85	42.21	42.58	0.37	0.0%
Other Program Funds FTE					
Grants					
Bloomberg Philanthropies Mayor's Challenge	0.00	0.00	1.00	1.00	0.0%
Cities Readiness Initiative	0.00	0.00	0.13	0.13	0.0%
Emergency Preparedness & Response	0.40	0.94	0.00	(0.94)	(100.0%)
Total	0.40	0.94	1.13	0.19	0.0%
Total Personnel Complement	55.25	43.15	43.71	0.56	1.3%
Revenue					
Interest Income	555,538	182,000	182,000	0	0.0%
Charges for Services	9,317,149	9,162,000	8,800,000	(362,000)	(4.0%)
Internal Service and Indirect Cost	102,721	528,000	528,000	0	0.0%
Miscellaneous Other	347,101	1,079,140	3,313,000	2,233,860	207.0%
Revenue Total	10,322,509	10,951,140	12,823,000	1,871,860	17.1%
Furlough Savings			(121,068)		

Payments and Other Appropriations

Denver Health Operating Agreement

The City has a long-standing relationship with the Denver Health and Hospital Authority (DHHA). In 1997, the Denver Health and Hospital Authority was formed, and it absorbed the Denver General Hospital and the medical service functions of the former Denver Department of Health and Hospitals. Denver's Department of Public Health & Environment has retained key public health functions as the City & County's designated public health department. In the pursuit of improved public health and community wellness, the Authority and the City have maintained an Operating Agreement setting forth many services that the Authority provides to the City and that the City provides to the Authority. The Operating Agreement is administered and monitored by Denver's Department of Public Health & Environment. The parties amend the Operating Agreement's appendices annually to adjust and provide funding for the next fiscal year and to make any necessary modifications. Denver Health is the City's "safety net" hospital and serves the most vulnerable populations in the Denver metro area, including people who are underserved, people experiencing homelessness, people who are incarcerated, and immigrants who are

undocumented, as well as patients who are insured. As a result, Denver Health plays an important role in the City's mission to improve and protect public health for all residents in all neighborhoods.

Denver Health provides a variety of services for the City, ranging from care for people who are medically indigent to psychiatric evaluations, acute care for people who are incarcerated, and the poison control hotline, among many others. The City also supports DHHA's capital construction projects and provides services to DHHA. There are also a few agreements outside of the Operating Agreement for additional services. Services in the Operating Agreement are divided into Core Services, which the City must purchase from DHHA, Non-Core Services, which the City may purchase from DHHA, and services provided by the City to DHHA. The Operating Agreement and services are outlined below:

- I. Body of the Operating Agreement
- II. Core Services to be supplied by DHHA to the City (Appendix A).
- III. Non-Core Services to be supplied by DHHA to the City (Appendix B).
- IV. Services to be supplied by the City to DHHA (Appendix C).

The following programs and services are provided by DHHA and are funded through an Operating Agreement between the City and DHHA. Note, the Public Health Clinical payment in the table below includes the marijuana data monitoring appropriation and the Denver CARES payment includes the Treatment-On-Demand appropriation.

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Payment - Public Health Clinical (6511000)					
Payment - Public Health Clinical Administration	2,644,803	2,529,755	2,176,165	(353,590)	(14.0%)
Payment - Denver Cares Administration	2,383,354	3,357,877	2,970,909	(386,968)	(11.5%)
Payment - Poison Center Administration	156,900	156,900	156,900	0	0.0%
Payment - Medically Indigent Administration	30,777,300	30,777,300	27,700,000	(3,077,300)	(10.0%)
Payment - Park Hill Clinic Financing Admin	32,546	150,868	150,868	0	0.0%
Total Program Expenditures	35,994,903	36,972,700	33,154,842	(3,817,858)	(10.3%)

Note: In the table above, Treatment on Demand rolls into the Denver CARES payment and MJ data monitoring rolls into the Public Health payment.

Context and Significant Changes

2020 Budget Impact of COVID-19 and Mid-year Reductions

Due to the COVID-19 impact on the economy in 2020, Denver Health agreed to have their payments from the City reduced by \$4,380,800 in mid-year 2020. These payment reductions include:

- \$3,004,001 in the Medically Indigent payment, primarily achieved by Denver Health accessing reimbursement from other sources. This reduction is one-time and will not impact clinic visits for the uninsured.
- \$1,100,000 in the Denver CARES payment, due to Denver CARES receiving additional grant funding in 2020 that allows them to take this reduction without impacting services.
- \$124,000 in the Public Health payment, primarily achieved by scaling back administrative and travel expenses.
- \$80,000 in the Emergency Medical Services payment due to eliminating 1 of 4 paramedic instructor positions that was recently vacated.
- \$72,799 in the Marijuana Public Health Monitoring payment due to Denver Health discontinuing its marijuana research function.

Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget. Note, the Emergency Medical Services payment listed above is included in the Denver Fire Department's appropriation, not in Denver

Department of Public Health and Environment's appropriation. Also note, Denver Health resubmitted some of the above budget reductions for 2021, as detailed below, and submitted 2021 reductions that appear in other appropriations, including the Denver Fire Department and the Denver Sheriff's Department.

Medically Indigent Services is the City's contractual payment to DHHA for treatment of Denver residents who are medically indigent at Denver Health Medical Center and its outpatient clinics. Funding for Medically Indigent Services is based on the payment mechanism outlined in the Patient Care Services appendix of the Denver Health Operating Agreement.

In 2021, Denver Health has agreed to a one-time payment reduction of \$3,077,300 or 10 percent, bringing the 2021 medically indigent payment to \$27,700,000. This reduction will not impact clinic visits for the uninsured as Denver Health will access reimbursement from other sources to offset the City's reduced payment.

Denver C.A.R.E.S. Services is the City's contractual payment to DHHA to support the Denver Comprehensive Addiction Rehabilitation Evaluation Service. This service provides non-hospital detoxification of people who are intoxicated; conducts outpatient alcohol counseling services for self- or court-referred patients; makes assessments, evaluations, treatments, and referrals based on individual needs; and provides police-dispatched emergency transportation for persons publicly intoxicated from alcohol or other substances.

The 2021 Denver CARES payment totals \$2,583,643, representing a net \$386,968 or 13.0 percent year-over-year decrease. This decrease is due to a \$500,000 reduction in response to the COVID-19 impact on the City's 2021 budget partially offset by a \$113,032 increase to cover base salary and benefit increases for Denver CARES staff in 2021. The reduced payment in 2021 is not anticipated to impact service delivery.

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.

In 2021, the Public Health payment totals \$2,176,165, reflecting a year-over-year decrease of \$208,992 or 8.8 percent. This decrease is due primarily to a \$212,519 reduction proposal submitted by Denver Health in response to the COVID-19 impact on the City's 2021 budget and is primarily achieved by reducing administrative and travel expenses and by receiving reimbursement from other sources. Also reflected in the budgeted 2021 Public Health payment is the extension of 1.8 FTE limited positions through the end of 2021. These positions are filled by registered nurses performing disease surveillance and investigation duties.

Marijuana Public Health Impact Monitoring and Epidemiology Services is the City's contractual payment to DHHA to monitor the use and health effects of marijuana in the City, and to support DDPHE's investigation and analysis of consumer protection and occupational safety concerns associated with marijuana facilities and products.

This program is being discontinued in 2020 with a full year of savings being realized in 2021, totaling \$144,598.

Poison Center Services is the City's contractual payment to DHHA for drug consultation services provided to Denver residents. Residents may receive comprehensive answers to questions about the safe and effective use of over-the-counter and prescription medications, as well as other drugs, poisons, and chemical information.

Park Hill Clinic Financing is the City's contractual payment to DHHA to finance the new Park Hill Health Clinic located on Dahlia Street. Funding for this clinic is based on the payment mechanism outlined in the Park Hill Clinic appendix of the Denver Health Operating Agreement.

Contract Budget Summary

The table below represents all estimated payments under the Operating Agreement. These payments are included in the Budget Highlights table of each agency's respective section. The total estimated payment amount for the 2021 Operating Agreement from all city funding sources is \$61,486,301.

Appendix A Services	2019 Budget	2020 Original	2021 Recommended	\$ Change	% Change
Medically Indigent Patient Care Denver Department of Public Health and Enviro.	30,777,300	30,777,300	27,700,000	(3,077,300)	(10.0%)
EMS Training Denver Fire Department	631,003	621,365	535,897	(85,468)	(13.8%)
EMS Englewood Denver Fire Department	1,114,582	1,148,009	1,182,449	34,440	3.0%
EMS - DEN Paramedic Service Department of Aviation	3,212,100	3,297,779	2,745,312	(552,467)	(16.8%)
Medical Direction and QA/QI Services for 911 Call Takers Manager of Safety and 911	100,427	102,336	104,534	2,198	2.1%
Medical Direction Services Manager of Safety	121,392	121,623	121,866	243	0.2%
EMRS Oversight Manager of Safety	82,438	83,836	86,160	2,324	2.8%
EMS - ESP Manager of Safety	642,103	574,719	582,840	8,121	1.4%
Public Health Denver Department of Public Health and Enviro.	2,207,837	2,385,157	2,176,165	(208,992)	(8.8%)
Denver C.A.R.E.S. Denver Human Services/Dept. of Public Health and Enviro.	2,484,849	2,970,611	2,583,643	(386,968)	(13.0%)
Substance Treatment Services Denver Department of Public Health and Environment	18,437	0	0	0	n/a
Prisoner Medical Services (at DHHA) Denver Sheriff Department	4,375,000	4,475,000	4,475,000	0	0.0%
Rocky Mountain Poison Center Denver Department of Public Health and Environment	96,900	96,900	96,900	0	0.0%
Coroner- Environmental Health Lab Services Denver Department of Public Health and Environment	25,000	25,000	25,000	0	0.0%
Total Appendix A Expenditures	45,889,368	46,679,635	42,415,765	(4,263,870)	(9.1%)

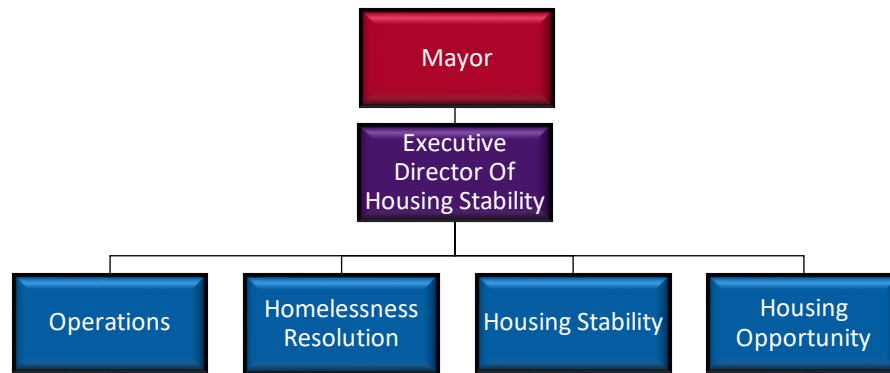
Appendix B Services	2019 Budget	2020 Original	2021 Recommended	\$ Change	% Change
COSH and OUCH Line Department of Finance	330,000	375,000	625,000	250,000	66.7%
Nurse line	60,000	60,000	60,000	0	0.0%

Appendix B Services	2019 Budget	2020 Original	2021 Recommended	\$ Change	% Change
Denver Department of Public Health and Environment					
Acute and Chronic Health Care at DCJ and DDC	14,469,957	15,364,651	15,508,468	143,817	0.9%
Denver Sheriff Department					
Public Health - Marijuana Data Monitoring	150,914	144,598	0	(144,598)	(100.0%)
Denver Department of Public Health and Environment					
Parkhill Financing (Dahlia Debt Pmnt & Expansion)	160,359	150,868	150,868	0	0.0%
Denver Department of Public Health and Environment					
South Westside Clinic CIP Payment	1,200,000	1,200,000	1,200,000	0	0.0%
Department of Finance					
Treatment on Demand	0	387,266	387,266	0	0.0%
Denver Department of Public Health and Environment					
Sane Program	188,000	188,000	188,000	0	0.0%
Denver Police Department					
DUI Blood Draws	8,000	8,000	8,000	0	0.0%
Denver Police Department					
AIM Program	163,993	163,993	163,993	0	0.0%
Manager of Safety					
Pharmaceuticals and CPR Mannequins	34,030	0	0	0	n/a
Denver Fire Department					
Expert Witnesses	40,000	40,000	40,000	0	0.0%
District Attorney					
Non-Intra Familial Abuse Services	5,000	5,000	5,000	0	0.0%
Denver Human Services/Denver Police Department					
Court Competency Evaluations	150,000	150,000	185,000	35,000	23.3%
Denver County Court					
Total Appendix B Expenditures	16,960,253	18,237,376	18,521,595	284,219	1.6%
Total OA Expenditures	62,849,621	64,917,011	60,937,360	(3,979,651)	(6.1%)

Payments from Denver Health to the City

The City estimates receiving approximately \$3,744,445 in payments from Denver Health in 2021 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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Mission

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

Agency Summary

The Department of Housing Stability (HOST) was created through Executive Order in the fall of 2019 to develop and implement policies and oversee investments along the housing continuum, from persons experiencing homelessness to those seeking to find new housing opportunities, and to stabilize people in homes they already live in. The Department of Housing Stability leads efforts to address housing stability, housing opportunity, and homelessness resolution throughout the City and County of Denver and through regional partnerships. The Department of Housing Stability serves as a convener of local and regional partners in the public, private, and non-profit sectors to promote long-term solutions along the housing continuum.

For more information visit the Department of Housing Stability's website at www.denvergov.org/housing.

Services

The **Operations Division** harmonizes processes and performance across the Department of Housing Stability through strategic planning and reporting, data analysis and management, communications and marketing, community engagement, and portfolio management.

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

The **Homelessness Resolution Division** helps persons experiencing homelessness resolve episodes of homelessness through policy, investment, and partnerships that provide shelter and other resources to connect residents to housing solutions and supportive services.

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

Strategies

Operations Division

- Engage key stakeholders, community members and media partners to ensure residents have appropriate knowledge of and access to the City and its partners' resources for housing stability, housing opportunity and homelessness resolutions, and that program needs are informed by our residents.
- Support the coordination of core functions across other Divisions within the Department of Housing Stability, including contract management, compliance, data management and analysis, policy development, and project management functions.
- Ensure strong management of the existing housing portfolio by developing and implementing comprehensive asset management structures and tracking mechanisms across investments into housing stability, housing opportunity, and homelessness resolution.

Housing Stability Division

- Engage city and stakeholder partners to create, implement and monitor policy issues that help stabilize residents at risk of displacement and historically marginalized communities of color, First Nations/Indigenous people, and under-resourced communities.

- Promote awareness and use of housing stability programs such as the Temporary Rent and Utility Assistance Program (TRUA) by engaging with neighborhoods and conducting outreach to residents including historically marginalized communities of color, First Nations/Indigenous people, and under-resourced communities.

Homelessness Resolution Division

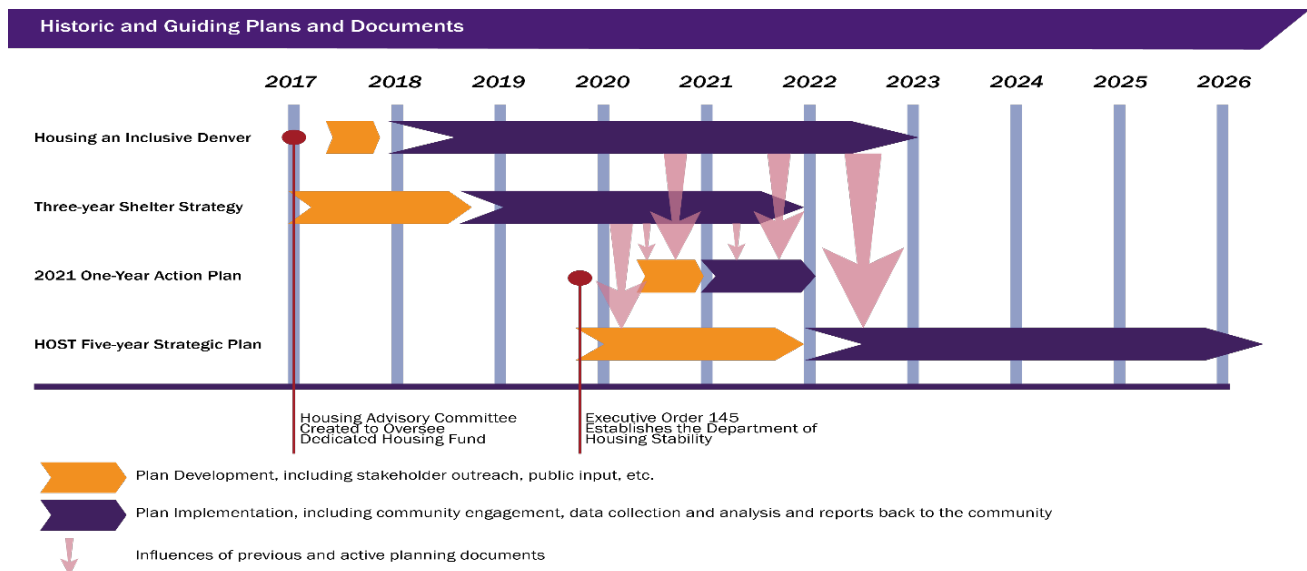
- Leverage partnerships with shelter and service providers to help persons experiencing a crisis resolve an episode of homelessness, including through implementation of the City's Three-Year Shelter Plan.
- Connect residents experiencing homelessness to housing solutions that include appropriate services.

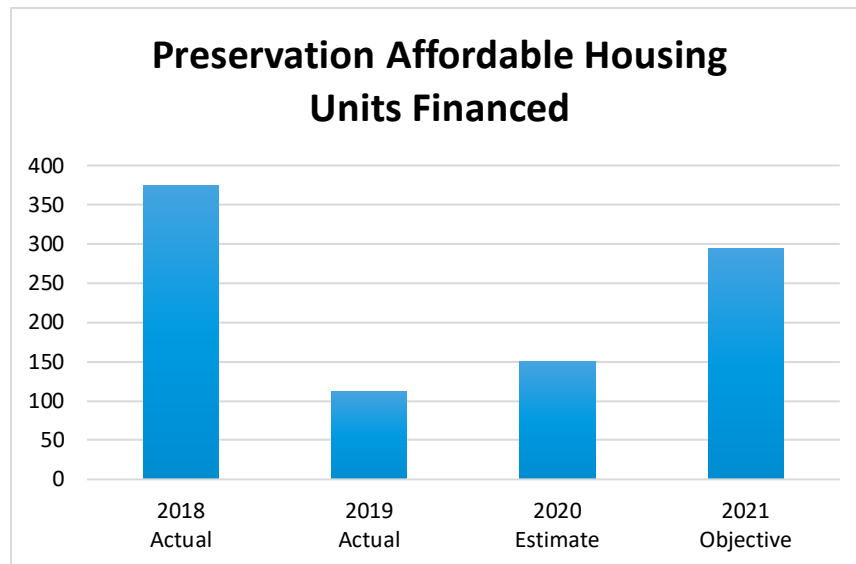
Housing Opportunity Division

- Invest in the development and preservation of affordable rental and homeownership housing across the income continuum in collaboration with internal and external partners. Further, the Division will ensure conformance with quality, affordability, and other requirements for federally and locally funded affordable housing units.
- Coordinate policy and specific negotiations at catalytic sites throughout the City where affordable housing is included alongside market-rate and mixed-use development.
- Maintain strong oversight over the City's existing portfolio of affordable homeownership units, developing partnerships with lenders and real estate professionals to ensure low- and moderate-income households are connected to affordable units.

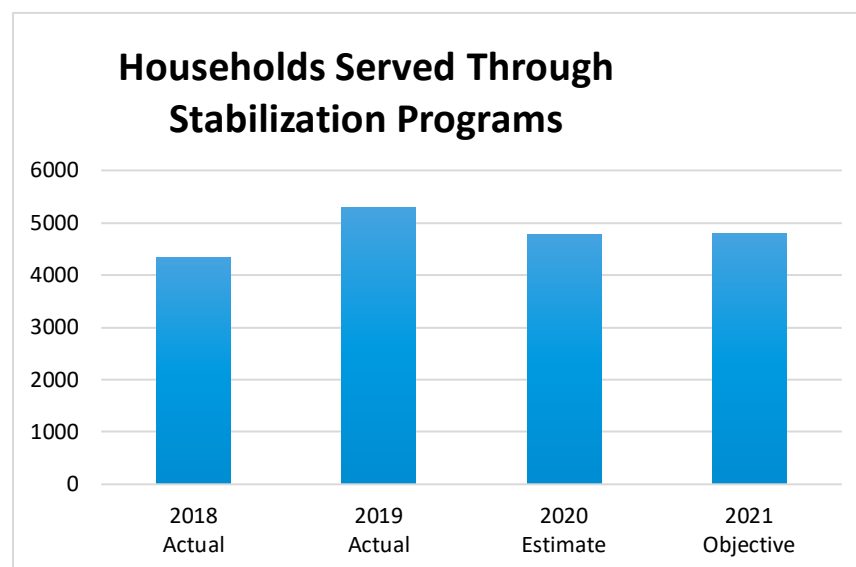
Performance and Program Highlights

HOST was created in 2019, and while work to create a new strategic plan for the department is underway, investments and policy development builds upon and/or integrates existing strategic plans such as *Housing an Inclusive Denver* and the Three-Year Shelter Plan. Performance and program goals may evolve as new strategic planning documents are developed, but for the purpose of this 2021 budget, existing performance measures are utilized in conformance with these existing plans.

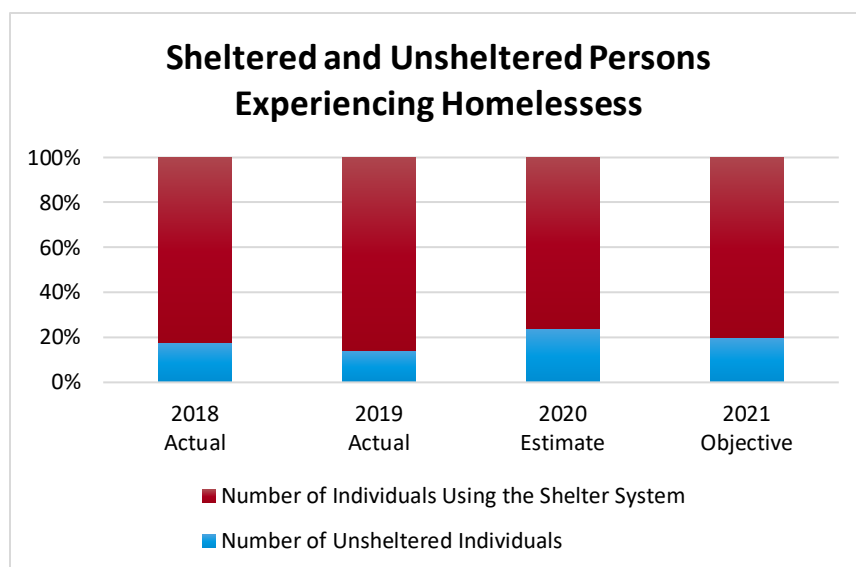




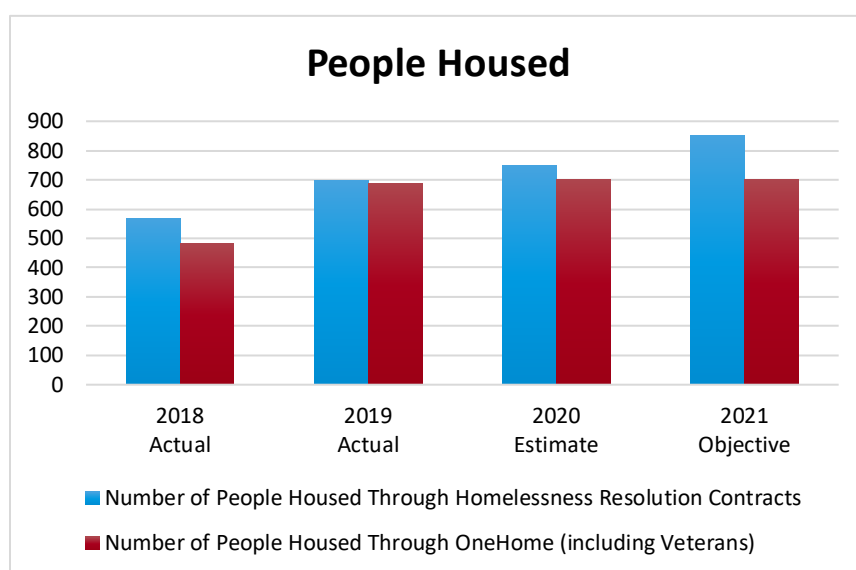
Preservation Affordable Housing Units Financed measures the number of existing units for which partners of the Department received funding to support new or extended affordability restriction. The 2021 preservation goals include projects that were in the pipeline as of fall 2020. The number of units produced in 2020 was a result of a large carryover in the Property Tax, HOME, and Linkage Fee from 2019. The number of units projected for 2021 are fewer due to supporting projects at a deeper affordability (30% AMI levels) which are more costly, and include funding for supportive services. HOST's 2019 PAHUF was a stellar year due to the \$6M infusion of cash from the Platte Valley Sale, and \$10M Linkage fee revenue that was not anticipated - resulting in more units in 2019. Some of those funds were carried over into 2020 and deployed, however, there will NOT be any funds carried over into 2021.



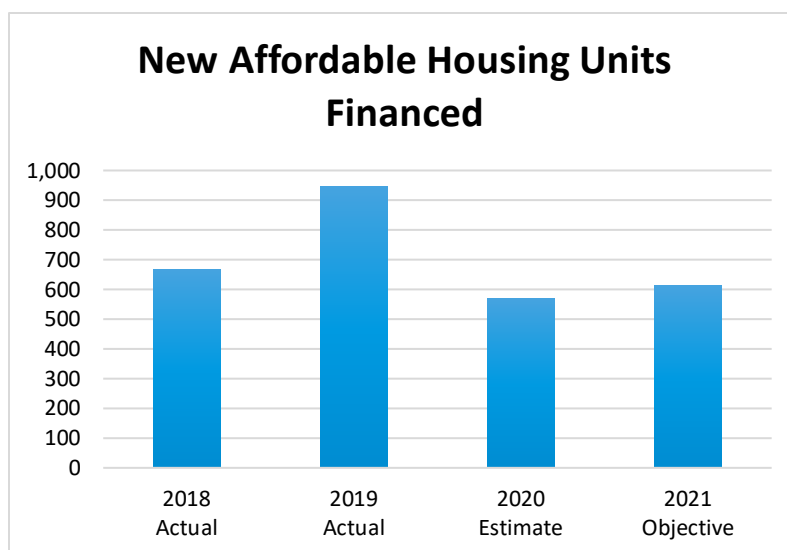
Households served through stabilization programs measures the number of households that receive services and supports from the Department's partners to stay in the home they live in, such as temporary rental and utility assistance and eviction support.



Proportion Sheltered vs. Unsheltered tracks the percentage of persons experiencing homelessness counted in Denver as shelter vs. unsheltered in the 2020 Point in Time (PIT) Survey. The PIT tracks the percentage of persons experiencing homelessness counted in Denver as sheltered in the “Point In Time” study conducted by Metro Denver Homeless Initiative in January of each year. The number of sheltered individuals includes those staying in emergency shelter, transitional housing, and safe haven programs.

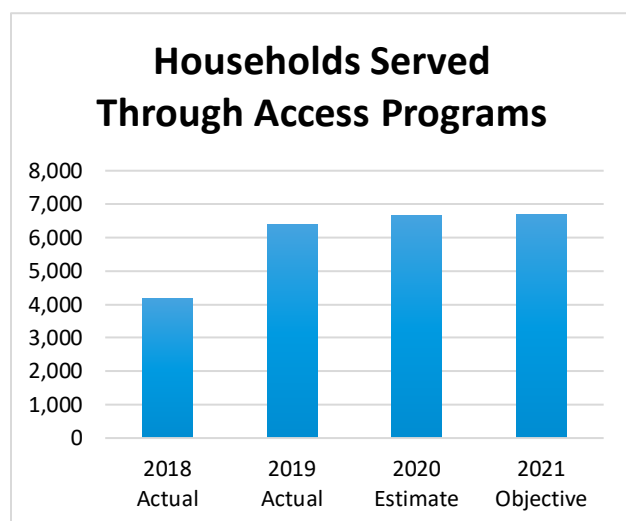


Permanent Housing Outcomes in Homelessness Resolution Contracts and OneHome shows the number of persons experiencing homelessness that were placed into housing through the Department’s contracts and through the coordinated entry systems such as OneHome in partnership with the Metro Denver Homelessness Initiative (MDHI). The 2021 increase captures outcomes achieved through the Rehousing Collaborative supported by Affordable Housing Funds , and as well as ESG.



New Affordable Housing Units Financed measures the number of newly created, affordability-restricted units that the Department helped partner entities to finance. HOST's budget projections for unit development and preservation in 2021 are based upon a pipeline of new construction deals anticipated through the implementation of the Intergovernmental Agreement with the Denver Housing Authority along with other projects. As directed by *Housing an Inclusive Denver*, HOST will continue to direct more resources towards serving persons experiencing homelessness and renters below 30% of Area Median Income. The units and services for these populations tend to be more costly per household.

Additional units are leveraged through development agreements, typically with otherwise market rate developments, to include affordable units within their project. These additional units leveraged through development agreements do not usually utilize city funds to support development but are rather cross subsidized with market rate development and incentives such as increased building height.



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

2020 COVID-19 Overview & Statement

The Department of Housing Stability (HOST) has been significantly impacted by the COVID-19 public health crisis, and HOST has been at the core of the citywide response to the crisis. The pandemic highlighted more than ever that housing leads to stronger health outcomes, and how critical the City's investments are for stable, affordable housing and support services. HOST's work across the housing continuum, including emergency response during the pandemic, is made possible with the collaboration of many partners inside and outside of the City, and is connected to many budget priorities highlighted for 2021:

- Those who are experiencing homelessness and housing instability in Denver disproportionately represent communities of color. HOST works to breakdown historic barriers to housing access and focus on greater equity in services, supporting the Mayor's goal of *Delivering a More Equitable and Inclusive City* through the provision of housing, shelter and services for those in need.
- HOST and its partners' response to the pandemic include emergency shelter, health care and other services, rent and mortgage assistance, and other services. These critical investments help to **maintain essential and life-saving services for Denver's most vulnerable residents** and **provide a strong safety net** to stabilize those at risk of losing their housing and serve those who experience homelessness.
- The City's investments also support businesses and non-profit organizations during difficult economic times, supporting **a sustainable economic recovery** through use of facilities such as hotels/motels for shelter and provision of medical care, food and other basic services.

Impacts to HOST and their Partners

HOST staff were significantly engaged in COVID-19 response with an estimated 70 percent of the organization's staff members directly engaged in emergency response in some way. The role of HOST staff transformed to coordinate emergency sheltering efforts, directly operate emergency shelters, and serve in the Emergency Operations Center. Others helped develop and process contracts, invoices and data coordination for a more than doubled portfolio of investments and contracts through the infusion of resources. HOST stood up a new Sheltering Section within the Emergency Operations Center that continues to meet and coordinate the continuing needs of those that are currently unhoused and those at risk of losing their housing during this crisis.

Public and stakeholder engagement was severely impacted by the pandemic:

- Two quarterly meetings of persons experiencing homelessness as stipulated in the Lyall Settlement were cancelled, and the third quarter meeting was conducted as a hybrid virtual / in person meeting in September 2020.
- The Housing Opportunity Division had to put on hold a planned transition to a competitive application process that was set to roll out in April 2020.
- HOST had begun its strategic planning process in late 2019 with August 2020 as the target for presenting a five-year strategic plan to the Mayor and Council for consideration. The process had to be redirected due to staff constraints for both the City and its partners, delaying a full five-year strategic plan by a year. A public review draft of HOST's 2021 Action Plan will be presented alongside the budget for comments, with the plan expected to be finalized by year end. HOST will continue with strategic planning for a five-year strategic plan to be created in 2021.

HOST's portfolio of investments has significantly grown with emergency response, but their staffing capacity has remained limited:

- Between March and August 2020, Denver spent and committed more than \$56M on the COVID-19 emergency response. Approximately 50 percent, or roughly \$28M, has been used to support the sheltering mission for people experiencing homelessness.
- While the emergency sheltering resources are primarily federally funded under FEMA, HOST is also collaborating with DOF to spend \$6.5M in Coronavirus Relief Funds for Rental/Utility Assistance, Mortgage Assistance and Rehousing programs, and around \$12M for additional sheltering activities not covered by FEMA.

COVID-19 Mitigation Strategies

Mitigation strategies in response to the pandemic have centered around those persons experiencing homelessness and housing instability.

Homelessness Resolution

A major focus of HOST during this time has been to support residents experiencing a housing crisis and connecting persons experiencing homelessness to shelter and permanent housing. People experiencing homelessness are among those most vulnerable to contracting the virus as many reside in congregate shelter settings. Additionally, those who contract the virus may be at higher risk for complications due to age and prevalence of underlying health conditions.

The shelter system was severely impacted by physical distancing requirements and safer at home requirements. Requirements reduced shelter bed capacity by 56 percent from over 2,100 to around 930 usable beds. The City and its partners responded by creating auxiliary shelters at the National Western Complex and the Coliseum, renting hotel and motel rooms for those at high risk or recovering from COVID-19, and providing health services and other support on-site for clients. Orders to stay at home and closure of many community supports created the need for around-the-clock sheltering.

These efforts have accelerated HOST's Three-Year Shelter Strategy to convert the shelter network to a rehousing system that offers 24/7 sheltering system with on-site staff that provide healthcare, rehousing connections, job connections, and other things to support a transition into stable housing.

HOST has learned through this emergency response that sheltering around-the-clock with a trauma-informed and person-centered approach works to lower anxiety with assigned beds that can be relied upon each night, creates improved relationships that lead to rehousing, and encourages new people to come inside. This also demonstrated the effectiveness of having integrated primary and behavioral health care on site.

HOST also collaborated with Denver Department of Public Health and Environment (DDPHE) and Denver Public Health (DPH) to coordinate testing across facilities serving people experiencing homelessness. Between March and August 2020, approximately 580 individuals experiencing homelessness tested positive for COVID-19 out of nearly 10,680 positive cases across Denver, or about 5.5 percent of total cases. While this number of cases represents a larger proportion of persons experiencing homelessness compared to the general population (persons experiencing homelessness represent well under one percent of the total population in Denver), emergency sheltering strategies have significantly limited exposure and negative outcomes. Further, positivity rates for persons experiencing homelessness have decreased over the course of the pandemic.

HOST expects to continue emergency sheltering support through 2020 and will be evaluating how emergency sheltering strategies transition in 2021. HOST will work with partners on rehousing strategies that leverage all investments to connect people to permanent housing; examine and refine prioritization strategies to connect people to housing options; support 24/7 sheltering at existing facilities to the extent possible; expand sheltering options beyond emergency to address capacity gaps; and pursue temporary managed campsites for those who are unsheltered.

Housing Stability

HOST's Temporary Rental and Utility Assistance (TRUA) program saw a 270% increase in the number of applications received during COVID-19 compared to pre-pandemic levels. By the end of July 2020, the program had served 1,240 unduplicated households between January and July 2020, compared to 996 in 2019 all year. HOST amended contracts to remove barriers to access such as the requirement for the resident to pay a portion themselves and will continue to work with community partners through 2021 and beyond to improve program administration. HOST is also partnering with UC Berkeley and the City's Office of Social Equity and Innovation to develop and evaluate outreach strategies for use among historically marginalized communities of color, First Nations/Indigenous people and under resourced communities.

Housing Opportunity

While HOST's emergency response has supported those most vulnerable through the pandemic, support for housing opportunities across the continuum continues as well. The Housing Opportunity team coordinates with housing developers on strategies to address potential market changes. During the early weeks of the pandemic, there was a short pause in the investment processes to assess market uncertainty, investor response to markets impacted by the pandemic, and to understand developer concerns and develop strategies for efficient fund deployment.

Some changes to HOST's process were impacted by the assessment of the current market needs related to housing development:

- The recommendation to roll out a competitive application process for housing development loans was delayed and will not be implemented in 2020.
- HOST's current rolling application process is open to developers, with an improved application and updated lending guidelines. The application and other supplemental information can be found on HOST's website at www.denvergov.org/housing.

The current pipeline of affordable housing opportunities includes 13 affordable housing projects scheduled for 2020 closing. These are located in 7 council districts, leveraging \$17.5M of city investment to produce 1,021 total units. Including other projects that are in the City's pipeline funded in prior years, there are 1,956 units under construction across 27 projects. The department also negotiated voluntary affordable housing agreements which are expected to produce approximately 100 income-restricted affordable housing units in 2020.

COVID-19 Performance and Program Highlights

Funding received and allocated

The City is leveraging federal funding from FEMA to support emergency response and has already received some additional federal funds through CARES Act. Coronavirus Relief Funds (CRF) have also been supporting housing/sheltering efforts. Additional funds include: Emergency Solutions Grant (ESG-CV) at \$11,101,623; Community Development Block Grants (CDBG-CV) of \$1,203,712 to HOST; and HOPWA Funds of \$373,541.

Department Budget

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Department of Housing Stability	0	21,155,315	27,094,469	5,939,154	28.1%
Total	0	21,155,315	27,094,469	5,939,154	28.1%
General Fund Expenditures by Type					
Personnel Services	0	4,775,964	5,594,461	818,497	17.1%
Services and Supplies	0	15,185,832	21,475,162	6,289,330	41.4%
Capital Equipment	0	17,080	0	(17,080)	(100.0%)
Internal Services and Misc.	0	24,846	24,846	0	0.0%
Restricted Budget	0	1,151,593	0	(1,151,593)	(100.0%)

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
Total	0	21,155,315	27,094,469	5,939,154	28.1%
Total General Fund	0	21,155,315	27,094,469	5,939,154	28.1%
General Fund Revenue					
Miscellaneous Other	0	5,802,300	3,685,000	(2,117,300)	(36.5%)
Total	0	5,802,300	3,685,000	(2,117,300)	(36.5%)
Special Revenue Funds Expenditures					
Community Development and Economic Opportunity*	29,127,097	72,004,392	34,222,607	(37,781,785)	(52.5%)
General Government	0	0	3,000,000	3,000,000	0.0%
Total Special Revenue Funds	29,127,097	72,004,392	37,222,607	(34,781,785)	(48.3%)
Grants					
Grants	23,182,570	15,327,349	10,028,761	(5,298,588)	(34.6%)
Total Grants	23,182,570	15,327,349	10,028,761	(5,298,588)	(34.6%)
Total HOST Expenditures	52,309,667	108,487,056	74,345,837	(34,141,219)	(31.5%)
Total HOST Revenue	0	5,802,300	3,685,000	(2,117,300)	(36.5%)
Personnel Complement					
Community Development and Economic Opportunity - Civilian	36.51	7.00	17.23	10.23	146.1%
General Fund Operations - Civilian	0.00	52.10	48.14	(3.96)	(7.6%)
Total	36.51	59.10	65.37	6.27	10.6%
Total Personnel Complement	36.51	59.10	65.37	6.27	10.6%

*The Affordable Housing Special Revenue Fund is appropriated and non-lapsing; thus, unspent funds from the prior budget year roll forward and are available to be spent in the following year. That adjustment is made when the fiscal year closes, resulting in a revised 2020 budget that gives the appearance of a budget decrease in 2021 compared to 2020. The estimated 2020 roll-forward into 2021 is shown in the Summary of Dedicated Affordable Housing Funds in the that section of this book.

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-year Reductions

Due to the COVID-19 impact on the economy in 2020, the Department of Housing Stability implemented \$1,151,593 in mid-year reductions, including the following savings:

- \$942,473 in personnel services, primarily achieved by delaying recruitment of vacant positions and requiring staff to take eight unpaid furlough days. HOST has made efforts to minimize service impacts by collaborating with external community partners.
- \$209,120 in services and supplies, achieved primarily by eliminating discretionary spending on travel and training and by decreasing various professional services contracts.

Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line. The Department resubmitted some of these budget reductions again for 2021 in addition to other reductions described in the Significant Budget Changes section below.

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agencywide		
• A decrease in capital equipment due to one-time equipment purchases in 2020 not budgeted in 2021. This includes computer equipment for new staff.	0.00	(25,900)
Operations		
• A net decrease in personnel services due to the reorganization within HOST.	(8.35)	(815,800)
• A decrease in personnel services due to the budget reallocation of Housing Program positions from the General Fund to the Affordable Housing Property Tax and Other Local Revenue Fund.	(4.25)	(419,100)
• A decrease in services and supplies due to a reduction in professional service contracts, dues, licenses and subscriptions, and employee travel and transportation. These reductions are temporary and will not affect services.	0.00	(105,000)
• A decrease in services and supplies due to one-time funding in 2020 for strategic planning resources that is not budgeted in 2021.	0.00	(75,000)
Housing Stability		
• A decrease in personnel services to transfer a Program Manager from Housing Stability to Housing Opportunity. The Program Manager was then upgraded to a Deputy Director.	(1.00)	(108,600)
Housing Opportunity		
• A net increase in personnel services due the reorganization of staff among the Divisions within HOST.	6.30	830,800
• An increase in personnel services due to the transfer of a Deputy Director from Housing Stability that was upgraded from a Program Manager.	1.00	108,600
• An increase in personnel services due to the creation of an Accounting Technician II after the 2020 budget was final.	1.00	67,100
• A decrease in personnel services due to the budget reallocation of Housing Program positions from the General Fund to the Affordable Housing Property Tax and Other Local Revenue Fund.	(3.66)	(404,900)
• A decrease in services and supplies due to a reduction in the planned professional services for the Income Verification contract. The Department will complete this process internally to meet the program requirements.	0.00	(100,000)
Homelessness Resolution		
• An increase in personnel services due the reorganization of staff among the Divisions within HOST.	2.00	302,500
• An increase in personnel services due to the creation of a Management Analyst Associate and an Accounting Tech II after the 2020 budget was final.	2.00	160,200
• A net increase in personnel services due to the transfer in of one Program Coordinator from Human Services.	1.00	70,200
• An increase in services and supplies to accommodate the operation of a new homeless shelter that will be operated by the City.	0.00	5,000,000
• An increase in services and supplies to support outreach and referral services to persons experiencing homelessness.	0.00	1,500,000
• A decrease in services and supplies for one-time funding in 2020 to support the Tiny Homes initiative.	0.00	(125,000)

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
GF Revenue		
• A revenue decrease in the General Fund due to the one-time transfer in 2020 from Human Services to offset the impact and one-time costs to the General Fund as a result of transitioning the Homelessness programs from the Human Services SRF.	0.00	(2,117,300)
Housing Special Revenue Funds		
• An increase in Housing Special Revenue Funds due the Metro Mortgage Assistance Program moving from the Department of Finance to the Department of Housing Stability. The program operates as a trust for secured mortgages. The Project Manager supporting this program is now seated under the Housing Stability program in the department.	0.00	3,000,000
• An increase in the Revolving Affordable Housing Loan Fund based on projections for loan repayments receipts and programmed projects.	0.00	2,005,400
• An increase in the Skyline Housing Fund based on planned projects dedicated to new housing development and the rehabilitation of existing units for qualifying families.	0.00	1,300,000
• An increase in the Affordable Housing and Remediation Fund to provide funding to support the Salesforce contract that will assist with tracking and processing departmentwide program expenses.	0.00	440,000
• An increase in the Revolving Homeless Services Donations due to dedicated support for the new homeless shelter.	0.00	352,300
• A net decrease in the Affordable Housing Fund due to a one-time budget roll from 2019 into 2020. Unspent funds in 2020 will roll forward into 2021 and increase available budget in that year.	0.00	(35,821,500)
• A decrease in the Homeless Services SRF due to the one-time transfer of funds from DHS to transition homelessness programs to HOST in 2020, after the 2019 program year closed. While the on-going homelessness program expenditures were transitioned to HOST's General Fund Budget, a portion of primarily one-time costs and contracts were reallocated to the Homelessness Services SRF.	0.00	(6,023,200)
• A decreased in the Housing Incentive Program due the unforeseen delays caused by COVID-19 in remitting developer incentives and mediator fees.	0.00	(480,100)
• <i>Affordable Housing Fund Information (note that these expenditures are captured within the existing appropriation and will not increase overall appropriation)</i>		
• An increase in full time equivalents to reallocate the budget for nine Housing Program positions from the General Fund to the Affordable Housing Property Tax and Other Local Revenue Fund. The Affordable Housing SRF will absorb the \$981,500 cost of these positions, which is within the eight percent administration cap established by ordinance for this Fund.	9.00	0
• An increase of \$500,000 toward a database for implementation of preference policy and on-call support.	0.00	0
AHF Revenue		
• As a result of activating the 2A growth cap in a non-assessment year, the property tax revenue increased.	0.00	400,000
Housing Grants		
• An overall decrease in grant expenditures driven primarily by projected decreases in spending under the HOME and CDBG grants. The increase in FTE is primarily due to staff time reallocations from the General Fund to support grant programs. Grant budgets are non-lapsing and any unspent funds from 2020 will be available for spending in 2021. The 2021 budget amounts are projected expenditures based on award letters received by June 2020. For more details, please consult the Grants section of the budget book.	2.23	(5,208,900)
• A decrease in personnel services due to the transfer of partial FTEs from CDBG and HOME to the Affordable Housing Property Tax and Other Local Revenue Fund.	(1.00)	(89,700)

2021 Impact Description

FTEs

Dollars

The budgeted vacancy savings in the General Fund is \$156,938.

The budgeted furlough savings in the General Fund is \$143,075.

The budgeted furlough savings in the Special Revenue Funds is \$22,404.

Budget Detail

Department of Housing Stability (0144000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	0	4,775,964	5,594,461	818,497	17.1%
Services and Supplies	0	15,185,832	21,475,162	6,289,330	41.4%
Capital Equipment	0	17,080	0	(17,080)	(100.0%)
Internal Services and Misc.	0	24,846	24,846	0	0.0%
Restricted Budget	0	1,151,593	0	(1,151,593)	(100.0%)
Expenditures by Type Total		21,155,315	27,094,469	5,939,154	28.1%
Expenditures by Activity					
Operations	0	4,094,727	2,601,899	(1,492,828)	(36.5%)
Housing Stability	0	225,970	102,293	(123,677)	(54.7%)
Housing Opportunity	0	1,201,338	1,859,132	657,794	54.8%
Homelessness Resolution	0	15,633,280	22,531,145	6,897,865	44.1%
Expenditures by Activity Total		21,155,315	27,094,469	5,939,154	28.1%
Total Program Expenditures	0	21,155,315	27,094,469	5,939,154	28.1%
Personnel Complement (Budgeted)					
Homelessness Resolution	0.00	9.00	14.00	5.00	55.6%
Housing Opportunity	0.00	10.16	14.80	4.64	45.7%
Housing Stability	0.00	2.00	1.00	(1.00)	(50.0%)
Operations	0.00	30.94	18.34	(12.60)	(40.7%)
Personnel Complement (Budgeted) Total		52.10	48.14	(3.96)	(7.6%)
Total Personnel Complement	0.00	52.10	48.14	(3.96)	(7.6%)
Revenue					
Miscellaneous Other	0	5,802,300	3,685,000	(2,117,300)	(36.5%)
Furlough Savings			(143,075)		
Vacancy Savings			(156,938)		

Department of Housing Stability Special Revenue Funds (0145000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	1,205,096	657,658	899,091	241,433	36.7%
Services and Supplies	18,188,187	56,524,492	21,011,090	(35,513,402)	(62.8%)
Capital Equipment	12,965	25	0	(25)	(100.0%)
Internal Services and Misc.	96,166	(11,592)	0	11,592	(100.0%)
Expenditures by Type Total	19,502,414	57,170,583	21,910,181	(35,260,402)	(61.7%)
Expenditures by Activity					
DHD Administration	19,502,414	35,780,583	1,542,008	(34,238,575)	(95.7%)
Land Acquisition	0	8,997,381	8,112,372	(885,009)	(9.8%)
Unit Development/Preservation	0	1,135,537	4,237,018	3,101,481	273.1%
Housing Assistance	0	5,522,388	3,493,783	(2,028,605)	(36.7%)
Supportive Housing Development	0	5,734,694	4,525,000	(1,209,694)	(21.1%)
Expenditures by Activity Total	19,502,414	57,170,583	21,910,181	(35,260,402)	(61.7%)
Other Program Funding Sources					
Grants					
ARRA Neighborhood Stabilization	0	371,908	0	(371,908)	(100.0%)
CDBG - Administration	1,571,029	0	0	0	0.0%
CDBG - Program	14,156,325	0	118,612	118,612	0.0%
CoC Anchor Project	0	169,454	148,017	(21,437)	(12.7%)
CoC Backhome Support	0	0	109,704	109,704	0.0%
CoC Bedrock	0	636,888	559,442	(77,446)	(12.2%)
CoC Rapid Re-Housing	(676)	165,104	170,408	5,304	3.2%
CoC Spectrum	0	590,958	473,513	(117,445)	(19.9%)
Emergency Food and Shelter	0	10,000	0	(10,000)	(100.0%)
Emergency Solutions Grant	0	321,244	888,242	566,998	176.5%
Home Administration	293,270	434,330	349,465	(84,865)	(19.5%)
Home Program	4,815,450	6,027,953	3,231,785	(2,796,168)	(46.4%)
Homeless Shelter Utility Support	0	350,000	350,000	0	0.0%
HOPWA Administration	84,223	20,206	139,787	119,581	591.8%
HOPWA Program	2,087,950	5,063,673	2,489,786	(2,573,887)	(50.8%)
Neighborhood Stabilization Program I	0	165,631	0	(165,631)	(100.0%)
The Colorado Health Foundation's Housing Support	0	0	1,000,000	1,000,000	0.0%
The Kaiser Permanente National Community Benefit Fund at the East Bay Community Foundation	0	1,000,000	0	(1,000,000)	(100.0%)
Total	23,182,570	15,327,349	10,028,761	(5,298,588)	(34.6%)

Department of Housing Stability Special Revenue Funds (0145000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Community Development and Economic Opportunity SRF					
Affordable Housing and Remediation Fund	93,745	60,000	500,000	440,000	733.3%
Affordable Housing Linkage Fee Fund	1,340,000	5,000,000	5,000,000	0	0.0%
Community Development-Donation	18,147	16,759	35,000	18,241	108.8%
H&NDS Housing for Mentally Ill	0	300,000	152,618	(147,382)	(49.1%)
Homeless Services Donations	0	63,739	416,000	352,261	552.7%
Homeless Services Fund	0	6,023,237	0	(6,023,237)	(100.0%)
Housing Incentive Program	1,419,365	975,500	496,040	(479,460)	(49.2%)
Rental Rehab Assistance	2,100,000	0	0	0	0.0%
Revolving Affordable Housing Loan Fund	1,295,810	1,394,574	3,400,000	2,005,426	143.8%
Revolving Loan Fund	0	0	0	0	0.0%
Skyline - Administration	1,645	0	12,768	12,768	0.0%
Skyline - Housing	3,355,972	1,000,000	2,300,000	1,300,000	130.0%
Total	9,624,683	14,833,809	12,312,426	(2,521,383)	(17.0%)
General Government SRF					
Metro Mortgage Assistance Program	0	0	3,000,000	3,000,000	0.0%
Other Program Funding Sources Total	32,807,253	30,161,158	25,341,187	(4,819,971)	(16.0%)
Total Program Expenditures	52,309,667	87,331,741	47,251,368	(40,080,373)	(45.9%)
Personnel Complement (Budgeted)					
DHD Administration	16.36	0.00	9.00	9.00	0.0%
Other Program Funds FTE					
Grants					
CDBG - Administration	10.85	0.00	0.00	0.00	0.0%
CDBG - Program	4.01	0.00	1.00	1.00	0.0%
Home Administration	2.64	3.20	4.55	1.35	42.2%
HOPWA Administration	0.00	0.80	0.68	(0.12)	0.0%
HOPWA Program	0.15	0.00	0.00	0.00	0.0%
Total	17.65	4.00	6.23	2.23	55.8%
Community Development and Economic Opportunity SRF					
Homeless Services Donations	0.00	1.00	0.00	(1.00)	(100.0%)
Housing Incentive Program	2.50	2.00	2.00	0.00	0.0%
Total	2.50	3.00	2.00	(1.00)	(33.3%)
Other Program Funds FTE Total	20.15	7.00	8.23	1.23	17.6%
Total Personnel Complement	36.51	7.00	17.23	10.23	146.1%

Department of Housing Stability Special Revenue Funds (0145000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Revenue					
Property	7,411,261	7,982,213	8,606,481	624,268	7.8%
Sales and Use	8,721,127	9,146,391	9,603,700	457,309	5.0%
Interest Income	468,593	0	0	0	0.0%
Miscellaneous Other	18,429,871	3,742,800	3,700,000	(42,800)	(1.1%)
Revenue Total	35,030,851	20,871,404	21,910,181	1,038,777	5.0%
 Furlough Savings			(22,404)		

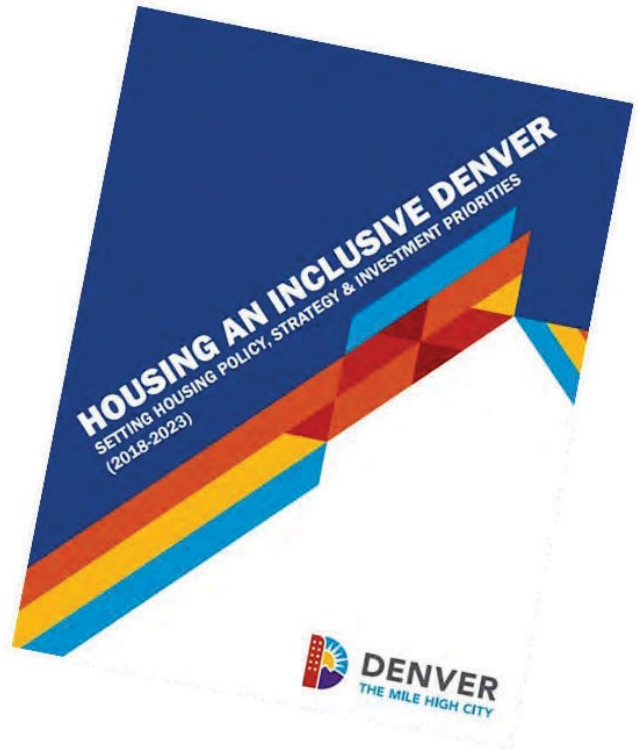
Affordable Housing Funds

Overview

In September 2016, City Council passed an ordinance to create two Affordable Housing Funds (known collectively as the "Affordable Housing Funds") to provide revenue for housing development, preservation, and programs. The Affordable Housing Fund was originally supported through property taxes and a linkage fee on new development. Linkage fees currently range from \$0.42 to \$1.78 per square foot depending on the type of development and are updated each July according to Consumer Price Index (CPI) for Denver. Additional support for the Affordable Housing Fund was added starting in 2018 through General Fund transfers and a dedicated sales tax on recreational marijuana. Together, these resources generate more than \$30M annually to serve residents across the housing continuum who face a range of housing challenges. People experiencing homelessness, renters, and those working to achieve or maintain homeownership are all beneficiaries of the funds.

In 2017, Denver created the Housing Advisory Committee (HAC), made up of industry and nonprofit experts and advocates to help inform the City's housing investments and other strategies to serve residents along the housing continuum. As part of the implementation of the Affordable Housing Funds, Denver created a five-year comprehensive housing plan, *Housing an Inclusive Denver*, in partnership with the HAC, to prioritize investments that serve a range of different income levels. The funding priorities are as follows:

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



Denver implements the *Housing an Inclusive Denver* plan in partnership with the HAC through Annual Action Plans aimed at prioritizing housing investments and other strategies that reflect current market conditions and opportunities. On March 16, 2020 Ord. No. 47-20, § 41, was adopted renaming Art. V, Div. 3 from "Affordable Housing Advisory committee" to "Housing Stability Strategic Advisors." The ordinance also established the infrastructure, policies and procedures, and overall expectations the Strategic Advisors (HSSA). The housing stability strategic advisors shall consist of eleven (11) members as follows:

- 2 members with professional or lived expertise in the effects of gentrification and displacement or housing instability on lower income households.
- 2 members with professional or lived expertise in homelessness or in providing housing or services for residents experiencing homelessness.
- 2 members with professional or lived expertise living in affordable housing or developed income restricted housing.

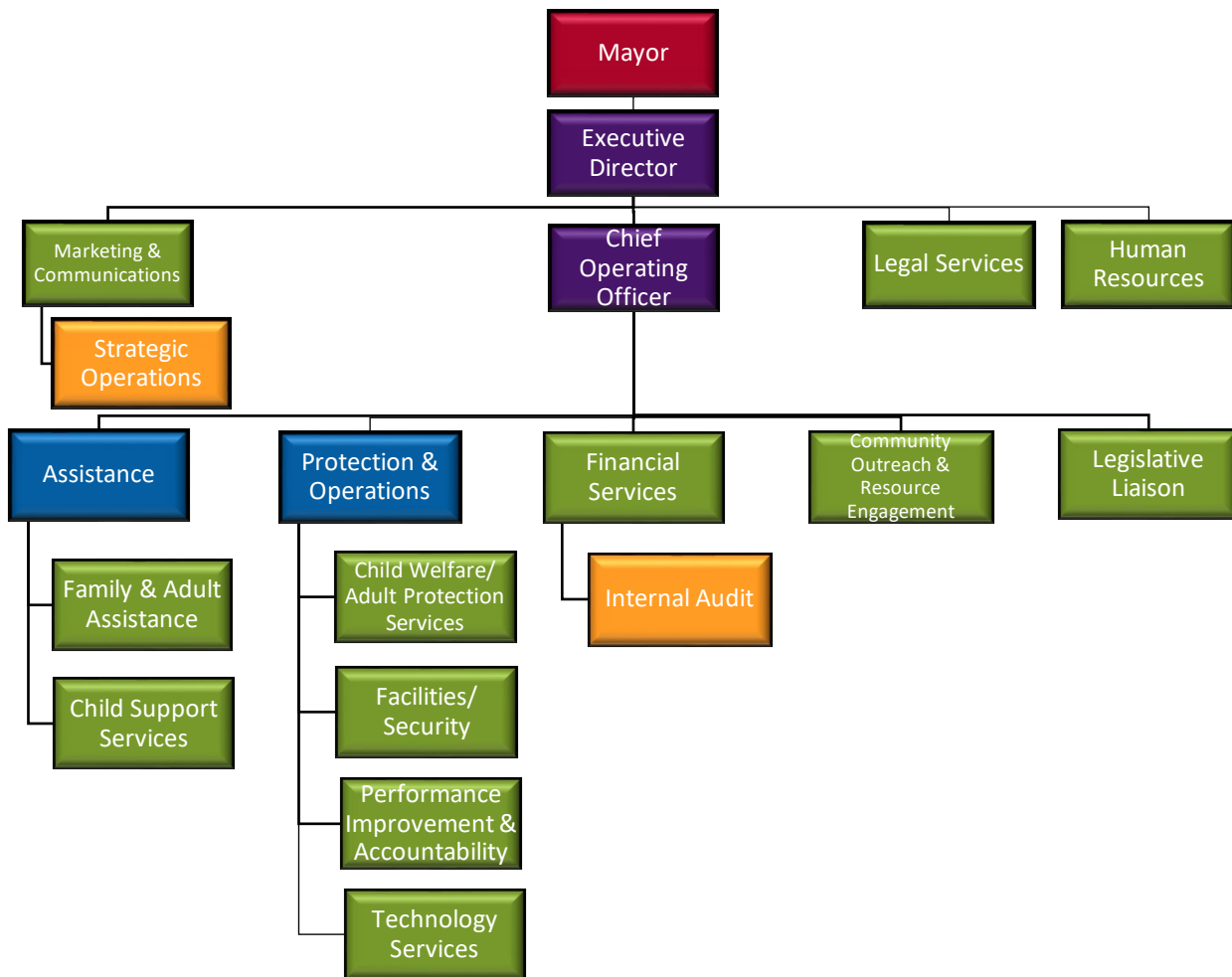
- 1 member representing public, private or philanthropic partner organizations that fund affordable housing appointed by the mayor.
- 2 representatives from organizations that have a national best practice perspective on housing stability, homelessness resolution or housing opportunity.
- 1 community representative appointed by the mayor.
- 1 community representative member appointed by city council.

To better align housing investments, activities, and priorities along the housing continuum, the Department of Housing Stability (HOST) was created via Executive Order No. 145. The new Department of Housing Stability launched in 2020, with the expectation to build upon and/or integrate existing strategic plans such as *Housing an Inclusive Denver* and the Three-Year Shelter Plan into an updated strategic vision for HOST across the entire housing continuum. Also in 2020, the Department initiated a change in its strategic planning process due to the shift in need in response to COVID-19. Please refer to the modified strategic plan under HOST's Performance and Program Highlights section. Please note that none of the funding outlined in the Dedicated Affordable Housing Funds supported the sheltering strategy in response to the COVID-19 pandemic. For information regarding significant budget and programmatic changes as well as additional information regarding the impact of COVID-19 on the Affordable Housing Funds, please see the Housing Stability Department section in this tab.

Summary of Dedicated Affordable Housing Funds

Affordable Housing Funds (16606 & 16607)	2019 Appropriated	2019 Actual	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Fund						
Affordable Housing Property Tax and Other Local Revenues Fund (16606)	35,265,094	19,502,414	20,390,000	21,910,181	1,520,181	7.46%
Affordable Housing Linkage Fee Revenue Fund (16607)	3,700,000	1,340,000	5,000,000	5,000,000	0	0.00%
Total Program Expenditures	\$38,965,094	\$20,842,414	25,390,000	26,910,181	1,520,181	5.99%
¹ Affordable Housing Property Tax and other Local Revenue Fund – Prior Year Carry-Over	14,077,052	N/A	36,780,583	39,364,426	2,583,843	7.03%
Revenues by Fund						
Affordable Housing Property Tax and Other Local Revenues Fund (16606)	27,534,156	18,188,187	20,390,000	21,910,181	1,520,181	7.46%
Affordable Housing Linkage Fee Revenue Fund (16607)	8,977,094	10,098,255	5,000,000	5,000,000	0	0.00%
Total Program Revenues	36,511,250	28,286,442	25,390,000	26,910,181	1,520,181	5.99%

¹The Affordable Housing Property Tax and Other Local Revenue Fund (16606) is an appropriated, non-lapsing fund. Unspent appropriation and encumbrances are automatically rolled from the prior year into the next fiscal year when the year closes. The 2021 carryover amount is projected based on encumbered contracts in 2020 that will roll forward. The final amount will be determined when 2020 closes.



Mission

Partnering with our community to protect those in harm's way and help all people in need.

Agency Summary

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



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

In 2019, Denver Human Services launched its new strategic framework called *Human Together*, which reflects the value sphere and five key goals discussed below. The framework is available at:

<https://www.denvergov.org/content/dam/denvergov/Portals/692/documents/behuman/Denver%20Human%20Services%20Strategic%20Vision%20Framework%20Human%20Together%202019-2021.pdf>.

In Colorado, human services are state-supervised and county-administered. The state sets program rules and shares in the funding of expenses, but each of the state's 64 counties has a degree of flexibility to operate programs in ways that align with local preferences. Counties pay a share of costs that varies by program. Denver funds its share using local property tax revenue derived from the annual Social Services mill levy. DHS' property tax revenue has historically been relatively stable while state and federal revenue has fluctuated significantly from year to year. DHS anticipates a slight increase in local property tax revenues in 2021, but a slight decrease in revenue from state and federal reimbursements.

Services

DHS provides a variety of services related to income-support and protection of the community's most vulnerable. Many programs and supports are mandated at the federal or state level. These include determining eligibility for Medicaid, food assistance (aka the Supplemental Nutrition Assistance Program, or SNAP), Colorado Works (aka Temporary Assistance to Needy Families, TANF), Old Age Pension, the Colorado Child Care Assistance Program (CCCAP), etc.; investigating reports of child abuse or neglect and following up with the family if warranted; investigating reports of abuse, neglect, or exploitation of older and at-risk adults and becoming guardians or representative payees when necessary; and establishing child support orders and facilitating payments by noncustodial parents. DHS also administers several programs fully funded at the local level such as property tax relief, general assistance, and services for residents with intellectual and developmental disabilities.

Administration

Under the leadership of DHS' executive director, Administration is responsible for the overall management of the department, including marketing and communications and implementation of DHS' Human *Together* strategic framework. Through agreements with the City Attorney's Office and Office of Human Resources, DHS has specialized legal and human resources teams embedded within the department, which the executive director also manages. DHS' chief operating officer oversees the department's other functions, which are grouped into different sections and divisions: Assistance, Protection and Operations, Financial Services, and Community Outreach and Resource Engagement. The chief operating officer also oversees the department's legislative liaison.

Assistance

Assistance includes eligibility determination for different programs as well as child support services. Programs administered through assistance include food, cash, medical assistance and property tax relief, among others. When the COVID-19 pandemic hit in the spring of 2020 and DHS closed its facilities to protect clients and staff, it immediately began to pilot new measures to continue to connect clients with needed benefits.

Protection and Operations

Protection encompasses DHS' child welfare and adult protection functions as well as oversight of the dedicated mill levy to fund services for residents with intellectual and developmental disabilities. Child welfare and adult protection case workers tackle challenges unique to each family or individual by identifying root causes and developing long-term solutions. DHS has adopted innovative approaches to preventing out-of-home placements for kids who have experienced abuse or neglect and emphasizes kin placements when removal is necessary.

Operations includes the Department's Performance Improvement and Accountability and Facilities/Security divisions. Performance Improvement and Accountability tracks data, evaluates programs, facilitates continuous improvement, protects client confidentiality, and digitizes critical information. Facilities/Security maintains the buildings that house DHS' operations and assures the safety of clients and employees.

Financial Services

This Division is responsible for providing timely and accurate accounting, budgeting, contracting, and procurement services as well as overall fiscal management of the department. Beginning in July 2020, Financial Services began overseeing the Department's Internal Audit function, which had previously resided in Performance Improvement and Accountability.

Community Outreach and Resource Engagement

Community Outreach and Resource Engagement (CORE) works with community partners to bring increased access to assistance, benefits, nutrition, and other wellness services to the neighborhoods that need it most. CORE also manages the GIVE Center, the Department's various charitable drives, Employment First programming for Supplemental Nutrition Assistance Program (SNAP) recipients, and locally funded programs such as rent and eviction assistance.

Strategies

Denver Human Services continues to develop and prioritize strategies for the Human *Together* strategic vision framework. This strategic plan includes five key goals: Equity and Access, Safety and Wellness, Connectivity, Economic Resilience, and DHS Workforce. These goals are supported by the preliminary strategies summarized below:

Equity and Access

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

Safety and Wellness

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

Connectivity

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

Economic Resilience

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

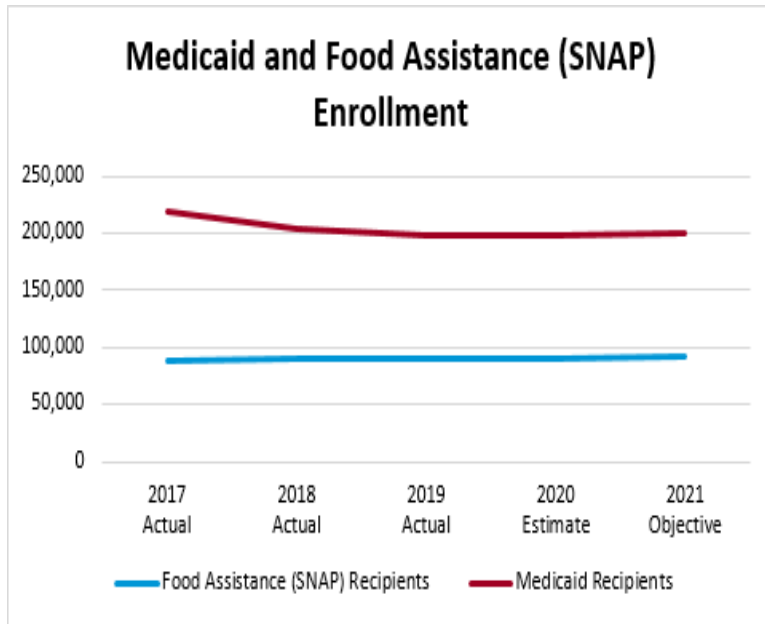
Workforce

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

Through the work of the Equity, Diversity, and Inclusion Team, Culture Club, and division-specific equity initiatives, DHS is crafting an equity plan in alignment with the goals of the Mayor's Office of Social Equity and Innovation.

Performance and Program Highlights

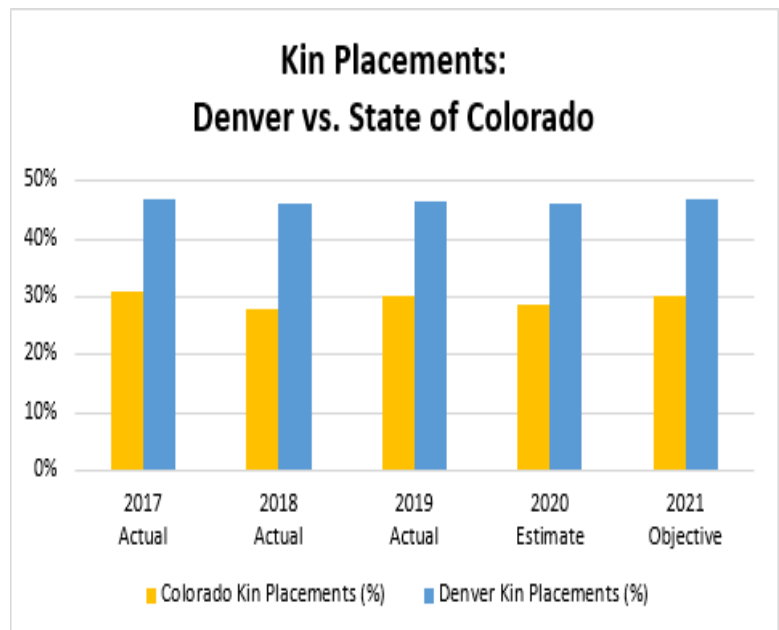
Equity and Access



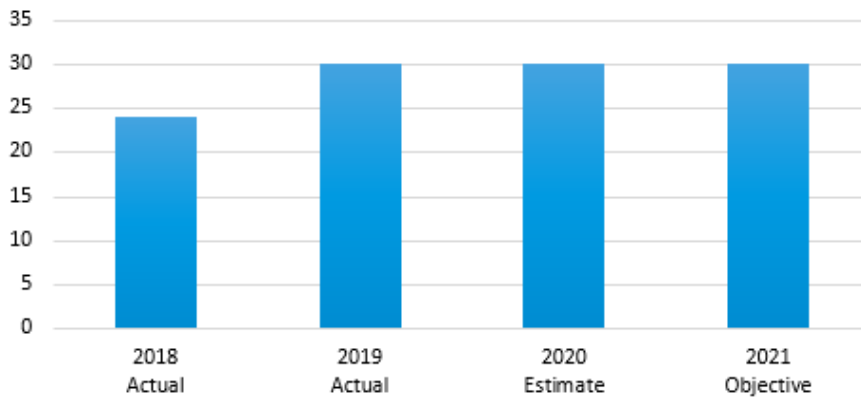
Denver Human Services aims to ensure that every individual in Denver has access to the support that they need to live a healthy and high-quality life. This may come in the form of food assistance, Medicaid, and other benefits. Partway through 2020, there has been a noticeable increase in the **number of enrollees for food and medical assistance**, likely due to COVID-19 and the ensuing economic challenges. In 2020, Denver Human Services has continued to take targeted steps to increase food assistance to those who are eligible but not enrolled. Based on the most recently available data, which is from 2017, only about 66 percent of Denver residents who are eligible for food assistance are enrolled in SNAP.

Safety and Wellness

Denver Human Services supports and advances sustainable health, wellness, and safety outcomes for the community. The protection and prevention strategies utilized by Child Welfare staff have reduced **the number of out-of-home placements for Denver kids**. In cases when placement of a child is necessary to ensure safety, Denver Human Services has increased **placements with kin**, improving the likelihood of reunification. Research indicates kin placements provide better long-term outcomes for children, helping them maintain family and cultural ties. Safely increasing the number of placements with kin when placement is necessary is a priority for Denver Human Services.



CORE Full or Part-Time Embedments at Community Partner Sites

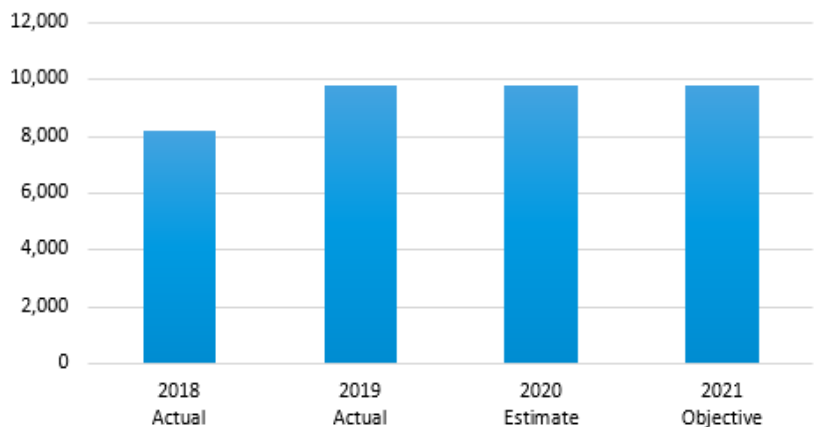


Connectivity

Denver Human Services aims to increase connectivity by building community partnerships, reducing internal silos, and working collaboratively with city and state partners. CORE embeds outreach case coordinators within partner sites throughout Denver to help clients navigate benefits and identify resources. CORE started 2020 with 30 partner sites at which DHS staff were embedded.

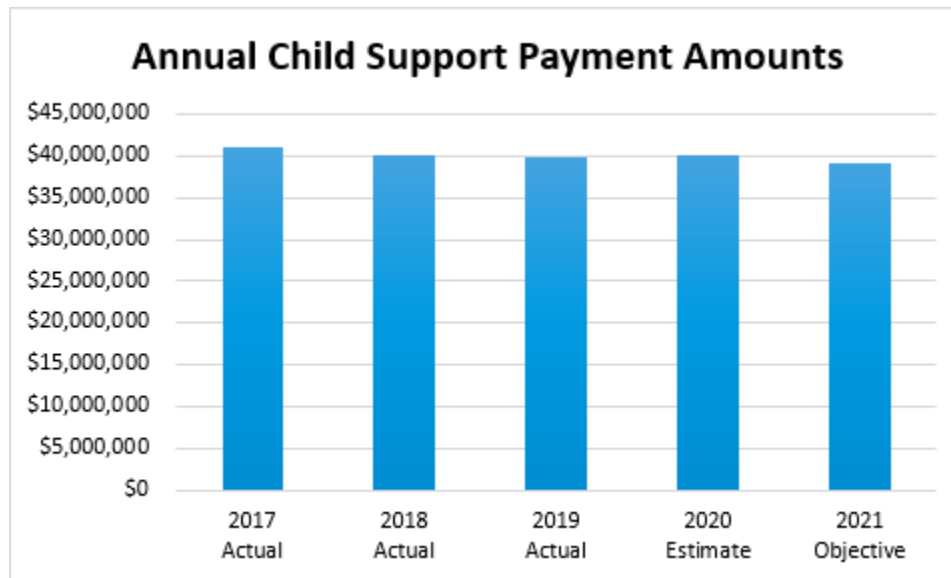
CORE connects families in need to clothing, shoes, and hygiene products at the GIVE Center located on the first floor of the Richard T. Castro Human Services Center although the GIVE Center is not currently open for in-person services. In 2019, the addition of staff enabled the GIVE Center to expand its hours and significantly increase **Give Center intakes** over 2018 levels to 9,776 clients served. CORE's strategic shift to partnering with local food pantries for outdoor food distribution is likely to continue through the remainder of 2020 and into 2021 with expected impact likely to be similar to or higher than previous years' reach.

GIVE Center Intakes

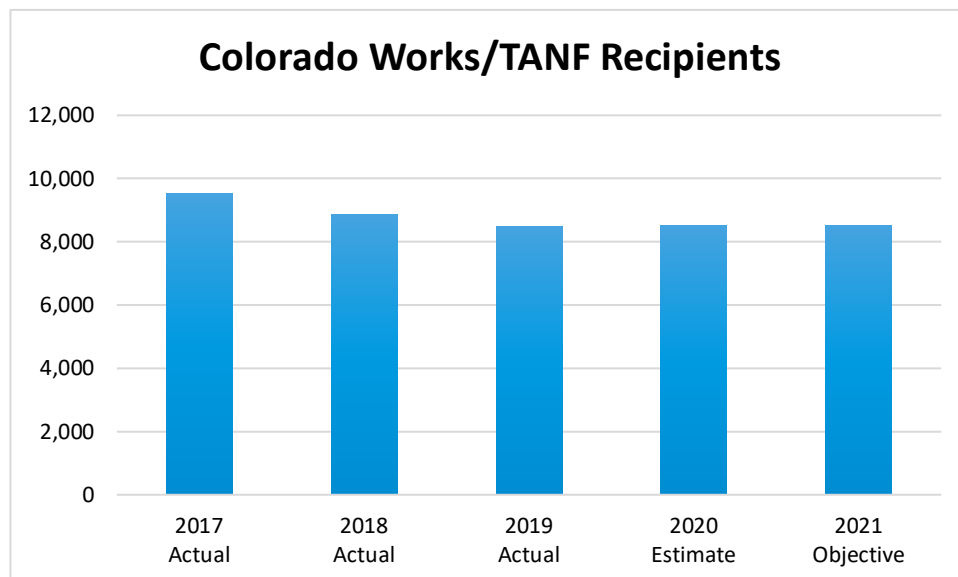


Economic Resilience

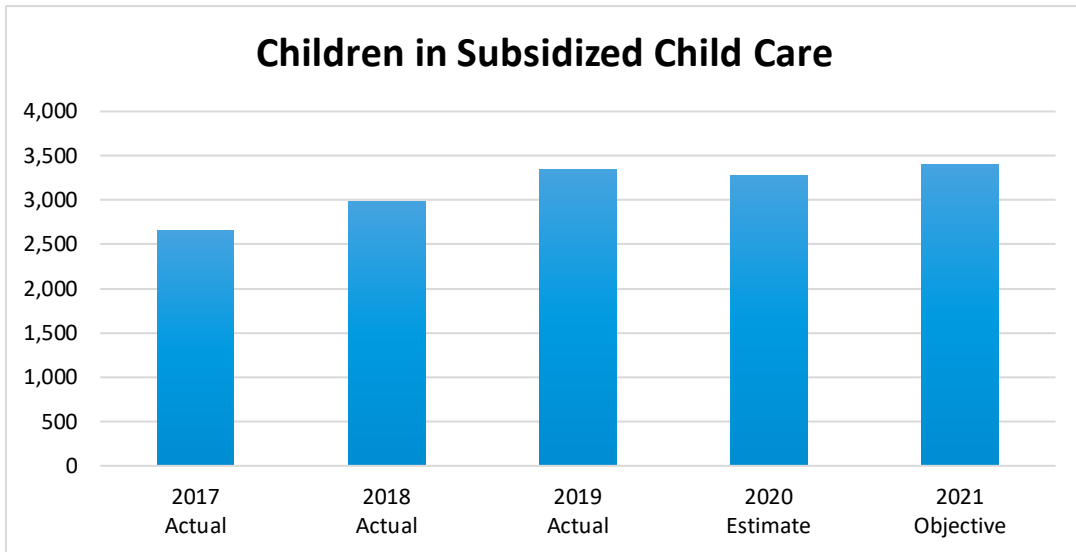
Child Support Services boosts Denver families' economic resilience by ensuring children receive the financial support they need to be safe and well, even though they may not live with both parents. The Division accomplishes this by determining paternity and establishing, monitoring, and enforcing **child support orders** as well as providing access to other resources through the Parenthood Program to address barriers that some parents may be experiencing. This Division also conducts modifications of existing child support orders based on various criteria prescribed by statute. Child Support Services continues to review historical collection policies to identify innovative opportunities to assist those struggling to fulfill child support obligations.



Through **Colorado Works**, income-qualified families receive monthly cash assistance payments, help with emergency household expenses, and support in preparing for and finding work. Enrollment in Colorado Works/Temporary Assistance for Needy Families (TANF) has jumped in 2020, likely due to COVID-19.

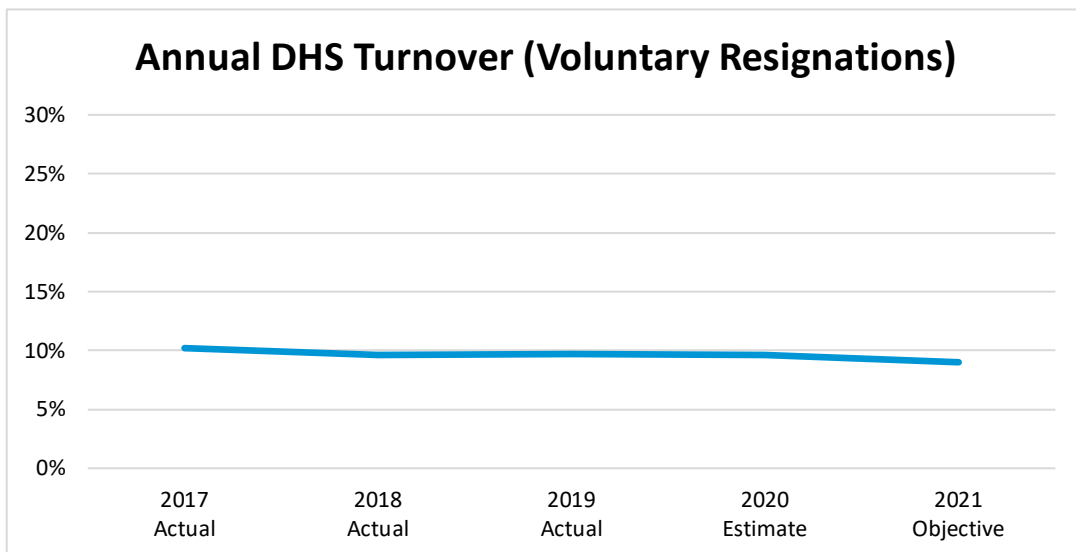


Denver Human Services serves about 3,000 kids each month by providing access to affordable childcare through the state’s Colorado Child Care Assistance Program.



DHS Workforce

DHS’ Office of Human Resources Service Group works to develop a healthy and connected workforce that is equipped to strengthen the Denver community. Any organization’s most valuable resource is its people. In 2018, DHS created a department-wide staff wellness program focused on physical, mental, and financial well-being. In 2019 and into 2020, the Department customized and launched a standardized, department-wide training program based on Bridges Out of Poverty, which aims to increase empathy and understanding among staff for the clients that they serve. Over the last three years, DHS has invested in strengthening its employees’ leadership capabilities through a specialized training program for all supervisors. These and other initiatives have helped to reduce **staff turnover** from 11% to 9.7% since 2016.



2020 COVID-19 Overview & Statement

Denver Human Services (DHS) remains committed to its mission during the COVID-19 pandemic: partnering with our community to protect those in harm's way and help all people in need. Full services are offered online, by phone, pick-up, drop-off, and delivery. Anyone seeking up-to-date information about DHS services can call 720-944-4347 or visit:

<https://www.denvergov.org/content/denvergov/en/denver-human-services.html>.

New applications for food and medical assistance jumped sharply in April 2020. Clients enrolled in medical assistance are at the highest level seen in the last three years and clients enrolled in food assistance are at the highest level seen in the last five years. DHS expects an even greater jump in new cases if unemployment benefits are not reinstated. As demand grows, DHS prioritizes continued delivery of essential services while recognizing that COVID-19 has further illuminated systemic inequities and disproportionately impacted communities of color. This stark reality reinforces the need for DHS to advance its Human *Together* vision of delivering not just essential services but promoting a network of opportunity and a healthy and connected community.

While state funding declined for the current state fiscal year that began on July 1, 2020, DHS has built up reserve financial capacity to maintain or even expand services during the downturn. Demand for DHS' services have historically been countercyclical to the economy. During the recent period of economic growth, caseloads fell, and the Department built up a fund balance it can now use to meet higher demand despite lower federal and state funding levels.

COVID-19 Mitigation Strategies

DHS developed innovative strategies to safely serve clients while preventing the spread of COVID-19. To ensure the safety of clients and employees, DHS closed its lobbies in March 2020 and most of its workforce became remote. Approximately 90 percent of DHS employees are working from home as of August 2020. DHS continues to adapt its service delivery model to the needs of the community.

Assistance

The Family and Adult Assistance Division shifted to conducting application interviews by phone rather than in person as allowed by the state, and within weeks had created a new document delivery program to deliver and retrieve applications to and from new clients focused on historically marginalized communities of color, First Nations people, and under-resourced communities who were hardest hit by the crisis. DHS also developed new video guides in English and Spanish to help clients understand how to access existing services and the new document delivery program. In late July 2020, Family and Adult Assistance made Electronic Benefit Transfer (EBT) card pick-up available by appointment at the Richard T. Castro Human Services Center. DHS also mails EBT cards to clients, and they can be obtained at any county human services agency in the state.

The Colorado Department of Human Services (CDHS) made many of the actions DHS has taken since the start of the pandemic possible. This includes temporarily waiving certain requirements to apply for food assistance, extending redetermination dates, and allowing for the maximum Supplemental Nutrition Assistance (SNAP) benefit allotment. In an effort to support Colorado's families, CDHS and Department of Education have teamed up to issue Pandemic-EBT (P-EBT) benefits to school-age children who would have received free or reduced-price meals during the time that schools have been closed for the 2019-2020 school year. More details about this new program are available here:

<https://www.colorado.gov/pacific/cdhs/p-ebt>.

Community Outreach and Resource Engagement

With DHS' offices closed, GIVE Center employees in the Community Outreach and Resource Engagement (CORE) Division partnered with local food banks to distribute food in the community. Due to COVID-19, CORE suspended in person services at community partner sites but has continued to provide remote support to these organizations in a variety of ways, including virtual community resource meetings. CORE case workers continue to support families through rental and eviction assistance offered as part of DHS' General Assistance program to help people meet emergency needs. DHS quickly adapted the application process for this program to make it accessible online and over the phone.

Protection and Operations

Child Welfare social case workers have continued to visit and engage with families during the pandemic but follow safety protocols in alignment with the state's guidance when meeting in person and conduct more visits remotely, in some cases using tablets provided to families. Case workers have helped connect families to resources to mitigate negative financial effects of the crisis. DHS' Child Welfare Division partnered with other metro area counties to develop new contingencies in case youth or families they are placed with contract COVID-19.

To support the City and County of Denver's overall COVID-19 response, DHS redeployed dozens of staff to the Emergency Operations Center, Joint Information Center, and various emergency shelter and hotel locations to assist residents experiencing homelessness. DHS also purchased emergency shelter supplies and hired and on-boarded over 80 on-call employees to staff the new shelters on an ongoing basis.

DHS has taken steps to preserve financial flexibility given uncertainty about the long-term financial impact of COVID-19. Although DHS was prepared to embark on a major space revitalization beginning in 2020, that work has been put on hold pending a clearer understanding of what service delivery will look like in the future. The Department is also leaving some key executive level positions vacant and reviewing or renegotiating certain service contracts.

COVID-19 Performance and Program Highlights

As of August 2020, DHS had received over \$1 million in supplemental Community Services Block Grant (CSBG) funding for COVID-19 relief. Most of this funding has been awarded to nonprofit partners to serve clients through expanded employment services and food access programming.

DHS also received supplemental funding from the Colorado Department of Human Services to support increased absence payments to Colorado Child Care Assistance Program (CCCAP) providers. DHS paid CCCAP providers for up to 14 absences per child per month in March and up to 22 absences per child per month from April through June. Prior to COVID-19, DHS paid providers for one CCCAP absence per month. This financial support was designed to help providers cover expenses until they could reopen and totaled nearly \$5 million.

DHS is collaborating with the Department of Finance to draw down FEMA and Coronavirus Relief Funding for expenses directly related to COVID-19. DHS is currently using local property tax revenue to cover the bulk of emergency shelter expenses it has incurred. This includes on-call shelter workers at a cost anticipated to approach \$2 million depending on how long the employees are needed as well as salaries and benefits for DHS staff redeployed to shelters, which prevented the Colorado Department of Human Services from reimbursing their salaries.

Department Budget

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
Operating Expenditures by Appropriated Special Revenue Fund					
Child Welfare	37,363,084	44,620,279	43,169,699	(1,450,580)	(3.3%)
Service Delivery and Admin	90,430,211	108,014,106	108,469,907	455,801	0.4%
Child Care	2,948,213	4,533,889	4,498,449	(35,440)	(0.8%)
Aid to the Blind	10	1,000	1,000	0	0.0%
Aid to the Needy Disabled	631,320	1,000,000	1,000,000	0	0.0%
Board / Developmentally Disabled	14,262,665	24,544,383	22,346,410	(2,197,973)	(9.0%)
General Assistance	1,984,629	1,510,015	1,485,176	(24,839)	(1.6%)
Local Funded Community Service	7,161,880	1,800,000	0	(1,800,000)	(100.0%)
Homeless Services	10,668,718	1,574,617	0	(1,574,617)	(100.0%)
Affordability Program	1,909,961	6,056,170	6,053,465	(2,705)	0.0%
Total Operating Expenditures	167,360,691	193,654,459	187,024,106	(6,630,353)	(3.4%)
Operating Expenditures by Type					
Personnel Services	93,707,905	104,665,929	101,789,378	(2,876,551)	(2.7%)
Services and Supplies	54,459,612	74,365,015	72,526,166	(1,838,849)	(2.5%)
Capital Equipment	649,239	557,874	494,750	(63,124)	(11.3%)
Internal Services and Misc.	18,543,935	14,065,641	12,213,812	(1,851,829)	(13.2%)
Total	167,360,691	193,654,459	187,024,106	(6,630,353)	(3.4%)
Transfers					
Transfer to General Fund - 13008-9901100	0	1,913,300	163,000	(1,750,300)	(91.5%)
Transfer to General Fund - 13812-9901100	0	918,380	0	(918,380)	(100.0%)
Transfer to General Government SRF - 13813-9911100	75,000	0	0	0	0.0%
Transfer to Alternative Transportation SRF - 13008-9911410	144,900	30,100	144,900	114,800	381.4%
Transfer to Affordable Housing SRF - 13008-9911810	1,500,000	1,000,000	0	(1,000,000)	(100.0%)
Transfer to Human Services Special Revenue Fund - 13008-9913100	0	0	1,000,000	1,000,000	0.0%
Transfer to Crime Prevention and Control Fund - 13008-9913210	170,500	0	0	0	0.0%
Transfer to Housing and Neighborhood Development - 13812-9916100	0	6,023,237	0	(6,023,237)	(100.0%)
Transfer to Capital Improvement Projects Fund - 13008-9931100	0	9,000,000	0	(9,000,000)	(100.0%)
Total Transfers	1,890,400	18,885,017	1,307,900	(17,577,117)	(93.1%)

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
Grant/SRF Expenditures					
Grant/SRF Expenditures	8,206,236	6,039,929	6,081,333	41,404	0.7%
Total Grant/SRF Expenditures	8,206,236	6,039,929	6,081,333	41,404	0.7%
Total Human Services Expenditures	177,457,328	218,579,405	194,413,339	(24,166,066)	(11.1%)
Revenue: Appropriated Special Revenue Funds					
Property	73,948,574	72,412,996	76,540,197	4,127,201	5.7%
Charges for Services	345,268	443,600	443,600	0	0.0%
Internal Service and Indirect Cost	101,096	0	0	0	0.0%
Miscellaneous Other	98,749,973	106,319,939	101,773,842	(4,546,097)	(4.3%)
Total Appropriated Funds Revenues	173,144,912	179,176,535	178,757,639	(418,896)	(0.2%)
Grants/SRF Revenue					
Miscellaneous Other	5,980,599	1,016,000	591,000	(425,000)	(41.8%)
Charges for Services	100,000	100,000	100,000	0	0.0%
Interest Income	(169)	0	0	0	0.0%
Internal Service and Indirect Cost	5,461	0	0	0	0.0%
Total Grants/SRF Funds Revenues	6,085,891	1,116,000	691,000	(425,000)	(38.1%)
Total Human Services Revenues	179,230,803	180,292,535	179,448,639	(843,896)	(0.5%)
Personnel Complement Special Revenue Funds					
Human Services - Civilian	1,242.38	1,249.38	1,238.55	(10.83)	(0.9%)
Total Personnel Complement	1,242.38	1,249.38	1,238.55	(10.83)	(0.9%)
Fund Balance January 1	82,251,495	85,500,485	47,945,863	0	0.0%
Fund Balance December 31					
Reserve for TABOR Requirements	2,000,000	2,000,000	2,000,000	0	0.0%
Assigned Fund Balance	30,970,857	30,229,962	27,638,740	0	0.0%
Unassigned Fund Balance	51,054,114	14,983,654	3,342,423	0	0.0%
Total Fund Balance December 31	84,024,970	47,213,615	32,981,163	0	0.0%
Total Net non-cash adjustment	2,558	0	0		
GASB54 Funds Net Change (13813 & 13821)	1,472,957	732,248	918,823		
Total CAFR Balance December 31	85,500,485	47,945,863	33,899,986		
Adjustment for Unspent Appropriations		20,500,000	20,500,000		
Adjustment for Unspent Capital Improvements		10,146,000	10,146,000		
Adjusted Fund Balance		78,591,863	64,545,986		

Programmatic Changes

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Child Welfare Services (13005-5533000) including the Family Crisis Center (13005-5532000)		
• An increase in personnel services for payouts to employees retiring as part of the citywide Special Incentive Program (SIP).	0.00	150,100
• A decrease in personnel services due to the implementation of furlough days in 2021.	0.00	(754,869)
• A decrease in personnel services due to the implementation of a citywide Retirement Special Incentive Program (SIP). Employees enrolled in the SIP retired from the City on August 31, 2020. Child Welfare will leave two positions from which employees retired vacant for a portion of 2021 to generate personnel budget savings. The positions are a Lead Social Case Worker and a Human Services Advocate.	(1.17)	(82,400)
• An increase in services and supplies for wireless device billings. This is offset by a decrease in internal services for cell phone stipends.	0.00	40,000
• A decrease in internal services due to DHS fully paying off the Family Crisis Center building certificate of participation and no longer needing budget for this payment in 2021.	0.00	(915,900)
• A decrease in internal services for reduced cell phone stipends. This is offset by an increase in services and supplies for wireless device billings.	0.00	(40,000)
Child Welfare Revenue		
• A revenue decrease due to reduced state fiscal year 2020-21 allocations to counties for various child welfare services.	0.00	(2,800,000)
Service Delivery and Administration - Adult Protection Services (13008-5522000)		
• A decrease in personnel services due to the implementation of furlough days in 2021.	0.00	(49,585)
• An increase in services and supplies for wireless device billings. This is offset by a decrease in internal services for cell phone stipends.	0.00	8,400
• A decrease in internal services for reduced cell phone stipends. This is offset by an increase in services and supplies for wireless device billings.	0.00	(8,400)
Service Delivery and Administration - Child Support Enforcement (13008-5522000)		
• A decrease in personnel services due to the implementation of furlough days in 2021.	0.00	(234,502)
• A decrease in personnel services due to the implementation of a citywide Retirement Special Incentive Program (SIP). Employees enrolled in the SIP retired from the City on August 31, 2020. These positions will not be backfilled in 2021. The positions are two Child Support Technicians and an Operations Assistant.	(3.00)	(251,300)
• An increase in services and supplies for wireless device billings. This is partially offset by one-time technology supplies in 2020 that are not budgeted in 2021.	0.00	2,000
• A decrease in capital equipment for one-time equipment purchases in 2020 that are not budgeted in 2021.	0.00	(3,600)
• A decrease in internal services for lower cell phone stipends. This is offset by an increase in services and supplies.	0.00	(2,900)
Service Delivery and Administration - Community Outreach and Resource Engagement (13008-5526000)		
• An increase in personnel services for two limited Social Case Worker positions and one limited Peer Navigator position to expand the Complex Care Team, which serves families and individuals that require intensive services.	3.00	244,400
• An increase in personnel services for two limited Human Services Advocate positions and one unlimited Human Services Advocate position to support resource navigation and community partner referrals.	3.00	193,200
• A decrease in personnel services due to the implementation of furlough days in 2021.	0.00	(154,140)

2021 Impact Description

	FTEs	Dollars
• A decrease in personnel services due to the implementation of a citywide Retirement Special Incentive Program (SIP). Employees enrolled in the SIP retired from the City on August 31, 2020. Community Outreach and Resource Engagement will leave two positions from which employees retired vacant for a portion of 2021 to generate personnel budget savings. The positions are a Business Development Supervisor and Administrative Support Assistant.	(1.25)	(110,300)
• A decrease in capital equipment for one-time computer purchases in 2020 that are not budgeted in 2021.	0.00	(2,400)

Service Delivery and Administration - Family and Adult Assistance Division (13008-5521000)

• An increase in personnel services to add two Call Center Agents to handle the surge in customer requests for food, medical, and cash assistance during the COVID-19 pandemic.	2.00	136,500
• An increase in personnel services to add one Outreach Case Coordinator to increase awareness of and enrollment in the RTD LiVE discount fare program. This position is entirely funded by RTD.	1.00	74,400
• A decrease in personnel services due to the implementation of furlough days in 2021.	0.00	(700,403)
• A decrease in personnel services due to the implementation of a citywide Retirement Special Incentive Program (SIP). Employees enrolled in the SIP retired from the City on August 31, 2020. Family and Adult Assistance will leave three positions from which employees retired vacant for a portion of 2021 to generate personnel budget savings. The positions are an Administrative Support Assistant, an Eligibility Technician II, and a Human Services Operations Supervisor.	(1.50)	(127,900)
• A decrease in personnel services to eliminate a Customer Service Agent to offset an increase in personnel services to add an Administrator III to conduct programmatic analysis for the senior leadership team.	(1.00)	(64,100)
• An increase in services and supplies for additional county support of Colorado Works clients. Colorado Works is the state's Temporary Assistance to Needy Families program for low-income families with children.	0.00	1,000,000
• A decrease in internal services to reduce the cell phone stipend budget due to greater reliance on online calling methods.	0.00	(32,900)

Service Delivery and Administration - Family and Adult Assistance Division Revenue

• A revenue increase due to RTD funding the full cost of an Outreach Case Coordinator to increase awareness of and enrollment in the RTD LiVE discount fare program.	0.00	89,100
• A revenue increase due to state reimbursement for a portion of the cost of the two Call Center Agents.	0.00	43,700

Service Delivery and Administration - Financial Services (13008-5516000)

• A decrease in personnel services due to the implementation of furlough days in 2021.	0.00	(124,876)
• A decrease in personnel services due to the implementation of a citywide Retirement Special Incentive Program (SIP). Employees enrolled in the SIP retired from the City on August 31, 2020. Financial Services will leave one position from which an employee retired vacant for a portion of 2021 to generate personnel budget savings. The position is a Contract Administration Supervisor.	(0.75)	(102,300)

Service Delivery and Administration - Human Services Administration (13008-5511000)

• An increase in personnel services for payouts to employees retiring as part of the citywide SIP.	0.00	536,700
• An increase in personnel services for an Administrator III added in late 2019 to provide program analysis for DHS. The increase is offset by the elimination of a Customer Service Agent in the Family and Adult Assistance Division.	1.00	172,200

2021 Impact Description

	FTEs	Dollars
• An increase in personnel services for a Program Administrator to provide contracting support and oversight support as DHS expands the number of providers it partners with to serve residents with intellectual and developmental disabilities.	1.00	87,700
• A decrease in personnel services due to a one-time increase in 2020 for a pay equity study that is not budgeted in 2021.	0.00	(740,000)
• A decrease in personnel services due to the implementation of furlough days in 2021.	0.00	(93,493)
• A decrease in personnel services due to the implementation of a citywide Retirement Special Incentive Program (SIP). Employees enrolled in the SIP retired from the City on August 31, 2020. The Facilities and Security group within Administration will leave one position from which an employee retired vacant for a portion of 2021 to generate personnel budget savings. The position is a Program Coordinator.	(0.67)	(60,100)
• A decrease in personnel services due to a limited Project Manager position expiring in June 2021.	(0.50)	(55,700)
• An increase in services and supplies for expanded eviction assistance.	0.00	1,000,000
• An increase in internal services due to higher anticipated City Attorney's Office and Office of Human Resources billings in 2021 due to higher personnel costs.	0.00	729,800
• A decrease in capital equipment for a one-time vehicle purchase in 2020 that is not budgeted in 2021.	0.00	(40,000)
• A decrease in capital equipment for one-time camera purchases in 2020 that are not budgeted in 2021.	0.00	(14,600)
• A decrease in capital equipment for a one-time computer purchase in 2020 that is not budgeted in 2021.	0.00	(1,200)

Services Delivery and Administration-Human Services Administration Revenue

• A revenue increase due to property tax revenue growth.	0.00	3,731,800
• A revenue decrease due to reduced state fiscal year 2020-21 allocations to counties for county administration.	0.00	(2,500,000)
• A revenue decrease due to one-time transfer from the Dental Self-Insurance Fund in 2020 from Dental Fund savings.	0.00	(365,600)
• A revenue decrease due to one-time reimbursement for the purchase of a new courier vehicle in 2020.	0.00	(13,300)

Services Delivery and Administration - Information Systems and Technology (13008-5515000)

• A decrease in personnel services due to the implementation of furlough days in 2021.	0.00	(20,226)
• An increase in services and supplies for wireless device billings. This is offset by a decrease in internal services.	0.00	400
• A decrease in internal services for lower cell phone stipends. This is offset by an increase in services and supplies.	0.00	(400)

Services Delivery and Administration - Performance Improvement and Accountability (13008-5517000)

• A decrease in personnel services due to the implementation of furlough days in 2021.	0.00	(258,338)
• A decrease in personnel services due to the implementation of a citywide Retirement Special Incentive Program (SIP). Employees enrolled in the SIP retired from the City on August 31, 2020. Performance Improvement and Accountability will leave five positions from which employees retired vacant for a portion of 2021 to generate personnel budget savings. The positions are a Manager, Fraud Claims Investigator, Continuous Improvement Specialist, IT Technician, and Document Management Technician.	(3.00)	(300,000)
• A decrease in personnel services due to four limited Document Management Technician positions expiring in 2020.	(4.00)	(224,500)

2021 Impact Description

	FTEs	Dollars
• A decrease in services and supplies for one-time technology supplies in 2020 that are not budgeted in 2021.	0.00	(300)
• A decrease in capital equipment for one-time equipment purchases in 2020 that are not budgeted in 2021.	0.00	(1,200)

Child Care (13017-5524000)

• A decrease in personnel services due to the implementation of furlough days in 2021.	0.00	(23,658)
• An increase in services and supplies to restore budget that was temporarily moved to internal services. This is offset by a decrease in internal services.	0.00	4,100
• A decrease in internal services to restore budget that was temporarily moved from services and supplies. This is offset by an increase in services and supplies.	0.00	(4,100)

Other Appropriations

A decrease in personnel services due to the implementation of furlough days in 2021.	0.00	(3,536)
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Services for People with Developmental Disabilities (13304-5553100)

• A decrease in services and supplies due to unspent budget that rolled from 2019 to 2020. This fund is appropriated and non-lapsing. Any portion of the 2020 budget that is not spent will roll to 2021 and be available to spend.	0.00	(2,198,000)
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Other Appropriations Revenue

• An increase in revenue due to property tax revenue growth.	0.00	395,400
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Office of Community Impact (13306-5552000)

• A decrease in personnel services due to the elimination of budget associated with an employee who transferred to the Department of Housing Stability at the end of 2019, but who continued to be paid through DHS' budget. DHS transferred these costs to the Department of Housing Stability in 2020.	0.00	(50,200)
• A decrease in services and supplies due the elimination of temporary budget to pay 2019 invoices in early 2020 that were accrued back to 2019.	0.00	(1,749,000)
• A decrease in internal services due to the elimination of temporary budget to pay 2019 internal service billings that were accrued back to 2019.	0.00	(800)

Homeless Services (13812-5557000)

• A decrease in internal services due to the elimination of temporary budget to transfer the cash balance in the Homeless Services Fund to the General Fund and the Department of Housing Stability's new Homeless Services Fund.	0.00	(1,573,800)
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Property Tax Relief - formerly known as Senior/Disabled Rebate Program (13813-5581000)

• A decrease in personnel services for budget that was temporarily moved from services and supplies in 2020.	0.00	(40,000)
• A decrease in personnel services due to the implementation of furlough days in 2021.	0.00	(7,492)
• An increase in services and supplies due to the integration of the Property Tax Relief and Wastewater Affordability programs.	0.00	500,000
• An increase in services and supplies to restore budget that was temporarily moved to personnel services in 2020.	0.00	40,000
• An increase in services and supplies to restore budget that was temporarily moved to internal services in 2020.	0.00	2,100
• A decrease in internal services for budget that was temporarily moved from services and supplies in 2020.	0.00	(2,100)
• A revenue increase due to a transfer in from DHS's Service Delivery and Administration Fund to support the Property Tax Relief Program that is made possible to an increase in 2021 property tax revenue and due to consolidating the Wastewater Affordability component into the Property Tax Relief cost center.	0.00	1,500,000

2021 Impact Description

Wastewater Affordability Program (13813-5582000)

- | | FTEs | Dollars |
|--|------|-----------|
| • A decrease in services and supplies due to the integration of the Property Tax Relief and Wastewater Affordability programs. | 0.00 | (500,000) |

DHS Grants

- | | | |
|---|--------|-----------|
| • A decrease in personnel services for grants due to changes in grant-funded programs. For additional information, see the grants section of this document. | (4.00) | (221,100) |
|---|--------|-----------|

DHS Transfers

- | | | |
|---|------|-------------|
| • An increase in the transfers within DHS, from Service Delivery and Administration to the Property Tax Relief Fund, due to an increase in property tax revenue. | 0.00 | 1,000,000 |
| • An increase in the transfer to the Alternative Transportation Fund due to a one-time contract savings in 2020. | 0.00 | 114,800 |
| • A decrease in the transfer to the Capital Improvement Fund for DHS Capital Projects due to a one-time transfer budgeted in 2020 to support updating and restacking the Richard T. Castro Human Services Center. | 0.00 | (9,000,000) |
| • A decrease in the transfer to the Housing and Neighborhood Development SRF, specifically to the Homelessness Services SRF administered by the newly-created Department of Housing Stability (HOST), due to the 2020 transition of Homelessness programs from DHS to the HOST. | 0.00 | (6,023,200) |
| • A decrease in the transfer to the General Fund for the one-time cost in 2020 to fund the impact on the General Fund due to the transition of the Homelessness Programs to HOST. | 0.00 | (2,668,700) |
| • A decrease in the transfer to the Affordable Housing Special Revenue Fund, which now has dedicated funding streams. | 0.00 | (1,000,000) |

Vacancy savings is not budgeted in the Department of Human Services.

The budgeted furlough savings across all cost centers is \$2,425,118.

Budget Detail

Child Welfare Appropriation

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Child Welfare Services (13005-5533000)					
Expenditures by Type					
Personnel Services	28,743,924	31,606,330	31,071,678	(534,652)	(1.7%)
Services and Supplies	7,582,170	11,761,793	11,801,793	40,000	0.3%
Internal Services and Misc.	9,514	50,000	10,000	(40,000)	(80.0%)
Expenditures by Type Total	36,335,608	43,418,123	42,883,471	(534,652)	(1.2%)
Expenditures by Activity					
Administration	6,750,770	16,414,293	16,206,583	(207,710)	(1.3%)
Intake	40,575	44,279	43,527	(752)	(1.7%)
Permanency Planning and Adoption	120,590	0	0	0	0.0%
Child Protection	3,356,885	0	0	0	0.0%
Subsidized Adoption	740,048	0	0	0	0.0%
Core Services	694,852	0	0	0	0.0%

Child Welfare Services (13005-5533000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Utilization Management	(557,638)	0	0	0	0.0%
Direct Services	13,895,386	14,743,622	14,602,540	(141,082)	(1.0%)
Direct Services Special Funding	349,502	357,352	346,423	(10,929)	(3.1%)
Prevention Services	892,364	994,655	974,819	(19,836)	(2.0%)
Family Engagement	3,577,043	3,883,343	4,071,567	188,224	4.8%
Financial Support Services	1,993,476	2,091,576	2,163,224	71,648	3.4%
Placement Support Services	3,831,843	4,219,246	4,285,230	65,984	1.6%
Chafee Program	204,267	177,453	185,958	8,505	4.8%
Title IV-E Kinship Support	238,417	82,899	600	(82,299)	(99.3%)
Title IV-E Family Engagement	177,117	408,805	2,400	(406,405)	(99.4%)
Title IV-E Intervention Expansion	29,552	600	600	0	0.0%
Title IV-E Permanency Roundtables	560	0	0	0	0.0%
Expenditures by Activity Total	36,335,608	43,418,123	42,883,471	(534,652)	(1.2%)
Total Program Expenditures	36,335,608	43,418,123	42,883,471	(534,652)	(1.2%)
Personnel Complement (Budgeted)					
Administration	50.00	47.00	45.00	(2.00)	(4.3%)
Chafee Program	2.00	2.00	2.00	0.00	0.0%
Direct Services	166.00	172.00	172.50	0.50	0.0%
Direct Services Special Funding	5.00	4.00	4.00	0.00	0.0%
Family Engagement	44.00	44.00	46.33	2.33	5.3%
Financial Support Services	23.00	24.00	25.00	1.00	4.2%
Intake	1.00	1.00	1.00	0.00	0.0%
Placement Support Services	49.00	46.00	48.00	2.00	4.3%
Prevention Services	10.00	11.00	11.00	0.00	0.0%
Title IV-E Family Engagement	0.00	4.00	0.00	(4.00)	(100.0%)
Title IV-E Kinship Support	0.00	1.00	0.00	(1.00)	(100.0%)
Personnel Complement (Budgeted) Total	350.00	356.00	354.83	(1.17)	(0.3%)
Total Personnel Complement	350.00	356.00	354.83	(1.17)	(0.3%)
Revenue					
Miscellaneous Other	37,295,311	41,307,940	38,507,940	(2,800,000)	(6.8%)
Furlough Savings			(754,869)		

Family Crisis Center (13005-5532000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Services and Supplies	70,001	91,118	91,118	0	0.0%
Internal Services and Misc.	957,475	1,111,038	195,110	(915,928)	(82.4%)

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Family Crisis Center (13005-5532000)					
Expenditures by Type Total	1,027,476	1,202,156	286,228	(915,928)	(76.2%)
Expenditures by Activity					
Administration	987,873	1,202,156	286,228	(915,928)	(76.2%)
Residential	39,603	0	0	0	0.0%
Expenditures by Activity Total	1,027,476	1,202,156	286,228	(915,928)	(76.2%)
Total Program Expenditures	1,027,476	1,202,156	286,228	(915,928)	(76.2%)
Revenue					
Miscellaneous Other	226	0	0	0	0.0%

Service Delivery and Administration Appropriation

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Adult Protection Services (13008-5523000)					
Expenditures by Type					
Personnel Services	1,942,354	2,031,113	2,042,969	11,856	0.6%
Services and Supplies	108,493	202,502	210,902	8,400	4.1%
Internal Services and Misc.	648	9,400	1,000	(8,400)	(89.4%)
Expenditures by Type Total	2,051,495	2,243,015	2,254,871	11,856	0.5%
Expenditures by Activity					
Administration	208,151	252,898	442,878	189,980	75.1%
Adult Protective Service	1,843,344	1,990,117	1,811,993	(178,124)	(9.0%)
Expenditures by Activity Total	2,051,495	2,243,015	2,254,871	11,856	0.5%
Total Program Expenditures	2,051,495	2,243,015	2,254,871	11,856	0.5%
Personnel Complement (Budgeted)					
Administration	2.00	2.00	2.00	0.00	0.0%
Adult Protective Service	21.00	21.00	21.00	0.00	0.0%
Personnel Complement (Budgeted) Total	23.00	23.00	23.00	0.00	0.0%
Total Personnel Complement	23.00	23.00	23.00	0.00	0.0%
Revenue					
Miscellaneous Other	2,436,075	2,700,000	2,700,000	0	0.0%

Furlough Savings (49,585)

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Child Support Enforcement (13008-5522000)					
Expenditures by Type					
Personnel Services	9,175,378	10,432,682	9,833,608	(599,074)	(5.7%)
Services and Supplies	195,707	276,500	278,500	2,000	0.7%

Child Support Enforcement (13008-5522000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Capital Equipment	0	3,660	0	(3,660)	(100.0%)
Internal Services and Misc.	6,350	10,500	7,600	(2,900)	(27.6%)
Expenditures by Type Total	9,377,435	10,723,342	10,119,708	(603,634)	(5.6%)
Expenditures by Activity					
Administration	705,133	1,117,909	995,543	(122,366)	(10.9%)
Child Support Services	8,672,302	9,605,433	9,124,165	(481,268)	(5.0%)
Expenditures by Activity Total	9,377,435	10,723,342	10,119,708	(603,634)	(5.6%)
Total Program Expenditures	9,377,435	10,723,342	10,119,708	(603,634)	(5.6%)
Personnel Complement (Budgeted)					
Administration	7.00	7.00	6.00	(1.00)	(14.3%)
Child Support Services	122.00	125.00	123.00	(2.00)	(1.6%)
Personnel Complement (Budgeted) Total	129.00	132.00	129.00	(3.00)	(2.3%)
Total Personnel Complement	129.00	132.00	129.00	(3.00)	(2.3%)
Revenue					
Charges for Services	5,720	0	0	0	0.0%
Miscellaneous Other	9,377,593	10,594,274	10,594,274	0	0.0%
Revenue Total	9,383,313	10,594,274	10,594,274	0	0.0%
Furlough Savings			(234,502)		

Community Outreach and Resource Engagement (13008-5526000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	5,635,248	6,058,061	6,351,119	293,058	4.8%
Services and Supplies	1,047,267	414,539	414,607	68	0.0%
Capital Equipment	0	2,440	0	(2,440)	(100.0%)
Internal Services and Misc.	1,108	7,849	7,481	(368)	(4.7%)
Expenditures by Type Total	6,683,623	6,482,889	6,773,207	290,318	4.5%
Expenditures by Activity					
Community Outreach and Resource Engagement Administration	2,010,167	1,275,400	1,485,175	209,775	16.4%
Veterans Services	555,581	635,007	615,955	(19,052)	(3.0%)
Outreach	2,540,467	2,775,011	3,422,024	647,013	23.3%
Employment First	1,577,408	1,797,471	1,250,053	(547,418)	(30.5%)
Expenditures by Activity Total	6,683,623	6,482,889	6,773,207	290,318	4.5%
Total Program Expenditures	6,683,623	6,482,889	6,773,207	290,318	4.5%

Community Outreach and Resource Engagement (13008-5526000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Personnel Complement (Budgeted)					
Community Outreach and Resource Engagement Administration	12.00	12.00	16.00	4.00	33.3%
Employment First	22.00	21.00	14.75	(6.25)	(29.8%)
Outreach	31.00	30.00	37.00	7.00	23.3%
Veterans Services	7.00	7.00	7.00	0.00	0.0%
Personnel Complement (Budgeted) Total	72.00	70.00	74.75	4.75	6.8%
Total Personnel Complement	72.00	70.00	74.75	4.75	6.8%
Revenue					
Charges for Services	81,492	160,000	160,000	0	0.0%
Miscellaneous Other	1,268,700	1,260,000	1,260,000	0	0.0%
Revenue Total	1,350,192	1,420,000	1,420,000	0	0.0%
Furlough Savings			(154,140)		
Family and Adult Assistance Division (13008-5521000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	26,833,880	30,714,152	29,689,212	(1,024,940)	(3.3%)
Services and Supplies	7,512,498	9,343,976	10,350,737	1,006,761	10.8%
Capital Equipment	5,560	0	0	0	0.0%
Internal Services and Misc.	2,702	107,850	75,000	(32,850)	(30.5%)
Expenditures by Type Total	34,354,640	40,165,978	40,114,949	(51,029)	(0.1%)
Expenditures by Activity					
Administration	5,451,634	6,976,272	6,955,696	(20,576)	(0.3%)
Customer Contact Support	5,117,778	5,930,650	5,520,429	(410,221)	(6.9%)
Adult Eligibility and Support Services	5,221,346	5,653,513	5,996,106	342,593	6.1%
Family Eligibility and Support Services	15,925,186	18,634,145	18,759,735	125,590	0.7%
RTD LIVE	145,578	0	421,776	421,776	0.0%
LiEAP	67,182	55,877	67,519	11,642	20.8%
Outreach	0	9,000	0	(9,000)	(100.0%)
Medicaid Eligibility	1,811,054	2,171,601	1,760,841	(410,760)	(18.9%)
Training and Development	614,882	734,920	632,847	(102,073)	(13.9%)
Expenditures by Activity Total	34,354,640	40,165,978	40,114,949	(51,029)	(0.1%)
Total Program Expenditures	34,354,640	40,165,978	40,114,949	(51,029)	(0.1%)
Personnel Complement (Budgeted)					
Administration	71.00	76.00	60.00	(16.00)	(21.1%)
Adult Eligibility and Support Services	75.00	77.00	85.00	8.00	10.4%
Customer Contact Support	79.00	83.00	79.50	(3.50)	(4.2%)

Family and Adult Assistance Division (13008-5521000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Employment First	4.00	0.00	0.00	0.00	0.0%
Family Eligibility and Support Services	131.00	131.00	144.00	13.00	9.9%
LiEAP	10.99	10.99	10.99	0.00	0.0%
Medicaid Eligibility	34.00	32.00	27.00	(5.00)	(15.6%)
RTD Live	0.00	0.00	5.00	5.00	0.0%
Training and Development	8.00	7.00	6.00	(1.00)	(14.3%)
Personnel Complement (Budgeted) Total	412.99	416.99	417.49	0.50	0.0%
Total Personnel Complement	412.99	416.99	417.49	0.50	0.0%
Revenue					
Miscellaneous Other	8,734,658	11,048,480	11,181,275	132,795	1.2%
Furlough Savings			(700,403)		
Financial Services (13008-5516000)					
	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	4,936,725	5,354,756	5,206,219	(148,537)	(2.8%)
Services and Supplies	31,051	195,492	195,492	0	0.0%
Internal Services and Misc.	1,155,321	1,224,748	1,224,748	0	0.0%
Expenditures by Type Total	6,123,097	6,774,996	6,626,459	(148,537)	(2.2%)
Expenditures by Activity					
Administration	2,148,286	2,076,751	2,420,558	343,807	16.6%
Accounting and State Reporting	1,488,311	1,891,034	1,617,349	(273,685)	(14.5%)
Financial Operations	655,243	582,736	849,424	266,688	45.8%
Grants Fiscal Management	1,831,258	2,224,475	1,739,128	(485,347)	(21.8%)
Expenditures by Activity Total	6,123,097	6,774,996	6,626,459	(148,537)	(2.2%)
Total Program Expenditures	6,123,097	6,774,996	6,626,459	(148,537)	(2.2%)
Personnel Complement (Budgeted)					
Accounting and State Reporting	17.80	19.80	17.80	(2.00)	(10.1%)
Administration	18.00	5.00	8.00	3.00	60.0%
Financial Operations	9.48	8.48	10.48	2.00	23.6%
Grants Fiscal Management	11.00	21.00	17.25	(3.75)	(17.9%)
Personnel Complement (Budgeted) Total	58.28	54.28	53.53	(0.75)	(1.4%)
Total Personnel Complement	58.28	54.28	53.53	(0.75)	(1.4%)
Revenue					
Charges for Services	241,285	283,600	283,600	0	0.0%
Miscellaneous Other	(923)	0	0	0	0.0%
Revenue Total	240,362	283,600	283,600	0	0.0%
Furlough Savings			(124,876)		

Human Services Administration (13008-5511000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	3,948,027	4,747,844	4,592,527	(155,317)	(3.3%)
Services and Supplies	6,981,481	12,913,575	13,919,009	1,005,434	7.8%
Capital Equipment	458,363	55,804	0	(55,804)	(100.0%)
Internal Services and Misc.	9,530,407	9,948,341	10,678,185	729,844	7.3%
Expenditures by Type Total	20,918,278	27,665,564	29,189,721	1,524,157	5.5%
Expenditures by Activity					
Office of the Manager	7,282,949	12,254,873	13,287,668	1,032,795	8.4%
Communication	1,223,495	1,642,289	1,378,400	(263,889)	(16.1%)
Security, Facilities and Safety	4,664,179	5,163,528	5,148,085	(15,443)	(0.3%)
Staff Development/CSA Shared Services	1,884,754	2,179,981	2,302,999	123,018	5.6%
Legal Services Administration	5,862,900	6,424,893	7,072,569	647,676	10.1%
Expenditures by Activity Total	20,918,278	27,665,564	29,189,721	1,524,157	5.5%
Other Program Funding Sources					
Grants					
2GEN Pilot Program	92,340	0	0	0	0.0%
Behavioral Interventions for Child Support Services (BICS)	560	9,140	0	(9,140)	(100.0%)
Chafee Foster Care Independence Program	39,337	101,258	0	(101,258)	(100.0%)
Children's Congregate Care Opportunity Project	11,663	0	0	0	0.0%
CoC Anchor Project	239,479	0	0	0	0.0%
CoC Bedrock	554,196	0	0	0	0.0%
CoC Rapid Re-Housing	158,458	0	0	0	0.0%
CoC Seniors	(12,028)	0	0	0	0.0%
CoC Spectrum	818,036	0	0	0	0.0%
Colorado Community Response	109,088	132,697	67,000	(65,697)	(49.5%)
Community Services Block Grant	985,790	1,400,536	1,944,194	543,658	38.8%
Denver Parent Advocates Lending Support	0	25,000	53,799	28,799	115.2%
Denver Prevention Partnership for Family Success	87,162	63,651	0	(63,651)	(100.0%)
Denver Public School Homeless Education Network	(2,687)	5,945	0	(5,945)	(100.0%)
Emergency Food & Shelter Program	17,496	54	0	(54)	(100.0%)
Emergency Solutions Grant	642,063	0	0	0	0.0%
Homeless Shelter Utility Support	304,453	0	0	0	0.0%
It Takes a Library	4,198	0	0	0	0.0%
Pathways to Success	68,137	25,000	0	(25,000)	(100.0%)

Human Services Administration (13008-5511000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Promoting Safe and Stable Families	128,505	179,000	150,000	(29,000)	(16.2%)
Relatives as Parents (RAPP)	3,000	0	0	0	0.0%
The ZOMA Project	150,253	144,905	0	(144,905)	(100.0%)
Title IVE Demonstration Savings	43,207	0	0	0	0.0%
Unaccompanied Refugee Minors	259,436	76,147	0	(76,147)	(100.0%)
Veterans Assistance Grant Program	57,071	10,256	0	(10,256)	(100.0%)
Total	4,758,961	2,173,589	2,214,993	41,404	1.9%
Human Services SRF					
Assistance Incentive Program	195,051	300,000	300,000	0	0.0%
Child Welfare Services	0	2,778,340	2,778,340	0	0.0%
DHS Volunteer Services Donation Fund	20,096	33,000	33,000	0	0.0%
Drug Strategy Donations	7,955	0	0	0	0.0%
Energy Assistance	94,239	125,000	125,000	0	0.0%
Homeless Services Donations	84,464	0	0	0	0.0%
Integrated Care Management Incentive	296,442	230,000	230,000	0	0.0%
Parental Fees Incentive	161,033	400,000	400,000	0	0.0%
Total	859,279	3,866,340	3,866,340	0	0.0%
Capital Projects Funds					
Other Agency Capital Project	0	9,000,000	0	(9,000,000)	(100.0%)
Other Program Funding Sources Total	5,618,239	15,039,929	6,081,333	(8,958,596)	(59.6%)
Total Program Expenditures	26,536,517	42,705,493	35,271,054	(7,434,439)	(17.4%)
Personnel Complement (Budgeted)					
Communication	10.00	10.00	9.50	(0.50)	0.0%
Mailroom	6.00	0.00	0.00	0.00	0.0%
Office of the Manager	12.00	13.00	14.00	1.00	7.7%
Security, Facilities and Safety	6.00	8.00	8.33	0.33	0.0%
Personnel Complement (Budgeted) Total	34.00	31.00	31.83	0.83	2.7%
Other Program Funds FTE					
Grants					
Chafee Foster Care Independence Program	0.00	1.00	0.00	(1.00)	(100.0%)
Community Services Block Grant	0.00	1.00	1.00	0.00	0.0%
The ZOMA Project	0.00	2.00	0.00	(2.00)	(100.0%)
Unaccompanied Refugee Minors	0.00	2.00	0.00	(2.00)	(100.0%)
Total	0.00	6.00	1.00	(5.00)	(83.3%)
Human Services SRF					
Homeless Services Donations	1.00	0.00	0.00	0.00	0.0%
Other Program Funds FTE Total	1.00	6.00	1.00	(5.00)	(83.3%)

Human Services Administration (13008-5511000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Total Personnel Complement	35.00	37.00	32.83	(4.17)	(11.3%)
Revenue					
Property	56,340,825	50,461,954	54,193,787	3,731,833	7.4%
Charges for Services	5,821	0	0	0	0.0%
Internal Service and Indirect Cost	101,096	0	0	0	0.0%
Miscellaneous Other	25,984,564	34,656,649	31,777,757	(2,878,892)	(8.3%)
Revenue Total	82,432,306	85,118,603	85,971,544	852,941	1.0%
Furlough Savings			(93,493)		

Information System and Technology (13008-5515000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	917,045	954,814	822,876	(131,938)	(13.8%)
Services and Supplies	197,241	601,326	600,922	(404)	(0.1%)
Capital Equipment	146,994	494,750	494,750	0	0.0%
Internal Services and Misc.	1,620	1,296	1,700	404	31.2%
Expenditures by Type Total	1,262,899	2,052,186	1,920,248	(131,938)	(6.4%)
Expenditures by Activity					
Administration	1,262,899	2,052,186	1,920,248	(131,938)	(6.4%)
Total Program Expenditures	1,262,899	2,052,186	1,920,248	(131,938)	(6.4%)
Personnel Complement (Budgeted)					
Administration	9.00	9.00	9.00	0.00	0.0%
Total Personnel Complement	9.00	9.00	9.00	0.00	0.0%
Furlough Savings			(20,226)		

Performance Improvement and Accountability (13008-5517000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	9,402,180	11,143,311	10,709,439	(433,872)	(3.9%)
Services and Supplies	215,438	749,913	749,613	(300)	0.0%
Capital Equipment	33,462	1,220	0	(1,220)	(100.0%)
Internal Services and Misc.	7,666	11,692	11,692	0	0.0%
Expenditures by Type Total	9,658,746	11,906,136	11,470,744	(435,392)	(3.7%)
Expenditures by Activity					
Administration	549,523	1,023,562	1,332,368	308,806	30.2%
Quality Improvement	1,474,810	1,667,772	1,477,538	(190,234)	(11.4%)

Performance Improvement and Accountability (13008-5517000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Data and IT Management	982,893	1,050,690	1,053,017	2,327	0.2%
Document Management	3,717,922	4,685,386	4,311,629	(373,757)	(8.0%)
Program Integrity	1,677,795	2,023,570	1,982,731	(40,839)	(2.0%)
Process Improvement Management	776,620	876,316	791,886	(84,430)	(9.6%)
Technology and Security Support	479,183	578,840	521,575	(57,265)	(9.9%)
Expenditures by Activity Total	9,658,746	11,906,136	11,470,744	(435,392)	(3.7%)
Total Program Expenditures	9,658,746	11,906,136	11,470,744	(435,392)	(3.7%)
Personnel Complement (Budgeted)					
Administration	5.00	5.00	5.00	0.00	0.0%
Data and IT Management	9.00	8.00	8.00	0.00	0.0%
Document Management	60.00	64.00	60.50	(3.50)	(5.5%)
Process Improvement Management	7.00	7.00	6.25	(0.75)	(10.7%)
Program Integrity	23.11	23.11	22.61	(0.50)	0.0%
Quality Improvement	18.00	18.00	16.25	(1.75)	(9.7%)
Technology and Security Support	5.00	6.00	5.50	(0.50)	0.0%
Personnel Complement (Budgeted) Total	127.11	131.11	124.11	(7.00)	(5.3%)
Total Personnel Complement	127.11	131.11	124.11	(7.00)	(5.3%)
Revenue					
Miscellaneous Other	900,621	850,000	850,000	0	0.0%
Furlough Savings			(258,338)		

Child Care Fund Appropriation

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Child Care (13017-5524000)					
Expenditures by Type					
Personnel Services	946,434	1,065,039	1,029,599	(35,440)	(3.3%)
Services and Supplies	2,001,779	3,463,450	3,467,554	4,104	0.1%
Internal Services and Misc.	0	5,400	1,296	(4,104)	(76.0%)
Expenditures by Type Total	2,948,213	4,533,889	4,498,449	(35,440)	(0.8%)
Expenditures by Activity					
Administration	2,948,213	4,533,889	4,498,449	(35,440)	(0.8%)
Total Program Expenditures	2,948,213	4,533,889	4,498,449	(35,440)	(0.8%)
Personnel Complement (Budgeted)					
Administration	14.00	14.00	14.00	0.00	0.0%
Total Personnel Complement	14.00	14.00	14.00	0.00	0.0%
Revenue					
Miscellaneous Other	1,591,102	1,802,596	1,802,596	0	0.0%
Furlough Savings			(23,658)		

Other Local Fund Appropriations

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Other Local Fund Appropriations					
Expenditures by Type					
Personnel Services	250,605	169,096	144,257	(24,839)	(14.7%)
Services and Supplies	16,628,019	26,886,302	24,688,329	(2,197,973)	(8.2%)
Expenditures by Type Total	16,878,624	27,055,398	24,832,586	(2,222,812)	(8.2%)
Expenditures by Activity					
Aid to Needy Disabled Administration	631,320	1,000,000	1,000,000	0	0.0%
Aid to the Blind Administration	10	1,000	1,000	0	0.0%
General Assistance Administration	1,984,629	1,510,015	1,485,176	(24,839)	(1.6%)
Developmental Disabilities Administration	14,262,665	24,544,383	22,346,410	(2,197,973)	(9.0%)
Expenditures by Activity Total	16,878,624	27,055,398	24,832,586	(2,222,812)	(8.2%)
Total Program Expenditures	16,878,624	27,055,398	24,832,586	(2,222,812)	(8.2%)
Personnel Complement (Budgeted)					
General Assistance Administration	2.00	2.00	2.00	0.00	0.0%
Total Personnel Complement	2.00	2.00	2.00	0.00	0.0%
Revenue					
Property	17,607,749	21,951,042	22,346,410	395,368	1.8%

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Other Local Fund Appropriations					
Charges for Services	10,950	0	0	0	0.0%
Revenue Total	17,618,699	21,951,042	22,346,410	395,368	1.8%
Furlough Savings			(3,536)		

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Office of Community Impact (13306-5552000)					
Expenditures by Type					
Personnel Services	601,609	50,151	0	(50,151)	(100.0%)
Services and Supplies	6,559,300	1,749,039	0	(1,749,039)	(100.0%)
Internal Services and Misc.	972	810	0	(810)	(100.0%)
Expenditures by Type Total	7,161,880	1,800,000	0	(1,800,000)	(100.0%)
Expenditures by Activity					
Denver's Road Home	7,161,880	1,800,000	0	(1,800,000)	(100.0%)
Total Program Expenditures	7,161,880	1,800,000	0	(1,800,000)	(100.0%)
Personnel Complement (Budgeted)					
Denver's Road Home	6.00	0.00	0.00	0.00	0.0%
Total Personnel Complement	6.00	0.00	0.00	0.00	0.0%

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Homeless Services (13812-5557000)					
Expenditures by Type					
Services and Supplies	3,798,566	0	0	0	0.0%
Internal Services and Misc.	6,870,153	1,574,617	0	(1,574,617)	(100.0%)
Expenditures by Type Total	10,668,718	1,574,617	0	(1,574,617)	(100.0%)
Expenditures by Activity					
Solution Center	3,370,153	0	0	0	0.0%
Service Contracts	7,051,459	1,574,617	0	(1,574,617)	(100.0%)
Strategic Shelter Facilities	247,107	0	0	0	0.0%
Expenditures by Activity Total	10,668,718	1,574,617	0	(1,574,617)	(100.0%)
Total Program Expenditures	10,668,718	1,574,617	0	(1,574,617)	(100.0%)
Revenue					
Miscellaneous Other	8,062,047	0	0	0	0.0%

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Property Tax Relief Program (13813-5581000)					
Expenditures by Type					
Personnel Services	374,499	338,580	295,875	(42,705)	(12.6%)
Services and Supplies	1,502,645	5,215,490	5,757,590	542,100	10.4%

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Property Tax Relief Program (13813-5581000)					
Capital Equipment	4,860	0	0	0	0.0%
Internal Services and Misc.	0	2,100	0	(2,100)	(100.0%)
Expenditures by Type Total	1,882,003	5,556,170	6,053,465	497,295	9.0%
Expenditures by Activity					
Property Tax Relief Program Administration	1,880,103	341,980	297,175	(44,805)	(13.1%)
Property Tax Relief Program Benefits	1,900	5,214,190	5,756,290	542,100	10.4%
Expenditures by Activity Total	1,882,003	5,556,170	6,053,465	497,295	9.0%
Total Program Expenditures	1,882,003	5,556,170	6,053,465	497,295	9.0%
Personnel Complement (Budgeted)					
Property Tax Relief Program Administration	4.00	4.00	4.00	0.00	0.0%
Total Personnel Complement	4.00	4.00	4.00	0.00	0.0%
Revenue					
Miscellaneous Other	3,100,000	1,600,000	3,100,000	1,500,000	93.8%
Furlough Savings			(7,492)		

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Wastewater Affordability Program (13813-5582000)					
Expenditures by Type					
Services and Supplies	27,958	500,000	0	(500,000)	(100.0%)
Expenditures by Activity					
Wastewater Affordability Program Administration	496	0	0	0	0.0%
Wastewater Affordability Program Benefits	27,462	500,000	0	(500,000)	(100.0%)
Expenditures by Activity Total	27,958	500,000	0	(500,000)	(100.0%)
Total Program Expenditures	27,958	500,000	0	(500,000)	(100.0%)
Revenue					
Miscellaneous Other	0	500,000	0	(500,000)	(100.0%)

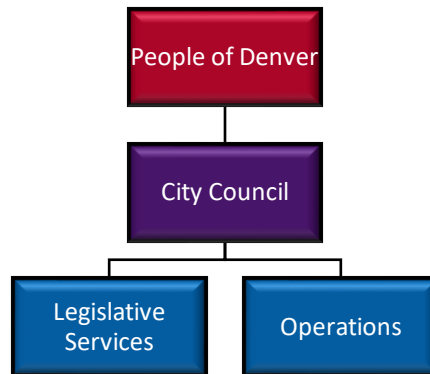
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Department Budget

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
City Council	5,981,238	6,462,540	6,310,601	(151,939)	(2.4%)
Auditor	9,608,612	10,560,375	10,524,099	(36,276)	(0.3%)
Denver District Attorney	27,462,730	29,259,653	27,666,599	(1,593,054)	(5.4%)
Denver County Court	26,170,290	27,721,137	26,553,887	(1,167,250)	(4.2%)
Office of Municipal Public Defender	2,056,513	2,611,740	2,580,316	(31,424)	(1.2%)
Office of Human Resources	16,305,206	18,135,425	13,608,200	(4,527,225)	(25.0%)
Hearing Office	545,595	650,495	632,957	(17,538)	(2.7%)
Election Division	6,323,025	9,640,595	5,433,790	(4,206,805)	(43.6%)
Division of the Clerk and Recorder	2,446,003	3,434,069	4,293,125	859,056	25.0%
Board of Adjustment for Zoning Appeals	344,431	375,860	358,649	(17,211)	(4.6%)
Civil Service Commission	1,821,678	2,004,649	1,763,528	(241,121)	(12.0%)
Total	99,065,321	110,856,538	99,725,751	(11,130,787)	(10.0%)
General Fund Expenditures by Type					
Personnel Services	85,801,571	88,490,349	88,607,829	117,480	0.1%
Services and Supplies	12,520,472	14,178,407	11,031,027	(3,147,380)	(22.2%)
Capital Equipment	665,136	96,916	5,000	(91,916)	(94.8%)
Internal Services and Misc.	78,143	13,580	81,895	68,315	503.1%
Restricted Budget	0	8,077,286	0	(8,077,286)	(100.0%)
Total	99,065,321	110,856,538	99,725,751	(11,130,787)	(10.0%)
Total General Fund	99,065,321	110,856,538	99,725,751	(11,130,787)	(10.0%)
General Fund Revenue					
Fines and Forfeits	10,160,543	8,781,375	13,170,000	4,388,625	50.0%
Charges for Services	20,030,781	19,263,724	20,309,617	1,045,893	5.4%
Internal Service and Indirect Cost	43,270	0	0	0	0.0%
Miscellaneous Other	856,482	1,070,748	629,748	(441,000)	(41.2%)
Total	31,091,077	29,115,847	34,109,365	4,993,518	17.2%
Special Revenue Funds Expenditures					
General Government	2,321,681	5,760,000	7,989,194	2,229,194	38.7%
Public Safety	1,533,191	1,217,963	1,097,008	(120,955)	(9.9%)
Total Special Revenue Funds	3,854,872	6,977,963	9,086,202	2,108,239	30.2%
Grants					
Grants	1,835,954	1,490,065	2,086,425	596,360	40.0%
Total Grants	1,835,954	1,490,065	2,086,425	596,360	40.0%

Independent Agencies - Budget Summary

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
Personnel Complement					
General Fund Operations - Civilian	852.74	919.80	840.82	(78.97)	(8.6%)
General Government - Civilian	0.00	0.00	27.00	27.00	0.0%
Public Safety - Civilian	12.75	11.75	12.00	0.25	2.1%
Total	865.49	931.55	879.82	(51.72)	(5.6%)
Total Personnel Complement	865.49	931.55	879.82	(51.72)	(5.6%)



Mission

To give thoughtful consideration to all proposed legislation and budget measures, to assist residents with city-related issues and connect them with agency resources, to provide leadership and build coalitions to address neighborhood and citywide challenges, and to make decisions in accordance with the best interests of the citizens and the City and County of Denver.

Agency Summary

Denver City Council is the legislative branch of the City and County government. City Council is composed of thirteen elected members; eleven members represent districts and two are elected at-large. City Council's vision is to provide for the fiscal stability of the City's core assets and services; to maintain the City's infrastructure; to develop sound economic development strategies; and to allocate appropriate resources to provide for the safety of Denver's citizens.

City Council enacts ordinances, approves contracts and changes to the zoning code, levies taxes, appropriates monies for city government operations, and holds public meetings to discuss and prepare proposed laws and changes to the Denver Revised Municipal Code. City Council is also the oversight body for city agencies and has the authority to investigate agency activities and employees. City Council members directly represent city residents and advocate for Denver's communities.

For more information visit the City Council website at <https://www.denvergov.org/content/denvergov/en/denver-city-council.html>.

Services

Legislative Services includes the legislative services director, council clerk, three legislative policy analysts, an administrator of communications, and a legislative assistant. These employees collectively administer the City Council Central Office, facilitate Council's public meetings and provide parliamentary guidance, maintain official records of Council's proceedings, assist with committee work (e.g., bill research preparation and coordination with city agencies), perform policy research and development of legislative initiatives, issue communications on behalf of the Council as a whole, and provide administrative support to Council members, Council aides, and the legislative process.

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.

2020 COVID-19 Overview & Statement

Since the beginning of the COVID-19 pandemic, City Council offices have been unusually busy assisting constituents with a variety of needs, ranging from questions about health orders, to small business resources, to food assistance and financial resources. While Council offices are not service providers, they have played a critical role in connecting those in need with the proper resources.

Budget Detail

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
City Council (0201000)					
Expenditures by Type					
Personnel Services	5,061,689	5,473,011	5,609,735	136,724	2.5%
Services and Supplies	871,590	764,930	691,794	(73,136)	(9.6%)
Capital Equipment	39,320	3,830	0	(3,830)	(100.0%)
Internal Services and Misc.	8,640	4,586	9,072	4,486	97.8%
Restricted Budget	0	216,183	0	(216,183)	(100.0%)

City Council (0201000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type Total	5,981,238	6,462,540	6,310,601	(151,939)	(2.4%)
Expenditures by Activity					
Legislative Services	714,953	(1)	0	1	(100.0%)
City Council Operations	5,266,286	6,462,541	6,310,601	(151,940)	(2.4%)
Expenditures by Activity Total	5,981,238	6,462,540	6,310,601	(151,939)	(2.4%)
Other Program Funding Sources					
Grants					
Supportive Housing Neighborhood Engagement Guide	12,500	0	0	0	0.0%
General Government SRF					
City Council Personal Meals Fund	304	0	0	0	0.0%
City Council Special Programs	63,175	50,000	50,000	0	0.0%
City Council Special Revenue Fund	516,232	200,000	200,000	0	0.0%
Total	579,711	250,000	250,000	0	0.0%
Other Program Funding Sources Total	592,211	250,000	250,000	0	0.0%
Total Program Expenditures	6,573,449	6,712,540	6,560,601	(151,939)	(2.3%)
Personnel Complement (Budgeted)					
City Council Operations	50.00	50.00	57.00	7.00	14.0%
Legislative Services	7.00	7.00	0.00	(7.00)	(100.0%)
Personnel Complement (Budgeted) Total	57.00	57.00	57.00	0.00	0.0%
Total Personnel Complement	57.00	57.00	57.00	0.00	0.0%
Revenue					
Charges for Services	4,866	0	0	0	0.0%
Miscellaneous Other	194,778	0	0	0	0.0%
Revenue Total	199,644	0	0	0	0.0%
Furlough Savings			(143,580)		
Vacancy Savings			(190,064)		

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-year Reductions

Due to the impact of COVID-19 on the economy in 2020, City Council implemented \$358,329 in mid-year reductions, including the following savings:

- \$133,806 in personnel services, primarily achieved by requiring staff to take eight unpaid furlough days, as well as through vacancy savings from Central Office positions and one council district.
- \$82,377 in services and supplies achieved by reducing discretionary spending in the council districts.

- \$143,146 in a cash transfer from the City Council Special Revenue Fund to the General Fund. This included transfers from council districts as well as the central cost center.

Please note that because these were mid-year savings, those savings associated with the General Fund were sequestered in the 2020 budget and are reflected in the 'restricted budget' line.

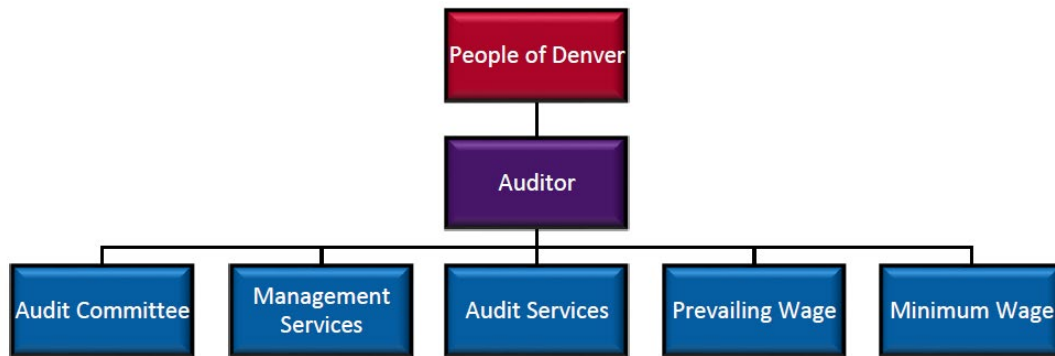
2021 Impact Description

City Council

	<u>FTEs</u>	<u>Dollars</u>
• An increase in personnel services due to the restoration of budget that was temporarily moved to services and supplies, capital equipment, and internal services account codes to fund one-time items in 2020.	0.00	155,000
• A net decrease in services and supplies, capital equipment, and internal services due to moving budget to personnel services (as described above) for one-time expenses in 2020.	0.00	(155,000)

The budgeted vacancy savings is \$190,064.

The budgeted furlough savings is \$143,580.



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. Our work delivers value and impact for Denver and follows the highest professional standards.

Department Summary

Denver's Charter provides for the Auditor and Auditor's Office to conduct financial and performance audits of the City and County of Denver and its departments and agencies in accordance with the Generally Accepted Governmental Auditing Standards; audits of individual financial transactions, contracts, and franchises of the City and County of Denver; and audits of the financial and accounting systems and procedures administered by the manager of the Department of Finance and other departments and agencies of the City and County of Denver, including records systems, revenue identification and accounting, and payment practices. By Charter and ordinance, the Auditor's Office has access to all books, accounts, reports, and other records or information of the City and County of Denver, including contractors to the City. The Auditor's audit workpapers are confidential.

Per Charter, the Auditor chairs the Audit Committee and assists in carrying out its powers and duties. The Auditor also countersigns all City contracts to see that incurring liability, disbursing money or disposing of property is not contrary to law. In addition, the Auditor's Office is responsible for ensuring compliance with the City's prevailing wage ordinance and minimum wage ordinances.

Auditor Timothy M. O'Brien, CPA, took office in July 2015 and was reelected in May 2019.

For more information visit the Auditor's Office website at denverauditor.org.

Services



The **Audit Committee** is responsible for commissioning and supervising the annual independent audit of City finances. The Audit Committee, chaired by the Auditor, consists of the Auditor and two appointees each of the Mayor, the Auditor, and City Council. At televised monthly meetings, the committee receives reports resulting from audits, evaluations, and other types of engagements which are then communicated to the public, Mayor, and City Council.

Management Services includes the Auditor and his appointed staff who oversees strategic planning, operations and resource support, community outreach and education, communications, budget, and analysis of City contracts pursuant to the City Charter Section 5.2.2.

Audit Services executes the Auditor’s strategically focused annual audit plan by conducting performance, financial and information technology audits, and other types of evaluations and assessments of City departments, agencies, and organizations. Audit Services also performs grants compliance and contract compliance audits and evaluations. Audit Services has a continuous auditing program that uses data and audit analytics to assist in identifying various risks across the City. Private-sector audit and consulting firms are engaged when assignments pose a potential conflict of interest for the Auditor’s Office, or when specialty expertise is required. The auditee is required to formally respond to findings upon completion of each audit or other type of engagement. Every agreed-to recommendation is followed up on after a reasonable amount of time is allowed for implementation. Audits are conducted in accordance with Generally Accepted Government Auditing Standards (GAGAS) produced by the U.S. Comptroller General’s Government Accountability Office.



Denver Labor is responsible for enforcing the City’s wage ordinances, including prevailing wage, living wage, contractor minimum wage, Denver minimum wage, and the federal Davis-Bacon Act on City projects. Denver Labor audits and investigates the pay and employment of more than 120,000 workers within Denver.

The **Communications Team** works to support community outreach and engagement efforts for both Audit Services and Denver Labor. Using web, email, video, print, media relations, and in-person platforms, the team engages with people and raise awareness about the Auditor’s work. The Communications Team works to reach diverse community groups throughout the City by working with local neighborhood and community organizations and by translating outreach materials into Spanish. The team also supports the writing, design, and publication of audit reports and annual reports such as the Audit Plan and Annual Report.

Strategies

- Foster a positive and productive culture by providing adequate internal and external resources and infrastructure to enable Management Services, Audit Services, Denver Labor, and the Communications Team to accomplish the goals of the Auditor’s Office.
- To exhibit professional, respectful, positive, and productive relationships with City officials, employees, citizens, and local organizations.
- Create awareness and knowledge in the Denver community about the role of the Auditor’s Office so citizens support, understand, and care about the impactful information, findings, and recommendations communicated in audits and other engagement reports.
- Use multi-channel community outreach measures through attending community gatherings and virtual events, publishing a monthly newsletter, maintaining an up-to-date and relevant website, and engaging in social networking.
- Execute a strategically focused annual Audit Plan based on a robust and ongoing risk assessment process that addresses all types of City risks. Perform quality audits, evaluations, and other assessment activities, and communicate results to the citizens, officials, agencies, departments, and employees of Denver.
- Address requests for audits or evaluations of significant risks in the City that may arise or be identified during the year through appropriate and efficient management of resources.

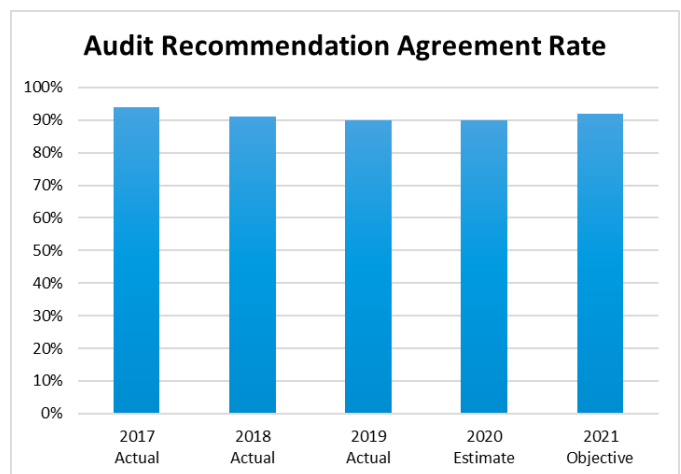
- Support consistent and effective quality assurance reviews, compliance with government auditing standards, and high-performing auditors through an extensive training plan that meets professional development goals and continuing professional education requirements.
- Consolidate wage enforcement for prevailing wage, living wage, contractor minimum wage, and Denver minimum wage into a single division – Denver Labor – to reduce costs, share resources, training, and personnel; to increase public access to violation reporting; and to develop robust program-specific rules and policies while maintaining a 100% audit and investigation rate.

Performance and Program Highlights

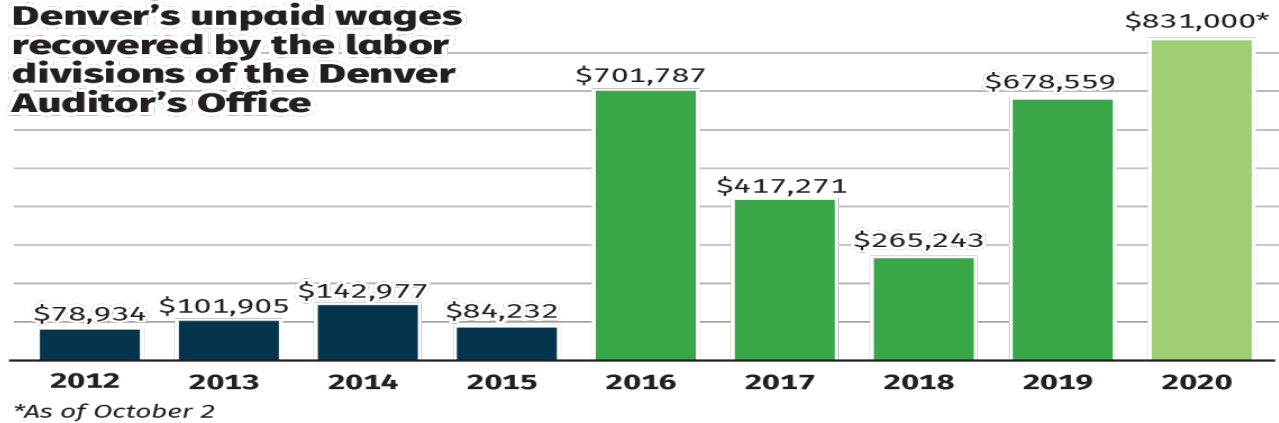


The Association of Local Government Auditors has awarded a Distinguished Knighton Award to the Auditor's Office for the audit of Denver's Preschool Program. This award indicates Auditor O'Brien and the Auditor's Office have produced one of the top audits of the year among the top government auditing organizations in the country.

One key measure of the general effectiveness of an audit function is the organization's **audit recommendation agreement rate**. A high audit recommendation agreement percentage demonstrates the quality and feasibility of recommendations made by the Audit Services Division to address issues and opportunities for improvement identified by audit work. The Denver Revised Municipal Code requires audited entities to respond formally to audit findings and recommendations. Audited entities and programs are under no obligation to agree to the recommendations. However, once agreed to, recommendations are reviewed for implementation in a follow-up audit. Implementation of the audit recommendations by agencies provides positive impact and improvement for the City.



Denver's unpaid wages recovered by the labor divisions of the Denver Auditor's Office



In 2020, Denver Labor adapted to the demand of enforcing the City's new minimum wage ordinance, which included three times the number of anticipated complaints and five times the number of complaints addressed in 2019. In a brief two-month period, Denver Labor was able to adopt policies and rules, hire personnel, test, adopt, and develop technology, and investigate minimum wage complaints with no implementation delay.

By October 2020, Denver Labor had already recovered a record \$831,000 in underpayments owed to workers in Denver.

2020 COVID-19 Overview & Statement

The Auditor's Office has been working remotely since mid-March 2020 due to COVID-19. Despite the need to adapt to remote work, budgetary pressures, and staffing shortages, the Auditor's Office mission and dedication to the citizens of Denver has not been compromised, and its work is still completed with the highest integrity and standards.

The communication, public engagement, and education work of the Auditor has been significantly impacted by the pandemic. The Auditor's Office usually conducts at least 80 in-person community events each year but was unable to meet that number in 2020 due to COVID-19. All in-person Audit Services and Denver Labor meetings and events were suspended (at the time this document was produced in August 2020). These included regular meetings with Registered Neighborhood Organizations, contractor groups, job fairs, consulates, business organizations, and other community groups. However, the Auditor's Office continues to find creative and effective ways to reach Denver's diverse constituents and is virtually conducting as many regular meetings as possible.

Denver Labor onsite inspections came to a halt, and in-person interviews as well as public and City education are now done remotely. Meetings with contractors and City staff, including pre-bid and pre-construction conferences, are also being performed remotely.

The work of the Audit Services division has also successfully continued. Audits are taking longer to complete because the Auditor's Office has been sensitive to City agencies' added responsibilities. The Office understands the limitations and delays in the time it takes for City agencies to provide data due to remote work challenges and pressures related to responding to COVID-19 and related impacts.

COVID-19 Mitigation Strategies

While the Auditor's Office continues to implement and evaluate strategies as events evolve around the pandemic, below are some of the mitigation strategies implemented in 2020:

- Public communication and outreach strategies for 2020 included developing more digital outreach, both live and pre-produced. Informational events have been hosted on Facebook Live, and community meetings have been hosted via Zoom. The Office also worked to expand outreach to more members of Denver's community by increasing bilingual communication efforts.

- Denver Labor adapted their procedures regarding receiving and distributing underpayments.
- The 2020 Audit Plan has been adjusted to reflect different and new City risks due to the impacts of and response to COVID-19. The 2021 Audit Plan will be similarly adapted. Monthly Audit Committee meetings, during which audits are presented to the public, were quickly converted to virtual meetings and are still televised by Denver8 TV. This allows members of the public to continue to watch the audit presentations, however they cannot currently attend these meetings in-person as they have traditionally.

Budget Detail

Auditor's Office (0301000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	7,802,973	8,089,963	8,763,042	673,079	8.3%
Services and Supplies	1,763,470	1,451,869	1,761,057	309,188	21.3%
Capital Equipment	39,306	7,448	0	(7,448)	(100.0%)
Internal Services and Misc.	2,862	3,240	0	(3,240)	(100.0%)
Restricted Budget	0	1,007,855	0	(1,007,855)	(100.0%)
Expenditures by Type Total	9,608,612	10,560,375	10,524,099	(36,276)	(0.3%)
Expenditures by Activity					
Management Services	1,608,000	1,601,131	1,617,226	16,095	1.0%
Audit Services	5,654,895	5,913,350	5,858,782	(54,568)	(0.9%)
Audit Committee	649,477	673,174	555,678	(117,496)	(17.5%)
AO - Denver Labor	1,696,239	1,896,911	1,835,142	(61,769)	(3.3%)
Minimum Wage Division	0	36,583	0	(36,583)	(100.0%)
AO - Communications	0	439,226	657,271	218,045	49.6%
Expenditures by Activity Total	9,608,612	10,560,375	10,524,099	(36,276)	(0.3%)
Total Program Expenditures	9,608,612	10,560,375	10,524,099	(36,276)	(0.3%)
Personnel Complement (Budgeted)					
AO - Communications	0.00	0.00	4.00	4.00	0.0%
AO - Denver Labor	13.00	18.00	18.40	0.40	0.0%
Audit Services	47.00	46.00	47.00	1.00	2.2%
Management Services	11.00	9.00	8.00	(1.00)	(11.1%)
Minimum Wage Division	0.00	2.00	0.00	(2.00)	(100.0%)
Personnel Complement (Budgeted) Total	71.00	75.00	77.40	2.40	3.2%
Total Personnel Complement	71.00	75.00	77.40	2.40	3.2%
Revenue					
Charges for Services	1,549,038	1,265,000	1,265,000	0	0.0%
Miscellaneous Other	24,030	0	0	0	0.0%
Revenue Total	1,573,068	1,265,000	1,265,000	0	0.0%
Furlough Savings			(223,912)		
Vacancy Savings			(297,639)		

Programmatic Changes

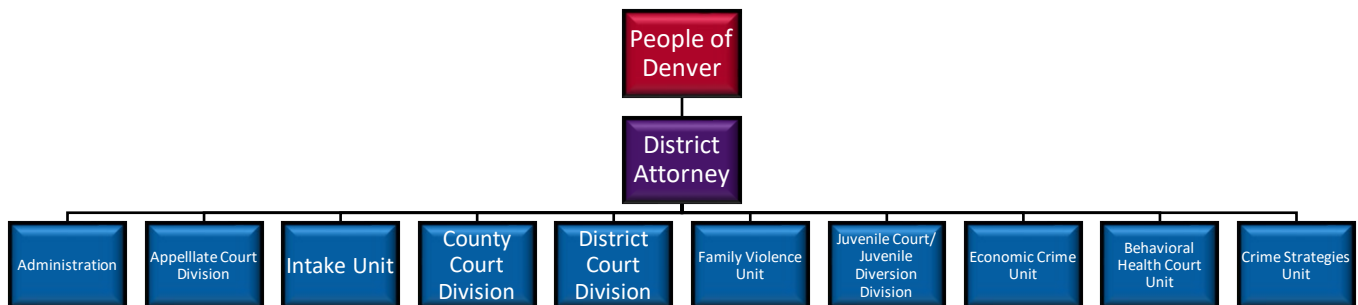
2020 Budget Impact of COVID-19 and Mid-year Reductions

Due to the impact of COVID-19 on the economy in 2020, the Auditor's office implemented \$1,007,856 in mid-year reductions, including the following savings:

- \$584,183 in personnel services, primarily achieved by regular employee turnover and not filling vacant positions, as well as requiring staff to take eight unpaid furlough days.
- \$423,673 in services and supplies and capital equipment, including reduced spending on third party audit contracts, software and technology upgrades, and training.

Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line. The Auditor resubmitted some of these budget reductions again for 2021 in addition to other reductions described in the Significant Budget Changes section below.

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agencywide		
• An increase in personnel services to restore budget temporarily moved to services and supplies, capital equipment, and internal services in 2020.	0.00	123,300
• A decrease in services and supplies to restore budget temporarily moved from personnel services in 2020. This is offset by an increase in personnel services.	0.00	(79,800)
• A decrease in capital equipment to restore budget temporarily moved from personnel services in 2020. This is offset by an increase in personnel services.	0.00	(40,300)
• A decrease in internal services to restore budget temporarily moved from personnel services in 2020. This is offset by an increase in personnel services.	0.00	(3,200)
Audit Services Division		
• An increase in personnel services due to the 2020 mid-year creation of two Government Lead Internal Auditor positions.	2.00	215,000
• A decrease in personnel services to freeze a vacant Senior Auditor position. This position will not be filled in 2021, and the workload will be redistributed to existing staff.	(1.00)	(101,200)
Communications		
• An increase in personnel services due to the 2020 mid-year creation of one Community Engagement Specialist to support public outreach and communication regarding the passage of an ordinance increasing the Denver minimum wage in 2020 and 2021.	1.00	98,900
Denver Labor		
• An increase in personnel services due to the 2020 mid-year creation of three Prevailing Wage Analyst positions to support investigations regarding the passage of an ordinance increasing the Denver minimum wage in 2020 and 2021.	3.00	263,200
• A decrease in personnel services to freeze two vacant Prevailing Wage Analyst positions for the first nine months of 2021. The workload will be redistributed to existing staff.	(1.60)	(140,500)
• A decrease in services and supplies due to one-time 2020 equipment purchases that are not budgeted in 2021.	0.00	(300)
• A decrease in capital equipment for the one-time 2020 purchase of laptops that are not budgeted in 2021.	0.00	(1,500)
Management Services		
• A decrease in personnel services to freeze a vacant Financial Manager position. This position will not be filled in 2021 and the workload will be redistributed to existing staff. The budgeted vacancy savings is \$297,639. The budgeted furlough savings is \$223,912.	(1.00)	(191,900)



Mission

The Denver District Attorney's Office (DA) mission is to prosecute crimes professionally and competently and investigate criminal activity on behalf of the people of the State of Colorado and to seek equal justice for all in the criminal justice system. Our mission includes the prevention and deterrence of crimes, support of the well-being of victims, participation in the community, commitment to transparency and accountability, and reform of the criminal justice system to provide fair alternatives to incarceration, when appropriate, as well as fair and equal justice for all.

Department Summary

The District Attorney (DA) is elected by the citizens of Colorado's Second Judicial District. The DA prosecutes state misdemeanor, juvenile, and felony cases in County, Juvenile, and District Courts; provides assistance to witnesses and victims of crime; and maintains an active community education and crime prevention program. The DA provides training for police officers and sheriff deputies regarding legal issues in criminal justice.

The District Attorney and the Assistant District Attorney are on call 24/7, to respond to officer-involved shootings and in-custody deaths. The District Attorney, Assistant District Attorney, and Chief Deputies also rotate on-call duties providing around the clock support to the Denver Police Department for guidance on search and arrest warrants and to respond to all homicides. The DA ensures that justice is administered fairly to all.

For more information please visit the District Attorney website at <https://www.denverda.org/>

Services

Administration includes key activities such as policy development and direction, establishment of agency goals and objectives, purchasing, contract management, IT support, public education, personnel issues, media relations, financial management, and police liaison duties. Administration also provides legal training to the Denver Police Academy on Colorado criminal statutes and constitutional law, as well as ongoing in-service and specialized training as requested by the Denver Police and Sheriff Departments.

The **Appellate Division** is responsible for briefing and arguing cases through the Colorado Court of Appeals, the Colorado Supreme Court, and the United States Supreme Court. The attorneys in this unit provide 24/7 trial support for the trial attorneys. The Appellate Division coordinates with outside counsel concerning civil cases brought against the office and members of the office.

The **County Court Division** handles alcohol-related traffic offenses as well as an extensive caseload of third-degree assault, domestic violence cases, drug charges, and all other misdemeanor offenses.

The **District Court Division** handles all adult felony cases except those routed to the Family Violence, Crime Strategies, Behavioral Health Unit, or the Economic Crimes Unit.

The **Behavioral Health Unit (BHU)** appears at first and second advisements on all felonies and argues bond matters. BHU participates in assessment and recommendations regarding mental health and substance abuse treatment. Members of the unit screen, file, and prosecute misdemeanor and felony drug possession cases in which defendants are eligible for Helping Encouraging and Motivation Court (HEM), Drug Court, Sobriety Court, Veterans Court, and the Recognizing and Establishing Smart Treatment Alternatives for Recovery and Transition (RESTART) program.

The **Economic Crime Unit** investigates and prosecutes complex financial crimes, consumer fraud offenses, embezzlement, public corruption, election fraud, and the financial exploitation of the elderly and at-risk. This unit also handles property confiscation cases.

The **Family Violence Unit** screens and prosecutes cases involving all aspects of family violence, including spousal and intimate partner violence, child abuse, and child sexual assault.

The **Crime Strategies Unit** typically prosecutes felony criminal cases that have gang involvement. It consists of prosecutors and investigators with special knowledge and expertise in the area of gangs. The members of this unit use technology advancements to assist in solving crimes in high-crime areas.

The **Elder and At-Risk Protection Unit** focuses on crimes committed against those over the age of 70, and adults with intellectual and developmental disabilities. This unit also engages in community education about elder abuse and financial fraud.

The **Juvenile Unit** screens and files all cases in which the defendant is under the age of 18. The attorneys and staff in the unit have special expertise in juvenile matters, and they are implementing juvenile justice reform to handle these cases in a way to prevent future criminal activity.

The **Juvenile and Young Adult Diversion** programs provide alternatives for young people involved in the system so one mistake does not ruin a child's life. Members of the Diversion team move to expunge or seal criminal records of those participating in the program. They provide case management for those in the program.

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

The **Human Trafficking Unit** investigates and prosecutes labor and sex trafficking cases and partners with community agencies working in this area.

The **Restorative Justice Program** handles cases in which a restorative justice approach is appropriate. The District Attorney's Office partners with the Conflict Center, a community-based nonprofit, to conduct restorative circles and monitor agreements to resolve cases.

Strategies

Effectively and successfully investigate and prosecute criminal cases in the Second Judicial District by properly training attorneys and support staff and working closely with law enforcement, judiciary, and corrections officials.

Support the well-being of victims of crime through compassionate and thorough communication regarding cases and referral to service providers.

Improve the juvenile justice system by engaging young people in community and school-based early intervention and using restorative justice and diversion programs rather than incarceration, when appropriate; expand diversion to include young adults.

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

Provide alternatives to prison for those with mental health and substance abuse problems through providing different types of diversion methods, such as Law Enforcement Assisted Diversion (LEAD), the Co-Responder program, the HEM Drug Program, DIVERT court and early assessment and treatment in the jail.

Rebuild trust between the community and members of law enforcement through participating in advisory councils, neighborhood meetings, improved communications, and increased transparency and accountability.

Reduce recidivism rates by supporting referrals to mental health treatment and substance abuse programs such as The Phoenix, and Substance Use navigators.

Support separate prosecution units of family violence, human trafficking, and elder/at-risk abuse to prosecute crimes against at-risk children and adults and refer victims to support services.

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

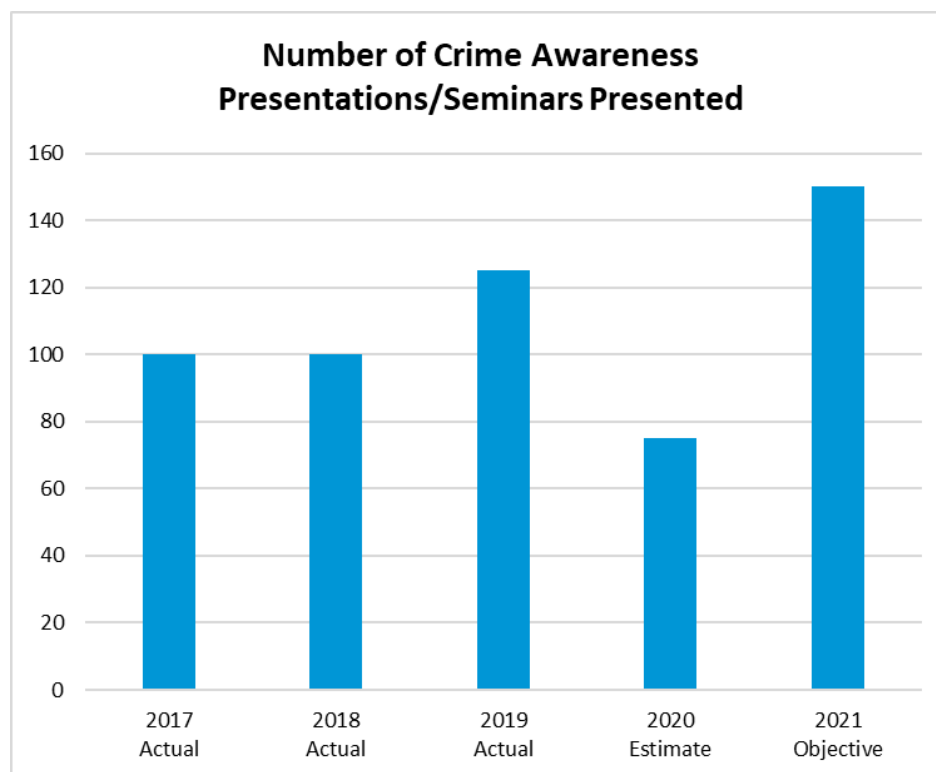
Support an adult diversion program and a Restorative Justice program to provide alternatives to the traditional criminal justice system.

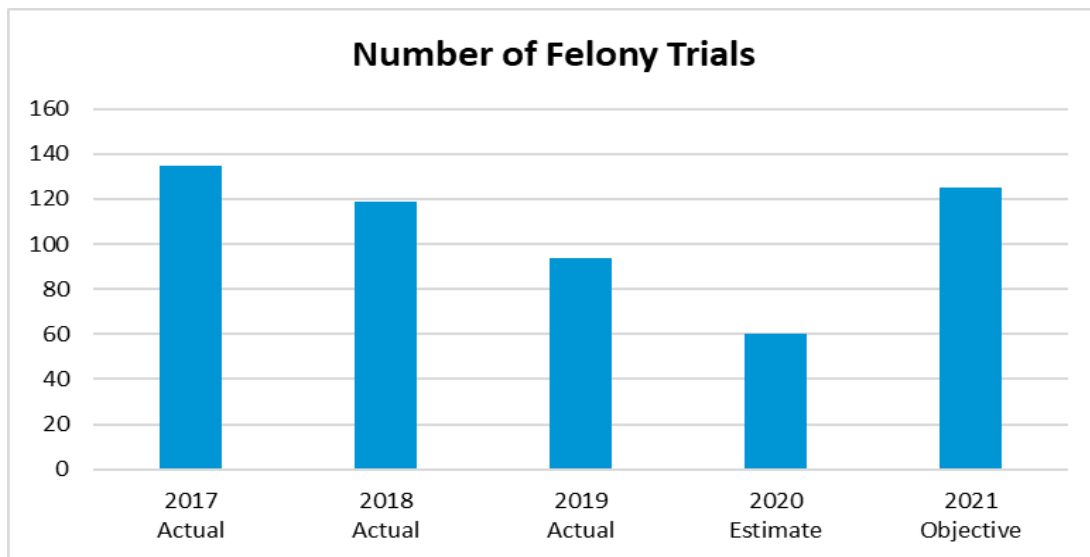
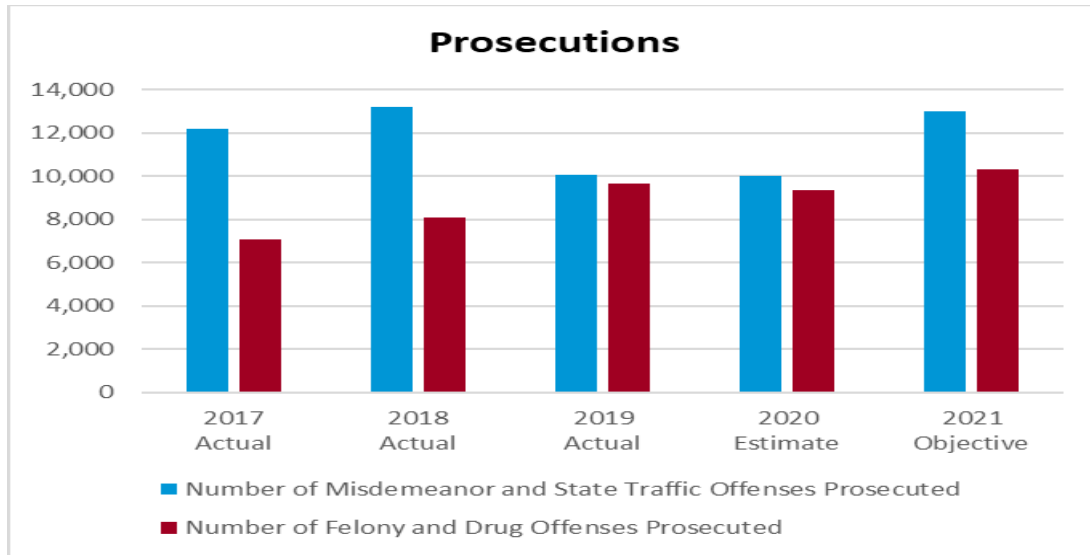
Work with metro-wide task forces to eliminate gang and gun violence with a targeted, collaborative, and strategic approach, including the RAVEN Taskforce of federal, state and local law enforcement agencies targeting gang and gun violence throughout the metro area.

Participate in the Colorado District Attorney’s Council and national prosecution groups to share ideas and resources to improve the skill of our attorneys and staff and improve the criminal justice system.

Performance and Program Highlights

Crime awareness presentations and seminars are conducted locally. Audiences range from small groups to 80 or more participants. These presentations generate numerous calls and requests for further information. Additionally, 500,000 fraud alert publications are distributed annually.





	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Objective
Number of Crime Awareness Presentations/Seminars Presented	100	100	125	75	150
Number of Misdemeanor and State Traffic Offenses Prosecuted	12,187	13,200	10,052	10,000	13,000
Number of Felony and Drug Offenses Prosecuted	7,085	8,079	9,627	9,360	10,300
Number of Felony Trials	135	119	94	60	125

COVID- 19 Overview & Statement

The COVID-19 pandemic and subsequent collapse of the economy has had a moderate but long-lasting impact on the operations of the Denver District Attorney's Office and the execution of its mission. As an essential safety organization, the Office did not close when Governor Polis and Mayor Hancock imposed stay at home orders and other restrictions for the health and safety of the citizens of the state and the Denver community.

The Denver District Attorney's Office has remained open to the public. However, the office experienced significant changes to work plans and the way in which business is conducted. Trainings, meetings and events with the public, and educational endeavors were cancelled. Budget cuts and a loss of grant funding has resulted in economizing, downsizing staff and increased efforts to secure funding for essential positions. The office has also required additional supplies and equipment, such as PPE and computers for home-offices so that we may continue the work and mission of the office.

The Denver County Courts essentially closed for several weeks but resumed handling full dockets in June 2020. The Denver District Courts continued handling matters, however they shifted to conducting business virtually which required District Attorney staff to adapt to slower dockets and more complicated procedures. All trials were postponed until and after August 3, 2020. Although case filings slowed for a brief period, all new cases were also being continued. This has resulted in a backlog of managing the prosecution of cases, particularly trials, which will have a long-term effect well into 2021 and possibly 2022. Additionally, the Denver community has recently seen a significant increase in violent crimes, particularly homicide.

The Denver District Attorney's Office is committed to the safety of its employees and the Denver community. Although there has been a significant shift in business practices, the DA's office continues to conduct its work effectively and successfully and to fulfill its mission largely while working outside of the office. The office has learned to perform tasks, manage teams and lead effectively using alternative means of communication. Trainings and meetings are conducted online.

COVID-19 Performance & Program Highlights

The attorneys and staff of the Denver District Attorney's Office have quickly adapted to handling court dockets, hearings and other matters virtually, except for trials. Trials are conducted with all parties in-person, including judges, courtroom staff, prosecutors, the defendant, defense counsel, and jurors, safely observing social distancing rules and with the use of PPE.

Budget Detail

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
District Attorney Office (0401000)					
Expenditures by Type					
Personnel Services	25,850,331	25,989,236	26,223,608	234,372	0.9%
Services and Supplies	1,609,540	1,418,291	1,442,991	24,700	1.7%
Capital Equipment	2,000	27,540	0	(27,540)	(100.0%)
Internal Services and Misc.	859	0	0	0	0.0%
Restricted Budget	0	1,824,586	0	(1,824,586)	(100.0%)
Expenditures by Type Total	27,462,730	29,259,653	27,666,599	(1,593,054)	(5.4%)
Expenditures by Activity					
Administration	5,667,712	8,669,812	7,760,134	(909,678)	(10.5%)

District Attorney Office (0401000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Appellate	912,575	823,746	876,718	52,972	6.4%
Intake	334,860	359,829	343,976	(15,853)	(4.4%)
County Court	3,137,394	2,880,554	3,280,596	400,042	13.9%
District Court	8,951,470	8,587,216	8,121,024	(466,192)	(5.4%)
Family Violence Unit	2,827,270	2,914,488	2,812,713	(101,775)	(3.5%)
Juvenile Division/ Juvenile Diversion	1,996,687	1,914,715	1,769,995	(144,720)	(7.6%)
Economic Crime Unit	2,401,022	2,364,005	2,329,644	(34,361)	(1.5%)
Drug Court Unit	1,133,670	633,828	299,287	(334,541)	(52.8%)
Victim Assistance	100,071	111,460	72,512	(38,948)	(34.9%)
Expenditures by Activity Total	27,462,730	29,259,653	27,666,599	(1,593,054)	(5.4%)
Other Program Funding Sources					
Grants					
Adult Diversion	15,310	5,836	26,278	20,442	350.3%
DA Family Violence	280,286	352,750	373,345	20,595	5.8%
DA Victim Compensation Program	468,500	310,000	720,000	410,000	132.3%
Innovations in Prosecutions Program	0	0	135,000	135,000	0.0%
Integrated Intervention Program	187,160	193,742	173,132	(20,610)	(10.6%)
Juvenile Diversion ARTT/Mentoring	114,498	93,226	215,000	121,774	130.6%
Marijuana Tax Cash Fund for Juvenile Diversion	35,675	57,452	0	(57,452)	(100.0%)
Restorative Justice Initiative	69,786	50,000	45,337	(4,663)	(9.3%)
Rose Andom Center Denver Family Justice Ctr	92,565	146	74,937	74,791	51,226.7%
Services for Human Trafficking Victims	36,489	178,510	67,666	(110,844)	(62.1%)
Total	1,300,269	1,241,662	1,830,695	589,033	47.4%
Public Safety SRF					
District Attorney Donations	5,059	12,000	20,000	8,000	66.7%
Property Confiscation	872,716	600,000	600,000	0	0.0%
Victim Assistance-D.A.	143,509	51,980	100,571	48,591	93.5%
Victim Services Donations	152,444	114,001	55,393	(58,608)	(51.4%)
Total	1,173,728	777,981	775,964	(2,017)	(0.3%)
Other Program Funding Sources Total	2,473,998	2,019,643	2,606,659	587,016	29.1%
Total Program Expenditures	29,936,727	31,279,296	30,273,258	(1,006,038)	(3.2%)
Personnel Complement (Budgeted)					
Administration	48.33	52.65	52.40	(0.25)	0.0%
Appellate	4.50	5.10	6.10	1.00	19.6%
County Court	26.75	29.75	33.75	4.00	13.4%
District Court	70.75	69.50	68.25	(1.25)	(1.8%)
Drug Court Unit	2.00	4.00	2.50	(1.50)	(37.5%)

District Attorney Office (0401000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Economic Crime Unit	25.00	20.00	20.00	0.00	0.0%
Family Violence Unit	23.50	25.00	24.00	(1.00)	(4.0%)
Intake	4.00	4.00	4.00	0.00	0.0%
Juvenile Division/ Juvenile Diversion	18.50	18.00	17.00	(1.00)	(5.6%)
Victim Assistance	0.00	2.00	1.00	(1.00)	(50.0%)
Personnel Complement (Budgeted) Total	223.33	230.00	229.00	(1.00)	(0.4%)
Other Program Funds FTE					
Grants					
DA Family Violence	1.50	3.75	3.00	(0.75)	(20.0%)
Integrated Intervention Program	0.00	1.00	1.00	0.00	0.0%
Restorative Justice Initiative	0.00	1.00	1.00	0.00	0.0%
Rose Andom Center Denver Family Justice Ctr	0.50	0.50	0.50	0.00	0.0%
Services for Human Trafficking Victims	0.00	0.50	2.50	2.00	0.0%
Total	5.75	6.75	8.00	1.25	18.5%
Public Safety SRF					
Victim Services Donations	1.00	0.00	0.00	0.00	0.0%
Other Program Funds FTE Total	6.75	6.75	8.00	1.25	18.5%
Total Personnel Complement	230.08	236.75	237.00	0.25	0.0%
Revenue					
Charges for Services	6,360	5,000	5,000	0	0.0%
Internal Service and Indirect Cost	43,270	0	0	0	0.0%
Miscellaneous Other	375,741	348,500	348,500	0	0.0%
Revenue Total	425,371	353,500	353,500	0	0.0%
Furlough Savings			(668,807)		
Vacancy Savings			(1,037,365)		

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-Year Savings

Due to the COVID-19 impact on the economy in 2020, the District Attorney implemented \$1,824,586 in mid-year reductions, including the following savings:

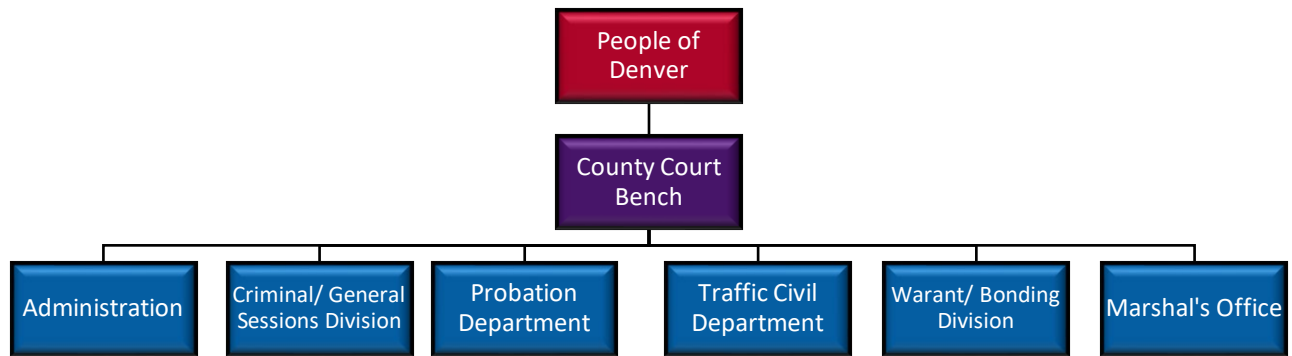
- \$1,303,586 in personnel services, primarily achieved by not filling vacant positions during a period while in-person trial was on hold, as well as requiring staff to take eight unpaid furlough days.
- \$521,000 in services and supplies, achieved by eliminating discretionary spending on travel and training and by decreasing various professional services contracts; these reductions have little impact on the DA's ability to provide services.

Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line. The DA resubmitted some of these budget reductions again for 2021 in addition to other reductions described in the Significant Budget Changes section below.

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agency wide		
· An increase in personnel services to staff two new courtrooms that opened mid-2020. These courtroom expenses were not included in the DA's original 2020 budget.	6.00	453,000
· An increase in personnel services for the annualization of positions which were budgeted to start in July of 2020. These positions were budgeted to staff a new district courtroom.	3.50	259,900
· A decrease in personnel services due to the closure of Courtroom 476. This resulted in the abolishment of a half-time Deputy District Attorney, three full-time Deputy District Attorneys, a Criminal Investigator, and a Victim Advocate.	(5.50)	(615,300)
· A net decrease in personnel services due to the implementation of a citywide retirement Special Incentive Program (SIP). Employees enrolled in the SIP retired from the City on August 31, 2020. These positions, which included a Chief Deputy District Attorney, a Victim Advocate, and a Criminal Investigator, will not be filled in 2021.	(3.00)	(425,500)
· A decrease in personnel services to freeze a vacant Administrative Support Assistant IV and a Victim Advocate position. The workload for these positions will be redistributed to existing staff.	(2.00)	(118,000)
· A temporary decrease in personnel services due to a reduction in comp-time budget in 2021.	0.00	(25,000)
· An increase in services and supplies to restore budget that was temporarily moved to capital equipment in 2020 for the purchase of laptops. This is offset by a decrease in capital equipment.	0.00	17,300
· A decrease in services and supplies due to reductions in offsite storage and licensing fees, related to an anticipated change to the DA's case management system in 2021.	0.00	(200,000)
· A decrease in services and supplies due to a reduction in office supplies, employee travel, training, and official function expenses for 2021.	0.00	(152,500)
· A decrease in services and supplies due to one-time purchases in 2020, that are not budgeted in 2021, for technology and one-time equipment purchases for new positions.	0.00	(141,100)
· A decrease in services and supplies due to a reduction in witness travel expenditures. The DA will provide alternative ways for witnesses to provide testimony through online service providers.	0.00	(20,000)
· A decrease in capital equipment to reverse a temporary move of budget from services and supplies in 2020. This is offset by an increase in services and supplies.	0.00	(17,300)
· A decrease in capital equipment due to one-time costs in 2020 that are not budgeted in 2021, including laptops and computers for new employees.	0.00	(10,300)
Grants		
· An increase in personnel services for three grant-funded positions including a Criminal Investigator, a Program Coordinator, and a Crime Data Analyst.	1.25	174,700

The budgeted vacancy savings is \$1,037,365.

The budgeted furlough savings is \$668,807



Mission

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

Agency Summary

The Denver County Court (DCC) is a municipal and county court and is the largest court in the state of Colorado. DCC adjudicates the following violations: traffic code, state statute, and city ordinance, as well as presides over civil and small claims cases. The court is comprised of 18 judges, three full-time magistrates, and several part-time magistrates.

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

Services

Administration conducts a variety of internal and external services. Activities include policy development and direction, establishment of goals and objectives, purchasing, contract management, public education, media relations, financial management, ADA facilitation and coordination, and CORA requests.

The **Criminal/General Sessions Division** adjudicates non-traffic city ordinance and state misdemeanor violations, as well as felony cases through preliminary hearings. This division also handles specialty dockets such as Sobriety Court, Wellness Court, Outreach Court, Competency Diversion and the Driving Under Revocation (DUR) Navigator Program. In 2019, this division heard 9,560 cases.

The **Traffic/Civil Division** adjudicates most state statute and all city ordinance traffic tickets, parking violations, civil lawsuits up to \$25,000, name changes, replevins, nuisance abatement cases, and landlord-tenant matters. The court issues restraining orders, summonses, garnishments, and transcripts of judgment, as provided by state statute. In addition, it adjudicates small claims matters up to \$7,500. In 2019, this division heard 95,616 cases.

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

The **Court Services Division** of the Denver County Court integrates a variety of disciplines; internal and public facing, to maximize the efficiencies and services provided through the Denver Courts. This division includes but is not limited to: *Court Process and Resources*: court records search, self-help forms, self-represented litigants; *Language Access*: court translation and interpretation services for all court and probation proceedings; *Human Resources, Leadership & Development*: ADA coordination, marketing and information, benefits, court procedures and training; *Marshals*: a team of seven who work in the community and arrest those who present great safety risk to the community while on bond; execution of warrants for high-priority cases involving failure to appear and failure to comply violations, courthouse and staff safety and security, and interagency coordination; *Accounting & Cashiering*: distributes cash bags and receipt reconciliation for all customer service counters, accounts payable and receivable, collection trends and projections; *Research & Data Unit*: data and CORA requests, annual statistics, Access & Fairness and performance metrics; *System Administration & Infrastructure Development*: development and maintenance of internal and public facing website, case management system internal and public facing platforms, public access and case search, court information, data entry best business practices and programming and stakeholder/agency data sharing agreements and technology interface and much more.

The **Probation Department** provides risk/need assessments, pre-sentence investigations, sentencing recommendations, conducts home visits, and creates individualized case plans. The program supervises probationers and monitors compliance with court orders. Denver Probation radically changed their supervision model from a monitoring model to an evidence-based individualized care model. Each defendant placed on probation in Denver County Court is assessed as an individual. Assessment includes substance use disorder/misuse and mental health needs, any history of child or adult past trauma that may be underlying contributing factor to criminal activity, and medical, housing, and job-related needs. Every probation officer is required to conduct home visits and get to know their client's family and community. The DCC probation department also has a highly successful mental health unit and sex offender unit. Currently, the average caseload size is

110:1 client to probation officer ratio. The mental health and sex-offender unit have lower caseloads due to more intensive supervision models. Assessment data shows approximately 80 percent of clients sentenced to probation are Moderate to High Risk.

Strategies

In 2018 and continuing today, Denver County Court adopted procedural fairness as a guiding principle. The elements of procedural fairness include Voice – the ability for litigants to participate and express their own viewpoints; Neutrality – the consistent application of legal principles by unbiased decision makers; Respect – all parties are treated with courtesy and respect including respecting their rights; Trust – decision makers are perceived as sincere and caring; Understanding – the court participants are able to understand court procedures and decisions; Helpfulness – parties perceive court actors as interested and helpful. Procedural fairness strategies also include:

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

Manage incarceration through use of Smart Pre-trial programs and other evidence-based practices. Over incarceration results in increased recidivism due to the negative impact on individuals such as loss of employment and housing. The Court actively examines its use of incarceration, not only when cases are pending, but as sanctions, and has been able to increase the use of personal recognizance bonds by 57 percent since implementing the smart pretrial program in 2012. Denver County Court is ahead of the state in bail reform practices and conducts court seven days a week (aka weekend jail); which is a high priority topic among state legislatures this FY21 legislative session.

Remain a model for probation supervision and understand reasons for underlying criminal behavior by using assessments to help address each person's unique needs, with the goal of making our community safer. This strategy is rooted in evidence-based practices, where each client is treated as an individual. **Out of 22 Judicial Districts, Denver County Court's probation department's successful termination rate is 71 percent - the highest in the state of Colorado.** Serving the same population, the State Probation Department for Denver District Court only recently realized a successful termination rate of **53 percent**, a much higher rate compared to previous years. The Denver County Probation Department's recidivism rate is 10 percent and they supervise approximately 3,700 clients at any given time.

Performance and Program Highlights

In late 2016, the Court in partnership with other agencies, launched **Outreach Court** at the Denver Rescue Mission to reduce future interactions with the justice system for persons experiencing homelessness by reducing the number of failures to appear warrants issued, custodial arrests, and cases sent to collections. Outreach Court aims to remove societal, geographical, and socioeconomic barriers to better serve our community's most vulnerable populations by allowing them to take care of criminal justice-related issues like low level offenses, failures to appear, outstanding fines and costs, etc., in a respectful, understanding, and trauma-informed, supportive environment. An actual appearance in the courthouse often requires one to find a place to store property, which can be emotionally difficult and impossible for someone who is homeless.

Outreach Court travels to the Denver Rescue Mission, meeting the defendant where they're at, two mornings a month, and holds court, with community partners and collaborating City agencies. The Court's IT, Supervisor, and Marshals all participate in this community court. Computers are set up with direct access to the court's Themis Case Management system and Marshals provide security. These low-level, repeat/frequent high-end users rarely comply with court orders. Because of

Outreach Court, these cases are managed in creative and alternative manner; defendants not taken in on active warrants and cases are resolved resulting in a savings of \$80,346; a 40 percent return on investment.

Outreach Court Statistics

Year	# of Cases	# of Defendants	# Cases per Defendant (avg.)
2018	1,974	846	2.33
2019	2,251	835	2.7
2020	644	254	2.54

Sobriety Court began in 2011 and allows participants the opportunity to learn about addiction and how to live a sober life, and helps people rebuild their lives to make our community safer. In 2018, Denver Sobriety Court was accredited by the Colorado Supreme Court Problem-Solving Court Advisory Committee for implementing outstanding evidence-based and proven practices. The Sobriety Court program is a structured, intensive program that is 14-24 months in length.

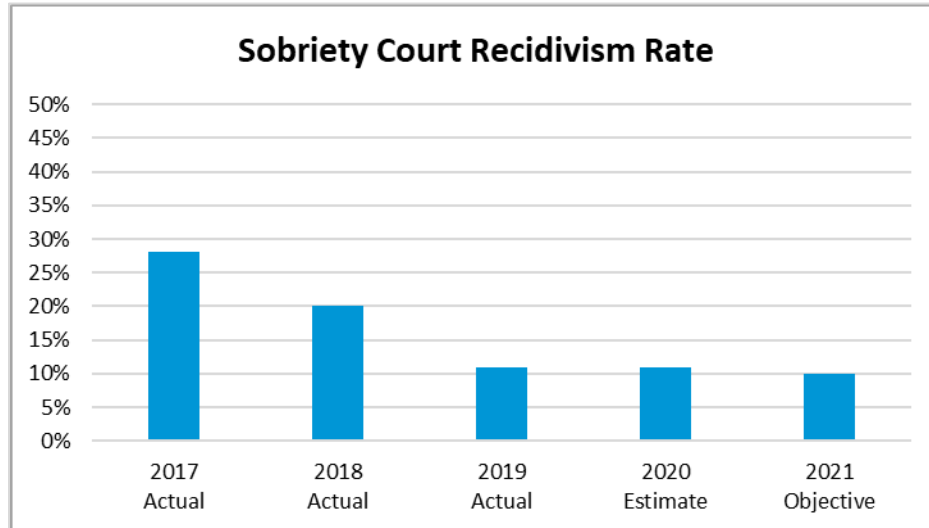
Sobriety Court Highlights

- Jail bed reduction approximately 13 beds per day
- Three-year recidivism rate for participants who have completed the program (10%) is significantly lower than the rate for individuals who are not released into a program (40%)

Number Served: 220

City and County of Denver Savings: \$333,099

Return on Investment: 121%



Wellness Court: Wellness Court is a voluntary program for individuals who have a mental health or co-occurring mental health and substance use diagnosis who have been charged with municipal-level offenses in Denver. A High-Intensity Treatment team develops a treatment plan to address the individual's needs and specify what will be required of the participant. The program is typically six to twelve months and includes regular appearances in front of the magistrate to monitor treatment progress and compliance. Referrals to Wellness Court come from a variety of sources, including the Restorative Options Collaboration (ROC) list, judges, public defenders, prosecutors, private attorneys, police, jail personnel, mental health providers, and family members.

Wellness Court Highlights

- Jail bed reduction approximately 14 beds per day
- Recidivism rate for participants in the program is 32 percent, which is significantly lower than the rate for those not in a program
- Number of those released into a program is 95 percent
- Majority of program funding goes toward temporary housing

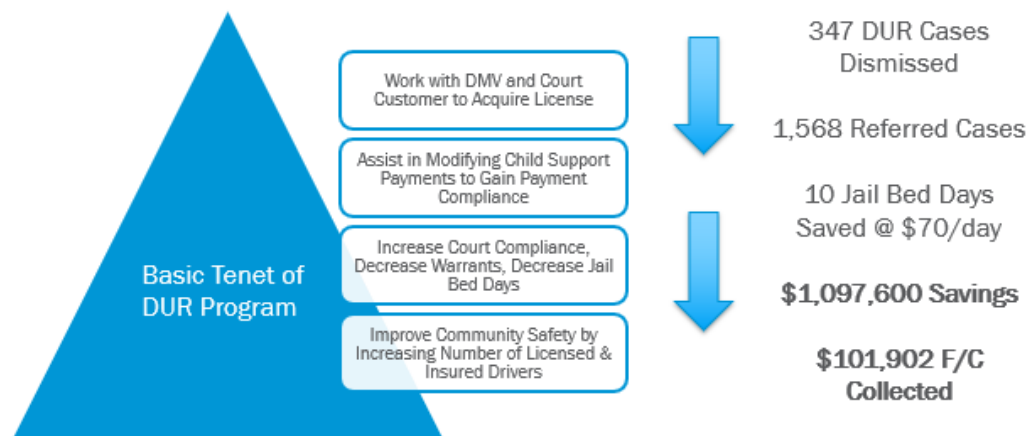
Competency Diversion Program: In Denver, the number of competency filings on municipal level charges increased at an alarming rate in the previous two years (from 97 filings in 2016 to 343 in 2018). Individuals for whom competency was raised and did not post bond spent up to 30 days in jail waiting for an evaluation and hearing. The Costs for those evaluations soared and were often for repeat defendants who were chronically found incompetent.

The majority of the charges did not concern a public safety risk (only 14% in 2017 were public safety-related) and if the individual was found to be incompetent, the charges were often dismissed, and the individual was released with no plan to restore to competency or connect to mental health treatment. When mental health needs are not addressed, the individual repeats the behavior and resulting criminal justice cycle resulting in an enormous cost to the city. In 2019, the Denver County Courts implemented a program to address this population by altering the process for individuals who repeatedly cycle through the jail and are found incompetent. The competency diversion program will immediately identify individuals booked in the Downtown Detention Center and connect them to treatment before the individual is arraigned. The process will facilitate expedited connection to treatment to significantly decrease jail bed days, new arrests, and the number of overall competency evaluations.

DUR Navigator Program began in 2019. There are several thousand Driving Under Revocation (DUR) cases in Denver each year. These are cases where, if convicted, a defendant must serve a mandatory 10-day jail sentence with their license suspension further extended and additional fines and costs imposed.

Many of these drivers are eligible for reinstatement but fail to follow through due to difficulty navigating the complex process. Cases are therefore continued regularly –further adding to the courts' docket and the time it takes for the defendant to attend additional court appearances.

The graph below provides an overview of the program and the cost savings to the City in jail bed savings.



Even though the DUR Navigator program is relatively new, they have impressive outcomes:

- The DUR Navigator team is cumulatively supervising 1,154 clients on the program.
- There are an average of 65 weekly referrals
- 300 Dismissals and reinstated driver's licenses

The following data has been collected from those dismissed cases:

- Amount of Court fines paid back = \$66,844.68
- Amount of OJW's cleared = 105

DUR Navigator Impact:

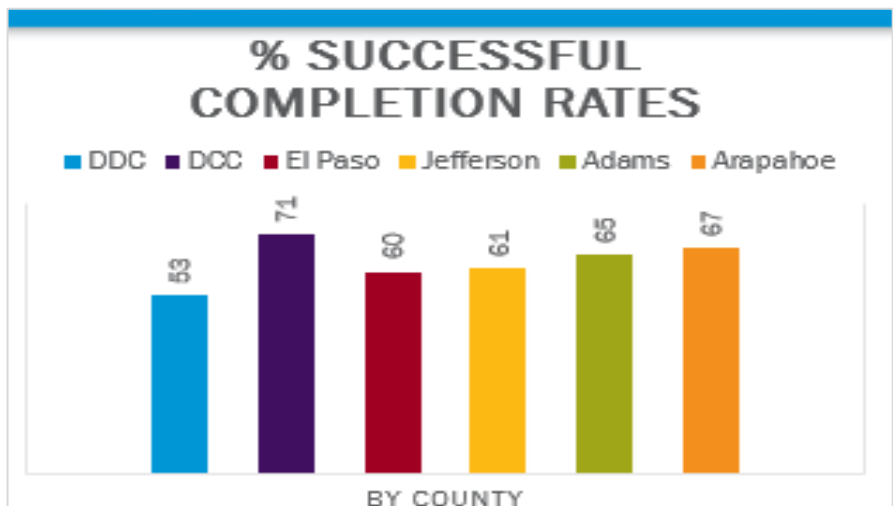
Since the implementation of the program, the DUR Navigator team has been able to show the following positive impact upon the community in the following ways:

- Have helped in getting 289 licensed and insured drivers back on the roads.
- Have helped numerous clients gain compliance with their child support requirements.
- Have helped numerous clients clear their active warrants from counties across Colorado.
- Have removed 3000 cases from the normal trial dockets. This in turn, has effectively removed these clients from entering the building unnecessarily.

HEM (Helping, Engaging, Motivating) is an alternative to incarceration initiative operating under the direction of Denver County Court and inspired through a collaborative partnership effort. The following judicial stakeholders have collaborated to create and implement this problem-solving initiative: the Denver District Attorney's Office, Office of the Colorado State Public Defender, Denver County Court, Denver County Court Probation, Denver Pre-Trial, the Denver Sheriff's Department and Transition from Jail to Community Collaborative (TJCC). HEM launched on March 1, 2020 as a collaborative judicial response to the enactment of House Bill 19-1263. House Bill 19-1263 modified the criminal penalty for certain drug possession violations. Cases that were previously filed in Denver District Court at a felony 4 level (DF4) will now be charged as level 1 drug misdemeanors (DM1). HEM offers short-term harm reduction programming designed to meet individuals where they are, engaging and helping them meet their goals to better their well-being and decrease their contact with the criminal justice system. A specialized HEM probation team utilizes community-based supervision, motivational interviewing, and relationship and rapport building to engage clients and support them in meeting their goals. The opportunity to reduce the DM1 charge to DM2 and, in some instances, dismissal of the case upon completion of HEM probation programming exist.

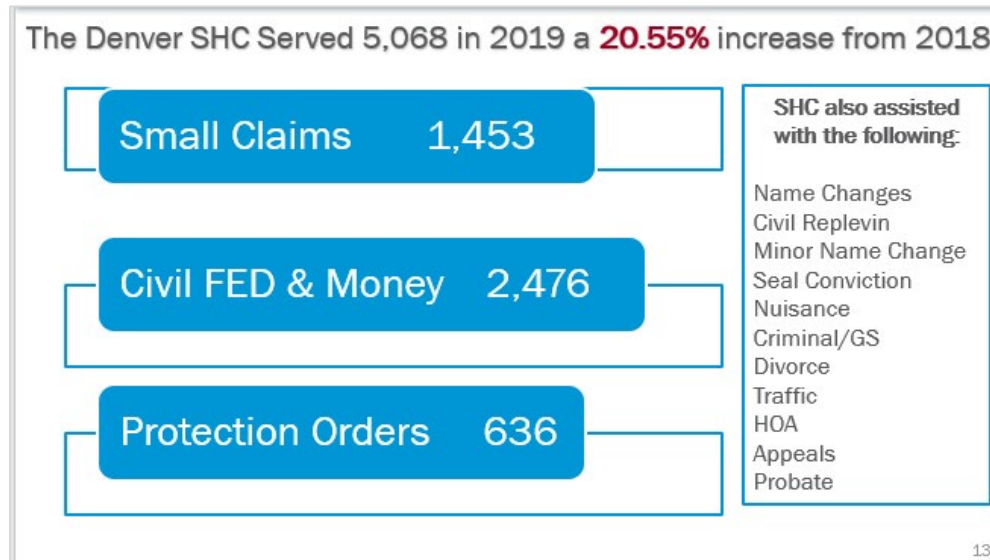
The Denver County Court **Probation Department** model of supervision is rooted in evidence-based practices. Each client is treated as an individual with assessments to determine how to best meet the unique needs of that individual. Supervision of every client includes assessing and meeting the individual needs, including but not limited to housing assistance, clothing, food pantry assistance, medication, employment readiness, education assistance and enrollment, payment assistance for assisted devices; eyeglasses, hearing aids and walking cane, etc., pro-social activities, substance use evaluation, treatment and

monitoring, mental health evaluation and monitoring, health physicals, medication assisted treatment and more. The Successful Completion Rate graph identifies the overall compliance rate. It should be noted that the State of Colorado's overall compliance rate is 65 percent and the Denver County Court Probation compliance rate in 2019 was 71 percent.



Denver County Court is leading the state with a **weekend in-custody court** which expanded August 4, 2018 to two courtrooms hearing cases on the weekends. This expansion allows for defendants to have bond determined more efficiently thereby allowing defendants to be available for processing earlier in the day which reduces time spent in jail.

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



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

The mission of the **Marshal's Office** is the enforcement of court orders, specifically arrest warrants issued, which improves safety in the community. Process improvements and additional staffing has had a significant impact on the fugitive clearance rate. With current staffing, the Marshals are only able to work 20 percent of the Priority warrants issued by the Court; in 2019, 879 warrants were assigned to a Marshal out of 4441 warrants entered. Each Marshal cleared an average of 80 fugitive warrants last year. Their largest responsibility is arresting GPS absconders. These are the highest risk to the community as they are actively and intentionally avoiding supervision while on bond. 2019 saw an increase of 170 percent of these cases. YTD 2020, these cases are up another 11 percent.

2020 Covid-19 Overview & Statement

The global Coronavirus pandemic of 2020 has had an unprecedented impact on the operations of state and local courts across all domains of public policy and the constitutional rights of those involved in the court system. To say this health emergency has had an impact on our mission is an understatement. Rather, the pandemic paralyzed our ability to carry out our mission, for our workforce and the public we serve.

The Court does not have any discretion to terminate or temporarily cut programs or services like other agencies within the City. The Court is constitutionally and statutorily obligated to accept and process all case filings within mandated timelines. The work of the Denver County Court is driven by case filings and the law.

This Court is also the largest in the state. Every felony, case filing, advisement, bond hearing/setting, warrant review, all county court jurisdictional criminal and civil filings, protection orders, General Sessions, and traffic matters within the jurisdiction of Denver and the Second Judicial District are heard, docketed, and processed by Denver County Court.

The Court cannot decline filings or reduce case load. In 2019, the Denver County Court heard 132,000 cases or on average 11,218 cases per month. The Arraignment docket alone heard 8,985 cases at the Lindsey-Flanigan Courthouse during the month of January and February 2020.

The COVID-19 pandemic and the statewide judicial emergency it has created, has had, and will continue to have, a profound impact on court operations. Even as the Governor and Mayor begin easing some restrictions on public interaction, social distancing will remain a critical public health priority for the foreseeable future. The impact on court operations that will result are significant and long lasting.

In order to meet the Court's core constitutional obligations, while promoting public health and protecting the health of the workforce, the Court quickly made a host of short, medium- and long-term operational changes, which are outlined under the mitigation strategies section of this narrative.

In summary, the Court had to reduce staff, employ work from home strategies with limited technological resources and personnel guidelines, meet the constitutional rights of the individuals engaged in our Court, while re-engineering how to conduct essential and non-essential day-to-day court operations.

The Court is experiencing a significant backlog of cases and new filings, and as a result, dockets are burgeoning and lasting into the evening hours. To address the increase, the Court has employed on-call magistrates to assist with docket management and disposing of backlogged cases. The Court anticipates recovery from this backlog to last through at least 2022.

Of greatest concern is the backlog of jury trials, which must be held in person and speedy trial considerations at 90 days in municipal cases and 180 days in state criminal cases. Given Jury Trials have been suspended since mid-March through August 3, 2020, not only is there a substantial number of jury trials pending, gathering restrictions and social distancing applications inhibit the Court's ability to call the number of jurors required during normal court operations and certainly do not begin to address the backlog. County, District and Juvenile Courts must share the juror pool and as such, jury call days for each court have been reduced and the number of panels available to this Court's trial divisions (10) has been significantly reduced.

At present, the Court is faced with adjudicating and disposing of the below backlog, as collateral appeals and new cases continued to be filed daily. In reviewing the total number of jury trials pending, it is important to note, with current restrictions, the court will only be able to hear a maximum total of 16 trials per week; which given the number pending is impossible to achieve within speedy trial timelines. The total open caseload below represents near double the number of cases generally disposed of in one month.

Jury Trials:

State Criminal – 620
Municipal – 753
Traffic – 45

Court Trials:

Civil – 341

Total Open Caseload:

Civil – 2,128
Criminal – 5,945
Municipal – 4,405
Traffic – 7,028

COVID-19 Mitigation Strategies

The Court issued an Administrative Order on March 16, 2020, declaring a Judicial Emergency and detailing changes to court operations due to the outbreak of COVID-19. The Order has been amended several times. All orders issued from March 16, 2020 to present, can be found [HERE](#).

The March 16, 2020 Administrative Order substantially reduced Court operations and suspended all in-person proceedings through March 31, 2020, with the exception of essential proceedings necessary to protect constitutional rights of criminal defendants; including advisements, bond related matters and plea agreements for incarcerated individuals and proceedings related to relief from abuse, including orders or protection, temporary injunction relief and proceedings necessary to resolve speedy trial issues. All jury trials, specialty court dockets and self-help services were suspended through March 31, 2020.

On March 22, 2020, upon notification of COVID-19 positives among court practitioners, the Court closed all courtrooms and the Clerk's Office at the Lindsey Flanigan Courthouse and heard all essential and necessary proceedings at the Van Cise-Simonet Detention Center.

On March 31, 2020, an amended Administrative Order was issued suspending all jury trials, dockets, writs of habeas corpus, bond returns, work search and in person probation appointments through May 31, 2020. Alternative methods of signing, delivery and service of court documents and orders were permitted. Further, in an attempt to mitigate COVID-19 spread in the Denver county jails, the Order provided a mechanism by which defendants could contact the court to resolve outstanding warrants and gave police discretion to issue summonses in lieu of arrests in addition to effectuating an arrest of wanted individuals charged with low level, non-VRA offenses. Staffing at all court locations were reduced by more than 50 percent, with most staff working remotely to process continuances and pleadings and provide remote customer service. The courtrooms and offices at the Linsey-Flanigan Courthouse remained closed to the public through May 31, 2020.

Recognizing the backlog generated from the suspension of hearings, the Court explored the use of "advanced communication technology" (e.g. videoconferencing) as far as legally and constitutionally permissible to expedite the conduct of some court business. The Court worked closely with the Emergency Operations Center, the Department of Finance, and the Mayor's Office to acquire the technology necessary to resume court operations virtually.

On April 20, May 8, June 16 and July 14th, the Court issued amended Administrative Orders to align with State and Local Health Orders regarding money cases and landlord tenant disputes and the Chief Justice's jury call prohibition through August 3, 2020.

Although the Court has continued the Judicial Emergency indefinitely, it also expanded judicial operations on June 1, 2020. With installation of necessary technology, all non-essential, non-emergency hearings, in all cases classes resumed virtually and will continue in this matter for the foreseeable future. In preparation for virtual court proceedings, court staff spent many hours continuing cases, making phone calls and mailing setting notices to thousands of court customers from April 1 through May 31, 2020.

In-person criminal jury trials began on August 3, 2020. Social distancing and assembly restrictions were of utmost consideration when finalizing jury call and trial procedures for Denver, which can be read [HERE](#).

In addition to developing new jury call and trial procedures, the court conducted a walk-through of all court locations with Denver public health officials and equipped every courtroom with safety features, pursuant to public health recommendations, for conducting in-person jury trials and customer service that minimize health and public safety risks for all participants. Each courtroom and clerk's office are equipped with plexi-glass, disposable masks, disinfectant wipes, face shields; necessary for identification and assessing credibility of defendants and witnesses, sanitizing stations and virtual kiosks for court customers who don't have phone or video access.

A queueing system was also purchased in order to control the number of individuals entering the courthouse. The queueing system provides text reminders to the public of their court appearance and whether the appearance is going to be held virtually or in person. Only jury trials and contested hearings with objections will proceed in person to mitigate the footprint in the Denver court locations. The queueing system will be extremely important as the court expands in person proceedings in the future. Given social distancing, each courtroom may only accommodate 10 people in a courtroom gallery at any given time. Average docket sizes can easily range from 50 to 80 people at any one time. To avoid packed courtrooms and hallways, the queueing system will notify individuals when it is their turn to appear in the courtroom on their scheduled court date.

Since March 16, 2020 through present, the court has worked with its stakeholders on a wide range of pandemic-related issues in the areas of filing court pleadings, search and arrest warrants, court interpreting, facilities and security screening, human resources and benefits, information technology, jury duty, probation and pretrial services, procurement, and telework.

COVID-19 Performance & Program Highlights

With the assistance of the Emergency Operations Center and FEMA dollars, the court greatly expanded its use of technology, including authorizing the use of video and teleconferencing technologies, increasing capacity to handle bandwidth strains, obtaining the necessary equipment and licenses for certain platforms, providing the public and the media access to listen to proceedings, and strengthening its IT infrastructure to address the greater use of telework.

Additionally, to mitigate the footprint in all court locations, the court acquired a queueing system software to communicate with court participants about their court appearance and appointment dates and times.

Finally, to protect the public and workforce, the court acquired a large supply of disinfectant wipes, hand sanitizer, gloves, disposable masks, touchless thermometers and other cleaning supplies necessary for protection against COVID-19. Total funding provided was an estimated \$47,000.

In preparation for in person proceedings, including jury trials, the court received funding to equip all court locations with permanent plexi-glass and tempered glass shields in all public facing service counters and portable plexi-glass shields and loft walls for all Lindsey-Flanigan and City and County Building courtrooms; attorney tables, witness stands, court reporter stations and attorney/client conference rooms. Total funding provided was an estimated \$45,000.

To support work from home and onsite operations during the pandemic, the Court purchased a variety of technological, protective gear and cleaning supplies needed to provide a safe environment and mitigate risk to the public and the court's workforce.

Equipment included: iPad keyboards, webcams, hand sanitizer, disinfectant wipes, laptops, face masks, face shields, laminate signs, cabling, spray pump bottles, headsets, licenses, Court Record Stream storage, noise cancelling headsets for court interpretation, digital timers, and flash drives. Total amount expended is \$15,098

Budget Detail

County Court (0501000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	23,483,126	23,055,402	24,956,671	1,901,269	8.2%
Services and Supplies	2,653,970	2,089,752	1,589,716	(500,036)	(23.9%)
Capital Equipment	22,990	7,499	0	(7,499)	(100.0%)
Internal Services and Misc.	10,204	8,500	7,500	(1,000)	(11.8%)
Restricted Budget	0	2,559,984	0	(2,559,984)	(100.0%)
Expenditures by Type Total	26,170,290	27,721,137	26,553,887	(1,167,250)	(4.2%)
Expenditures by Activity					
Administration	7,232,670	9,121,062	3,919,968	(5,201,094)	(57.0%)
Court Services	0	0	2,757,639	2,757,639	0.0%
Probation Department	4,727,873	4,420,957	5,149,927	728,970	16.5%
Warrants Division	1,342,895	1,348,278	1,444,607	96,329	7.1%

County Court (0501000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Traffic & Civil	6,208,193	6,191,888	6,255,962	64,074	1.0%
Criminal & General Sessions	6,531,230	6,488,173	6,889,424	401,251	6.2%
Victim Assistance	127,429	150,779	136,360	(14,419)	(9.6%)
Expenditures by Activity Total	26,170,290	27,721,137	26,553,887	(1,167,250)	(4.2%)
Other Program Funding Sources					
Grants					
Drunk Driver Intervention	185,515	109,903	165,193	55,290	50.3%
Public Safety SRF					
Outstanding Judgement/Warrants	144,174	226,803	103,826	(122,977)	(54.2%)
Public Service Programs	215,289	213,179	217,218	4,039	1.9%
Total	359,463	439,982	321,044	(118,938)	(27.0%)
Other Program Funding Sources Total	544,978	549,885	486,237	(63,648)	(11.6%)
Total Program Expenditures	26,715,268	28,271,022	27,040,124	(1,230,898)	(4.4%)
Personnel Complement (Budgeted)					
Administration	45.65	56.05	15.55	(40.50)	(72.3%)
Court Services	0.00	0.00	28.00	28.00	0.0%
Criminal & General Sessions	62.00	63.53	60.50	(3.03)	(4.8%)
Probation Department	54.00	53.00	62.00	9.00	17.0%
Traffic & Civil	70.50	69.50	64.50	(5.00)	(7.2%)
Victim Assistance	2.00	2.00	2.00	0.00	0.0%
Warrants Division	17.00	17.00	17.00	0.00	0.0%
Personnel Complement (Budgeted) Total	251.15	261.08	249.55	(11.53)	(4.4%)
Other Program Funds FTE					
Public Safety SRF					
Outstanding Judgement/Warrants	2.00	2.00	1.00	(1.00)	(50.0%)
Public Service Programs	4.00	3.00	3.00	0.00	0.0%
Total	6.00	5.00	4.00	(1.00)	(20.0%)
Total Personnel Complement	257.15	266.08	253.55	(12.53)	(4.7%)
Revenue					
Fines and Forfeits	10,151,398	8,781,375	13,170,000	4,388,625	50.0%
Charges for Services	8,563,835	6,957,533	11,528,717	4,571,184	65.7%
Miscellaneous Other	213,461	249,000	263,000	14,000	5.6%
Revenue Total	18,928,695	15,987,908	24,961,717	8,973,809	56.1%
Furlough Savings			(616,245)		
Vacancy Savings			(935,675)		

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-year Reductions

Due to the COVID-19 impact on the economy in 2020, Denver County Court implemented \$2,560,000 in mid-year reductions, including the following savings:

- \$1,776,600 in personnel services, primarily achieved by not filling vacant positions and requiring staff to take eight unpaid furlough days. The workload of the vacant positions was redistributed to other staff. Since Court and in-person trials have begun to resume, the Court has needed to refill several of the vacancies to maintain service delivery.
- \$783,000 in services and supplies, achieved by eliminating discretionary spending on travel, training, professional services, office supplies and materials, and official function expenses.

Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line. The Department resubmitted some of these budget reductions again for 2021 in addition to other reductions described in the Significant Budget Changes section, below.

Additionally, Denver County Court reduced its 2020 revenue projection by \$6,282,632 due to the observed year-to-date impact of COVID-19 on Court operations and the collection of fees and fines including, docket fees, probations fees, motor vehicle collections, and Traffic Court costs and fines.

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agencywide		
• An increase in personnel services due to pay adjustments for various court classifications that occurred in the first quarter of 2020, as well as properly budgeting a Judge's salary.	0.00	891,800
• An increase in personnel services due to the annualization of five Staff Probation Officers, these positions started midyear 2020.	2.50	180,700
• An increase in personnel services due to moving two IT positions from the Outstanding Judgements and Warrants Special Revenue Fund to the General Fund in July of 2021. This is in response to changes in state legislation impacting outstanding judgement warrant fees.	1.00	117,000
• A decrease in personnel services to freeze an Associate IT developer, a Senior IT Manager, a Court Interpreter, two Judicial Assistant I's, a Judicial Assistant II, two Judicial Assistant III's, a Law Clerk, a Court Division Supervisor, an Operations Supervisor, and a Deputy Chief Probation Officer position. These positions will not be filled in 2021, and the workload will be redistributed to existing staff.	(12.00)	(1,174,800)
• A net decrease in personnel services due to the implementation of a citywide retirement Special Incentive Program (SIP). Employees enrolled in the SIP retired from the City on August 31, 2020. These positions, which included two Judicial Assistant II's and a Management Analyst Associate, will not be filled in 2021.	(3.00)	(92,700)
Administration		
• An increase in services and supplies for Colorado Judicial Branch costs for jury-related proceedings of the Denver County Court.	0.00	43,000
• An increase in services and supplies for Qless, an electronic check-in system used for social distancing Courtrooms for in-person Court hearings.	0.00	25,000
• An increase in services and supplies to restore budget that was temporarily moved in 2020 to capital equipment to purchase laptops and computers. This is offset by a decrease in capital equipment.	0.00	7,500
• A decrease in services and supplies due to reduced contract expenses. This reduction will be achieved through bringing the collections service in house. The vendor will work directly with clients and handle all aspects of collections. This will ensure that the services are handled like all of the state courts and that the collections effort stays consistent.	0.00	(1,100,000)

2021 Impact Description

	FTEs	Dollars
• A decrease in the services and supplies due to one-time purchases in 2020, including IT equipment, hardware, and laptops and computers for new staff, which are not budgeted in 2021.	0.00	(189,700)
• A decrease in services and supplies due to reductions in discretionary expenses such as travel, professional services, training, official functions, and administrative expenses.	0.00	(69,200)
• A decrease in capital equipment to reverse a temporary move of budget from services and supplies in 2020. This is offset by an increase in services and supplies.	0.00	(7,500)
• A decrease in internal services due to a reduction in billings for services for various non-required service expenses.	0.00	(1,000)

Special Revenue Funds

• A decrease in personnel services due to moving two IT positions from the Outstanding Judgements and Warrants Special Revenue Fund to the General Fund in July of 2021. This is in response to changes in state legislation impacting outstanding judgement warrant fees.	(1.00)	(117,000)
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Revenue

• An increase in revenue from traffic court fines due to enhancements made to the City's traffic operations in 2021.	0.00	4,400,000
• An increase in revenue due to an increased search fee rate, which will go into effect late 2020. The new fee structure better aligns Denver County Court with the State of Colorado's search fee rate.	0.00	3,099,700

The budgeted vacancy savings is \$935,675.

The budgeted furlough savings is \$616,245.



Mission

To provide skilled, zealous, and ethical representation to indigent defendants accused of crimes in Denver Courts pursuant to *Gideon v. Wainwright*, 83 S.Ct 792 (1963). OMPD exists to protect the lives and dignity of indigent folks. OMPD ensures that Denver is known as a City where there is equal access to justice for all.

Agency Summary

In 2014, the City revised Chapter 14 of the Denver Revised Municipal Code (D.R.M.C.) to establish the Office of the Municipal Public Defender (OMPD, Article VII), as well as the Municipal Public Defender Commission (MPDC), which provides oversight of OMPD, including the Chief Municipal Public Defender. The OMPD is tasked with providing legal services in accordance with the Colorado Code of Professional Conduct and the American Bar Association Standards Relating to the Administration of Criminal Justice.

For more information visit the Office of Municipal Public Defender website at <https://www.denvergov.org/content/denvergov/en/office-of-the-municipal-public-defender.html>.

Services

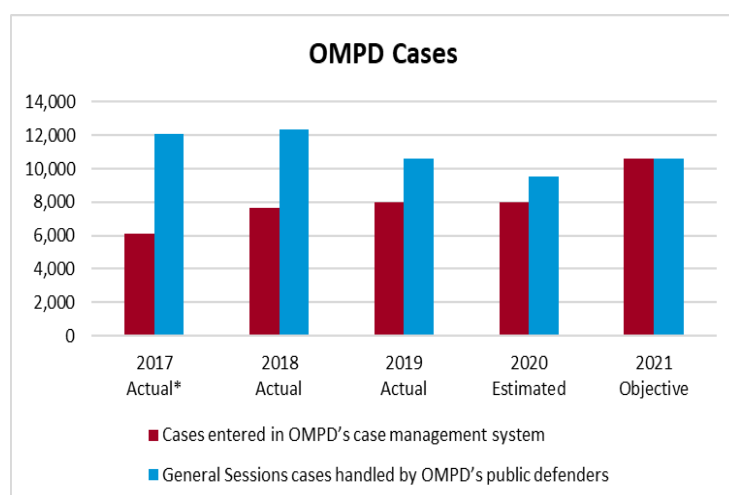
The Chief Municipal Public Defender oversees the staff, both legal and administrative, that provide legal counsel to indigent defendants charged in the City and County of Denver. The OMPD's clients are Denver's most vulnerable citizens. An estimated 77 percent of the office's clients are homeless, at risk of homelessness, or in jail at the time of the representation. The OMPD provides representation in the areas of arraignments, appeals, and trials through litigation of ordinance violations, traffic violations, and Denver's specialty court dockets for substance abuse, mental illness, homelessness, and human trafficking.

Strategies

Provide effective legal counsel for individuals who cannot afford an attorney by employing ethical, compassionate, trained, prepared, and experienced public defenders and administrative staff who serve and assist clients both in and out of custody.

Ensure clients are aware of their rights and receive excellent customer service by providing competent and accessible staff to assist them while navigating the Denver court system.

Performance and Program Highlights



OMPD represents clients from their arraignment (first appearance) through trial, sentencing and appeal. While during the height of COVID there was an immediate decrease of case filings, as the year 2020 has continued there has been a return to the number of filings seen in former years.

2020 marks the launch for OMPD of a new Case Management System [CMS] designed to both digitize case records for the office and institute stronger metrics and reporting capabilities. Reporting of future metrics will give the City of Denver much clearer numbers as to race, homelessness, types of case, and case outcome. The goal for 2021 is that all OMPD cases will exist in CMS and will not require manual entry.

COVID- 19 Overview & Statement

COVID-19 closed the physical offices of the Municipal Public Defender in March of 2020. Courts closed and the entire staff began working from home, almost overnight. While arrests were reduced, they did not stop. One courtroom remained open and quickly needed to become virtual. Clients, both in and out of custody and demand for services continued. The pandemic resulted in an increased demand for services. Trials may have been on hold, but clients were still in jail and hoping for release. The jail had become a COVID-19 hot spot. Clients in custody were concerned about whether warrants would be issued and the status of their case. Cases were moved multiple times by the court and each time a case was continued it generated additional phone calls, emails, and attempts to find and inform clients.

COVID-19 Mitigation Strategies

OMPD transferred all office phones to staff cell phones. Both anxious clients and non-clients called for court and case information. Attorneys worked diligently to stay in touch with any clients that had access to phones or computers. Client meetings became phone or virtual meetings. All attorneys and staff continued to work from home and move cases forward. In May, as the City allowed, OMPD began a reduced in-person presence at our City and County Building (CCB) offices in order to assist more clients.

Defendants were still in jail or being put in jail. The Courts quickly moved from in-person to virtual. One Court was held daily (7 days a week - virtually) for new arrests and to attempt to release clients from jail. By May, every court was held virtually. Jury resumed in-person trials and OMPD adapted and assisted in every step.

COVID-19 Performance & Program Highlights

Both administrative staff and attorneys moved to work from home seamlessly. They shared “how to” amongst themselves, trained each other and continued communication. The Office quickly converted to an online case management system because paper files were not feasible.

Attorneys filed motions to grant bond reductions and motions for early release on every client in the jail for the safety of clients and to reduce the jail population. Attorneys kept in continued contact with any client that had the ability to stay in touch. Attorneys and staff worked hard to locate clients that had sheltered in place. Attorneys continued to prepare cases for trial and settle any case where a client desired.

Administrative staff continued to virtually serve the public and support the attorneys to litigate the cases. When it became clear that COVID-19 was the new reality, new systems were developed to assist defendants in applying and communicating with the office. Since the courts have reopened virtually, much time is spent assisting clients in the virtual appearances. There has been a significant rise in applications for representation by the office as both the “catch up” from the slower periods and the increase in the filing of cases to normal levels. Safety for both client and staff has been and will continue to be paramount.

Budget Detail

Office of Municipal Public Defender (0521000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	1,565,823	1,541,053	2,016,045	474,992	30.8%
Services and Supplies	475,669	932,845	555,847	(376,998)	(40.4%)
Capital Equipment	4,275	3,660	0	(3,660)	(100.0%)
Internal Services and Misc.	10,746	8,424	8,424	0	0.0%
Restricted Budget	0	125,758	0	(125,758)	(100.0%)
Expenditures by Type Total	2,056,513	2,611,740	2,580,316	(31,424)	(1.2%)
Expenditures by Activity					
Administration	2,056,513	2,611,740	2,580,316	(31,424)	(1.2%)
Other Program Funding Sources					
Grants					
Defense Counsel First Appearance Grant Program	137,669	106,000	0	(106,000)	(100.0%)
Denver's Front Door to Procedural Justice	0	30,500	90,537	60,037	196.8%
Total	137,669	136,500	90,537	(45,963)	(33.7%)
Total Program Expenditures	2,194,182	2,748,240	2,670,853	(77,387)	(2.8%)
Personnel Complement (Budgeted)					
Administration	17.50	17.60	17.75	0.15	0.0%
Total Personnel Complement	17.50	17.60	17.75	0.15	0.0%
Revenue					
Miscellaneous Other	227	0	0	0	0.0%
Furlough Savings			(51,353)		
Vacancy Savings			(45,957)		

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-Year Savings

Due to the COVID-19 impact on the economy in 2020, OMPD implemented \$125,758 in mid-year reductions, including the following savings:

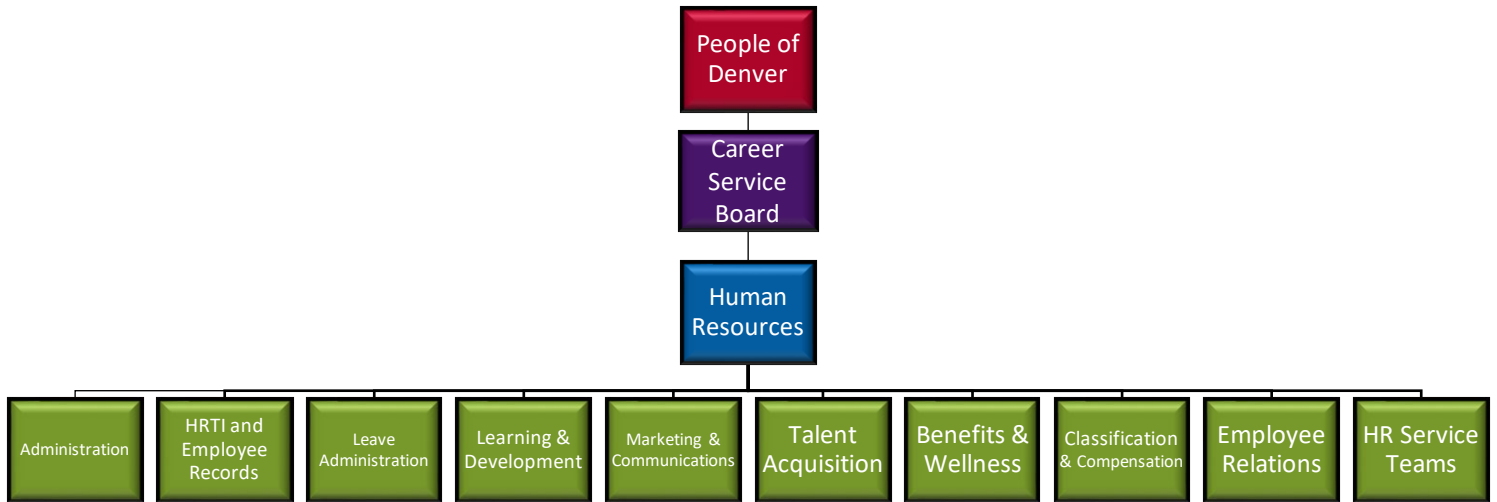
- \$50,006 in personnel services, achieved by requiring staff to take eight unpaid furlough days.
- \$75,752 in services and supplies, achieved by eliminating discretionary spending on travel and training and by decreasing various professional services contracts for contract attorneys.

Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line.

<u>Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agencywide		
· An increase in personnel services for pay equity and job classification changes for Public Defenders. Increases were based on a review of job duties for attorneys both within and outside of the City and County of Denver.	0.00	332,200
· An increase in personnel services due to a mid-year 2020 upgrade of a Public Defender I position to a Deputy Public Defender Supervisor.	0.00	120,000
· An increase in personnel services to reflect the actual hours being worked by a part-time Public Defender.	0.15	13,000
· A decrease in services and supplies due to the expiration of one-time professional service dollars to implement a new case management system in 2020.	0.00	(350,000)
· A decrease in services and supplies due to the expiration of one-time professional service dollars to support courtroom coverage.	0.00	(97,400)
· A decrease in services and supplies due to the expiration of one-time professional service dollars provided to support a grant funded Social Worker and Peer Navigator positions.	0.00	(5,400)
· A decrease in capital equipment due to the expiration of one-time dollars for laptops for new grant-funded Social Worker and Peer Navigator positions.	0.00	(3,700)

The budgeted furlough savings is \$51,353

The budgeted vacancy savings is \$45,957.



Mission

To attract, develop, and retain an engaged and high performing workforce that delivers on Denver's vision.

Department Summary

The Office of Human Resources (OHR) is the central Human Resources (HR) department for the City and County of Denver, serving all agencies with human capital programs and initiatives designed to attract, develop, and retain talent for a sustainable City to serve Denver's residents. The agency is responsible for overseeing Career Service employees across all city agencies as well as providing benefits, wellness, compensation, learning, inclusion and diversity, and technology tools, programs, initiatives, and services that benefit all employees of the City. OHR, with agency leadership involvement, advances the human capital strategies, which are designed to support the City's overall business objectives and provide a framework for future workforce growth and sustainability. OHR is an independent agency and reports to the Career Service Board (CSB).

For more information, please visit the Office of Human Resources website at <http://www.denvergov.org/content/denvergov/en/office-of-human-resources.html>.

Services

OHR Administration provides the leadership for human resources strategy, governance, policy development and direction for the establishment of citywide and agency strategies, goals, objectives, metrics, and measurements of success. This section is also responsible for the agency's financial management, purchasing, and contract management.

Inclusion and Diversity (I&D) responsibility is shared by all OHR sections. Equity is an important component and is built into all OHR programs, initiatives, marketing, advertising and processes. All sections within OHR partner with the Human Rights and Community Partnerships (HRCPP) agency and the Mayor's Office of Social Equity and Innovation to implement equity and social justice initiatives, education, policies and practices.

HR Service Teams partner with agency leaders to influence and drive talent strategies that generate business value. The teams consult on a wide range of matters from compliance and dispute resolution to workforce planning and leadership development. They collaborate with stakeholders to plan and implement solutions that are aligned to the varied business goals and unique challenges of each agency. The Service Teams partner with agencies to help elevate the work of agency businesses to a higher level of excellence in service, leadership and performance.

Talent Acquisition (TA) provides full lifecycle recruitment services including sourcing, selecting, hiring, and onboarding for all position types and job levels including executive, technical, administrative, seasonal, and other specialized job classifications (except uniformed, civil service positions). TA oversees diversity recruitment programs, job advertising, employment branding, screening, pre-employment assessments, as well as guiding leaders on interviewing and selection.

Classification and Compensation designs, implements, and administers compensation strategies, policies, processes, and programs to ensure a merit- and market-based compensation plan as well as compliance with federal, state, and local regulations. The division oversees the classification and pay plan for all titles and pay ranges (excluding sworn/civil service, appointed charter officers, and elected charter officers).

Benefits and Wellness oversees the strategies, design, development, and implementation of city-sponsored health, disability, life, and spending account benefits programs for all job positions. The wellness team designs, oversees, and implements wellness strategies and plans to educate employees about the value of wellness to improve the overall well-being of city employees while also helping to control medical costs.

Leave Administration oversees the administration and coordination of leave requests under the Family Medical Leave Act of 1993 (FMLA) and the Colorado Family Care Act (FCA). Additionally, the OHR City ADA Coordinators manage Title I of Americans with Disabilities Act (ADA) by overseeing the administration of these benefits, advising employees regarding their rights and ensuring front-line managers are educated and trained in handling and responding to ADA requests in the workplace.

Learning and Development drives the City's culture and values by providing relevant learning experiences to enhance engagement and performance. The division equips the city workforce with accessible and innovative learning experiences to advance an inclusive and sustainable city. The Learning and Development team provides instructional design, consulting, and facilitation skills to augment an extensive online library of learning resources through on-line learning. Given the new environment, Learning and Development is transitioning to a virtual learning environment.

HR Technology, Innovation and Employee Records manages the Human Resources Information System and its related development, provides business analytics, coordinates all HR systems support and technology acquisition, provides project management assistance for agency initiatives, and leads the continual innovation and process improvement efforts for the agency. The team also stores and maintains citywide employee records and personnel actions, including the processing of unemployment claims with payroll input. The Human Resources Services Center (HRSC) is part of this team that provides technical support for all HR related actions and activities.

Marketing and Communications provides marketing, advertising and communication services, both internally to employees and externally to the media and public, to market the City's talent employment brand. This includes regular citywide employee communications, marketing materials, advertising campaigns, public relations, programs and events as well as requests filed under the Colorado Open Records Act (CORA). Marketing and Communications, along with HR Systems and Innovation, oversees the City's biennial Employee Engagement Survey development, processes, marketing, communications, and reporting, as well as action planning based upon the results of the survey.

Strategies

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

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

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

To address the challenges of the COVID-19 pandemic in Colorado, OHR will continue to provide programs, services and support to city agencies and employees during this unprecedented time. Areas of support include regular ongoing communications with employees, new processes and procedures for hiring, compensation, benefits, learning and support to our internal clients and our workforce regardless of where they work – at home, in the office, or a combination of both. OHR will continue to develop innovative programs, initiatives, processes and systems in the new workplace environment to ensure employee productivity and delivery of the highest quality services and programs to support a sustainable city in the midst of an ongoing pandemic.

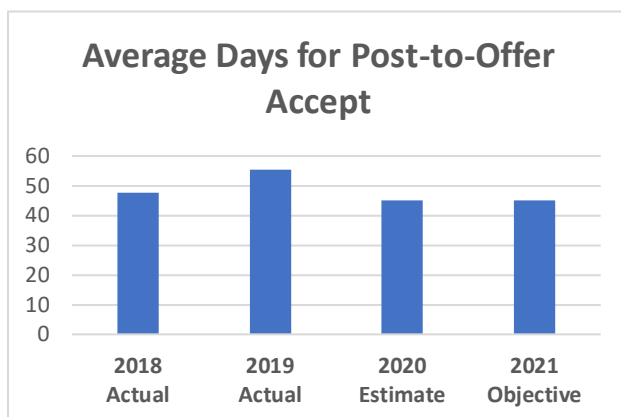
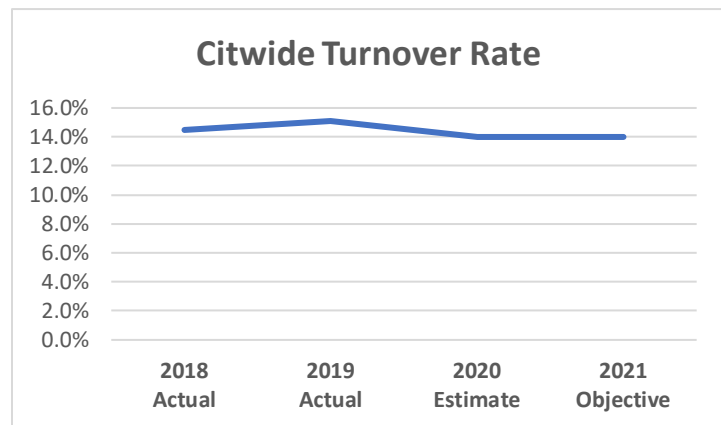
Performance and Program Highlights



The Office of Human Resources has developed a Talent Acquisition marketing and branding strategy designed to attract top talent by emphasizing the appeal of working for a progressive city and making a difference in the work that employees perform in serving Denver residents. “Be a Part of the City That You Love.” is an ongoing advertising campaign and brand that has been developed to increase the number of applications from quality candidates in a highly competitive workforce market. The City intends to extend the campaign effort by developing a research-based diversity strategy that will attract mid-management applicants among people

of color. The key messaging and creative execution are based on qualitative and quantitative research to reveal the overall perceptions among the African American and Hispanic communities about Denver as one of the region’s top employers.

The **Turnover Rate** is the ratio of the number of workers that were replaced annually to the average number of workers. For comparison, the Bureau of Labor Statistics reported 19.5% total turnover for state and local governments in 2019 ¹. The goal for 2021 is to keep citywide turnover below 14%.



Post-to-Offer-Accept is the time from when a job is posted until the candidate accepts the offer. This includes screening by the recruiter, submitting the qualified applicants to the department, the department doing their agency review, interviews, then making the offer. The time frame ends when the candidate accepts the offer of employment. The goal for 2021 is to keep this time at or below 45 days.

¹ Bureau of Labor Statistics: *Annual total separations rates by industry and region, not seasonally adjusted.*

<https://www.bls.gov/news.release/jolts.t16.htm>

2020 Covid-19 Overview & Statement

The Office of Human Resources is responsible for the city workforce response to the pandemic in active coordination and involvement with the City's Office of Emergency Management Emergency Operations Center. The agency supports leaders and employees as the City continues to navigate the people aspect of this challenging and unprecedented time.

OHR's mission remains intact, and programs and delivery on that mission have expanded and been redirected to new areas of support in 2020 and 2021 due to the pandemic. For example, OHR continues to recruit the best talent for the City, utilizing social media to attract talent and quickly onboard employees in a virtual environment. The Agency continues to develop city employees and leaders with key offerings that will provide for a sustainable workforce for the future. OHR now relies more on web-based programming and learning, utilizing virtual connections with city leaders and the workforce as most employees are working from home. The agency also must maintain services and support for those working in the office, in the field and working from home, as HR line staff continue to partner with and support agency leaders and employees in a mix of virtual and at-the-office environment. The impact of the pandemic has increased innovation, consolidation and a re-imagining of how to develop and deliver HR services and support as well as respond to the pandemic crisis. That said, some program goals have been delayed or modified due to changes in priorities brought on by the pandemic. OHR's strategy for 2021 will be refocused to align with the city's recovery goals and our workforce needs.

COVID-19 Mitigation Strategies

OHR recognizes the need to be flexible and adaptable to the new way of working caused by the pandemic. Most of the agency staff are working from home, and the agency continues to deliver high quality support in a virtual environment using collaboration video platforms. To mitigate the effect of the pandemic with employees working from home, OHR redesigned learning programs to be delivered virtually on video platforms instead of in physical classrooms, resulting in an opportunity to engage more employees in training.

OHR realigned work to oversee the requirements of the workforce response to COVID-19 such as increasing communications to the city workforce to ensure safety, providing regularly updated Q&A's and other key COVID-19 information for employees and leaders. OHR's leave team communicated and managed the COVID-19 CARES Act and FFCRA federal leave benefits available to employees and consulted with leaders and employees.

OHR is also addressing the city challenges of returning to the workplace and continued working from home and actively participating in the city's Joint Information Communications Center, the Emergency Operations Response Center, the Long-Term Recovery Committee and Return to the Workplace committees. OHR has worked in partnership with the Office of Emergency Management and the General Services Department to develop and implement policies and procedures to facilitate employees returning to the workplace, as needed, and to ensure safe work environments for everyone. OHR also actively collaborates with other city and county HR professionals across the U.S. to better understand their COVID-19 response and recovery plans and challenges, solicit ideas and innovations, and share Denver's work in this area.

For 2021, OHR will focus on strategies for continuing COVID-19 response and recovery as well as examining HR programs, communications, benefits and compensation initiatives and processes through an equity lens, working in partnership with the Mayor's Office of Social Equity and Innovation. OHR will also continue to transition programs and offerings to a virtual environment and reexamine processes and procedures to streamline or remove if necessary. Additionally, OHR staff will remain in regular contact with employees and leaders to ensure we are focusing on the most important areas of service delivery and meeting their needs.

Budget Detail

Office of Human Resources (0601000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	14,230,733	14,654,959	11,822,915	(2,832,044)	(19.3%)
Services and Supplies	2,031,704	2,031,130	1,752,885	(278,245)	(13.7%)
Capital Equipment	10,465	2,989	0	(2,989)	(100.0%)
Internal Services and Misc.	32,304	(41,900)	32,400	74,300	(177.3%)
Restricted Budget	0	1,488,247	0	(1,488,247)	(100.0%)
Expenditures by Type Total	16,305,206	18,135,425	13,608,200	(4,527,225)	(25.0%)
Expenditures by Activity					
Administration	878,480	823,870	581,397	(242,473)	(29.4%)
Communications	902,843	978,215	759,435	(218,780)	(22.4%)
Learning & Development	1,169,557	1,417,001	1,121,299	(295,702)	(20.9%)
Talent Acquisition	2,969,723	3,176,751	2,752,893	(423,858)	(13.3%)
Compensation/Benefits	1,361,968	1,558,901	1,495,454	(63,447)	(4.1%)
Emp Relations/Records	1,870,149	2,064,479	1,837,782	(226,697)	(11.0%)
Classification and Compensation	1,248,855	1,398,875	1,248,533	(150,342)	(10.7%)
OHR ER and Leave Team	1,431,333	0	1,280,531	1,280,531	0.0%
DIA Service Group	1,079,952	1,409,744	0	(1,409,744)	(100.0%)
DHS Service Group	1,286,294	1,484,713	0	(1,484,713)	(100.0%)
HR Service Teams	773,529	3,822,875	2,530,876	(1,291,999)	(33.8%)
Parks & Rec Service Group	616,077	0	0	0	0.0%
GS/OED/Clerk Service Grp	235,655	0	0	0	0.0%
Finance/TS/Excise Ser Grp	480,342	1	0	(1)	(100.0%)
Hearing Office	449	0	0	0	0.0%
Expenditures by Activity Total	16,305,206	18,135,425	13,608,200	(4,527,225)	(25.0%)
Other Program Funding Sources					
Grants					
Advancing Breastfeeding in Colorado	0	2,000	0	(2,000)	(100.0%)
General Government SRF					
Alternative Transportation	1,295,767	1,800,000	2,160,000	360,000	20.0%
Career Service Training	85,685	125,000	45,000	(80,000)	(64.0%)
City Team Week	31,746	0	57,313	57,313	0.0%
Education Refund Program	152,889	300,000	58,000	(242,000)	(80.7%)
Internal Billings and Reimbursements	0	0	2,937,561	2,937,561	0.0%
Total	1,566,086	2,225,000	5,257,874	3,032,874	136.3%
Other Program Funding Sources Total	1,566,086	2,227,000	5,257,874	3,030,874	136.1%
Total Program Expenditures	17,871,292	20,362,425	18,866,074	(1,496,351)	(7.3%)

Office of Human Resources (0601000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Personnel Complement (Budgeted)					
Administration	6.00	3.00	3.00	0.00	0.0%
Classification and Compensation	9.00	9.00	9.00	0.00	0.0%
Communications	3.00	3.00	4.00	1.00	33.3%
Compensation/Benefits	7.00	7.00	7.00	0.00	0.0%
Emp Relations/Records	14.00	14.00	13.00	(1.00)	(7.1%)
Learning & Development	10.00	10.00	8.00	(2.00)	(20.0%)
OHR ER and Leave Team	7.00	0.00	11.00	11.00	0.0%
Talent Acquisition	28.00	29.00	24.00	(5.00)	(17.2%)
DHS Service Group	12.00	13.00	0.00	(13.00)	(100.0%)
DIA Service Group	11.00	13.00	0.00	(13.00)	(100.0%)
Finance/TS/Excise Ser Grp	4.00	0.00	0.00	0.00	0.0%
GS/OED/Clerk Service Grp	5.00	0.00	0.00	0.00	0.0%
HR Service Teams	7.00	31.00	18.00	(13.00)	(41.9%)
Parks & Rec Service Group	5.00	0.00	0.00	0.00	0.0%
Personnel Complement (Budgeted) Total	128.00	132.00	97.00	(35.00)	(26.5%)
Other Program Funds FTE					
General Government SRF					
Internal Billings and Reimbursements	0.00	0.00	25.00	25.00	0.0%
Total Personnel Complement	128.00	132.00	122.00	(10.00)	(7.6%)
Revenue					
Charges for Services	2,363,916	2,398,527	0	(2,398,527)	(100.0%)
Miscellaneous Other	45,118	306,248	16,248	(290,000)	(94.7%)
Revenue Total	2,409,034	2,704,775	16,248	(2,688,527)	(99.4%)
Furlough Savings			(307,459)		
Vacancy Savings			(476,109)		

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-year Reductions

Like all city agencies, the economic impacts of the pandemic have impacted the Office of Human Resources. The Office of Human Resources objectives were to reduce spending, where possible, without impacting services or safety of Denver residents.

Due to the impact of COVID-19 on the economy in 2020, the Office of the Office of Human Resources has implemented \$1,488,247 in mid-year reductions, including the following savings:

- \$948,654 in personnel services, primarily achieved by not filling vacant positions and furlough savings.

- \$539,593 in services and supplies achieved by reducing discretionary spending on travel, training, and office supplies.

Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line. The Department resubmitted some of these budget reductions again for 2021 in addition to other reductions described in the Significant Budget Changes section below.

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
<u>Agencywide</u>		
• A decrease in services and supplies for reductions achieved by eliminating discretionary spending on travel and training and by decreasing various professional services contracts.	0.00	(769,500)
• A decrease in services and supplies due to a one-time budget encumbrance that rolled from 2019 to 2020.	0.00	(149,000)
• A decrease in capital equipment due to one-time purchases in 2020.	0.00	(3,000)
<u>Talent Acquisition</u>		
• A decrease in personnel services to freeze one Recruiter, two Associate Recruiters, two HR Technicians, and one Recruiting Manager. The responsibilities of these positions will be absorbed by existing staff.	(6.00)	(571,900)
<u>Communications</u>		
• An increase in services and supplies due to restoring a one-time 2020 reduction for contract costs.	0.00	50,000
<u>Employee Relations/Records</u>		
• A decrease in personnel services to freeze one Applications Support Administrator position. The responsibilities of these positions will be absorbed by existing staff.	(1.00)	(100,100)
• An increase in services and supplies due to restoring a one-time temporary reduction in professional services in 2020 to conduct the biennial employee engagement survey.	0.00	50,000
<u>ER and Leave Team</u>		
• An increase in personnel services due to transferring one HR Business Partner from the DEN Service Team to ER and Leave Team.	1.00	119,000
<u>Service Teams</u>		
• A net decrease in personnel services due to transferring DHS Service Groups to a new Internal Billings and Reimbursements General Government SRF. These positions are offset with billing revenue from DHS.	(13.00)	(1,446,600)
• A net decrease in personnel services due to transferring DEN Service Groups to a new Internal Billings and Reimbursements General Government SRF. These positions are offset with billing revenue from DEN.	(12.00)	(1,420,400)
• A decrease in personnel services to freeze one HR Manager and one Employee Relations Specialist positions on the HR Service Teams. The responsibilities of these positions will be absorbed by existing staff.	(2.00)	(321,700)
• A decrease in personnel services to freeze one Administrator III position. The responsibilities of these positions will be absorbed by existing staff.	(1.00)	(127,200)
• A net decrease in personnel services due to transferring out one HR Business Partner from the DEN Service Team to ER and Leave Team.	(1.00)	(119,000)
<u>Revenue</u>		
• A revenue decrease due to moving positions that provide services to DEN and DHS to the new Internal Billings and Reimbursements SRF, which will now receive the revenue from those agencies for services.	0.00	(2,398,500)
<u>Special Revenue Funds</u>		
• A net increase in personnel services due to transferring DHS and DEN Service Groups to a new Internal Billings and Reimbursements General Government SRF. These positions are offset with billing revenue from DHS and DEN.	25.00	2,867,000

2021 Impact Description

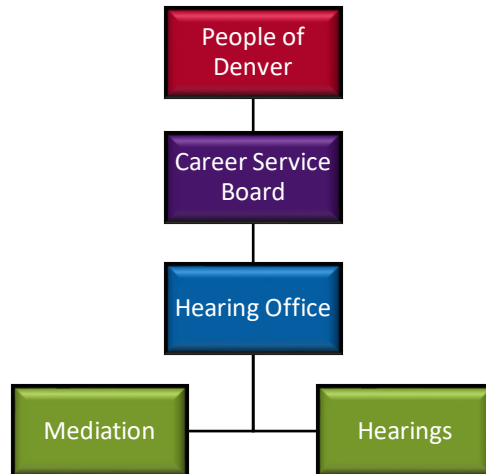
	<u>FTEs</u>	<u>Dollars</u>
• An increase in services and supplies due to temporarily suspending the City Spirit program in 2020. OHR hopes to continue this tradition during 2021.	0.00	57,300
• A decrease in Special Revenue Funds due to temporarily suspending the City's Education Reimbursement Program.	0.00	(242,000)
• A decrease in Special Revenue Funds due to suspending the general fund transfer to Career Service Training SRF that supports some Learning and Development training programs.	0.00	(80,000)
• A decrease in Special Revenue Funds achieved by suspending the City's Education Reimbursement program.	0.00	(242,000)

Grants

• A decrease in supplies and services due to the one-time Advancing Breastfeeding in Colorado grant ending.	0.00	(2,000)
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The budgeted vacancy savings is \$476,109.

The budgeted furlough savings is \$307,459.



Mission

To provide Career Service employees and agencies a fair, neutral, and efficient process for employee appeals, and to administer free, prompt, neutral, and confidential mediation services for employment disputes between City employees and their agencies.

Agency Summary

The Career Service Hearing Office (CSHO) is an independent agency of the City and County of Denver and is the administrative forum for employee appeals from agency actions as set forth in Career Service Rule 19 and 20. The CSHO reports directly to the Career Service Board and reviews appeals of actions by appointing authorities. The CSHO also coordinates mediation conducted by private mediators to resolve workplace disputes between city employees at all levels. Finally, the Hearing Office offers shared hearing services for other city agencies.

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

Services

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

Inter-Agency Hearings - The CSHO offers hearing services to other City Agencies who are interested in using its Hearing Room and neutral and independent Hearing Officers. The Hearing Office currently conducts hearings for the Department of Excise and Licenses and Denver Parks and Recreation.

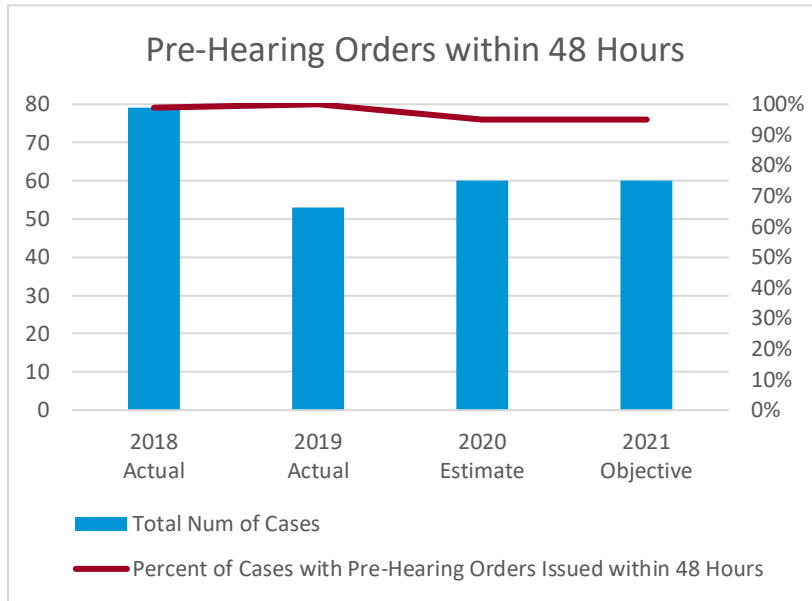
Mediations - The CSHO also administers the City's Workplace Mediation Program, which provides city employees and agencies with free mediation for employment disputes using an independent, nonprofit mediation organization. Mediation permits employees at all levels to resolve workplace disputes before they escalate. The Mediation program improves trust and productivity in the workplace and promotes a respectful environment for all employees.

Strategies

Engage with other agencies who conduct administrative hearings in the City and County of Denver to make them aware of the hearing room, recording equipment, and available resources. Conduct shared-service hearings for other agencies.

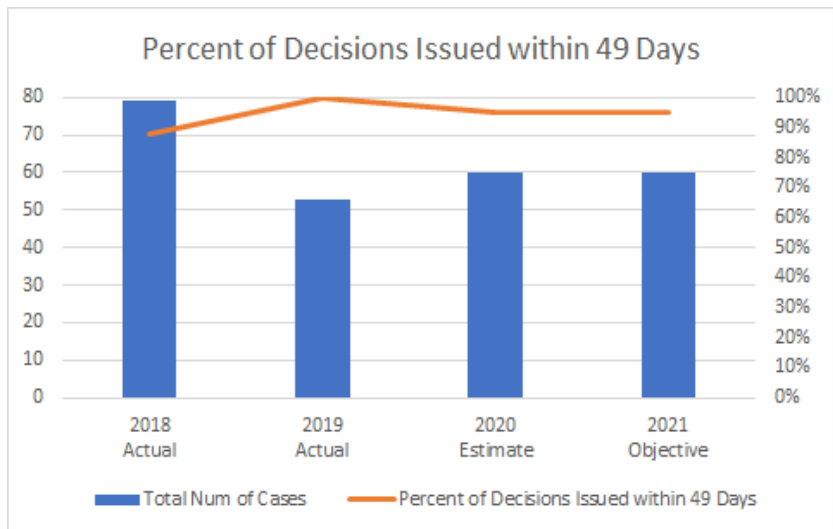
Consult with the Career Service Board on issues arising from the rules as observed in appeals that could be addressed with future training, rule changes, or other action.

Performance and Program Highlights



The Hearing Office goal is to have **pre-hearing orders issued within two business days** to reduce delays in hearing appeals.

The Hearing Office goal is to issue decisions within 49 days and as seen in the graph, the Percent of Decisions Issued within 49 Days is consistently above 90%. Additionally, their goal is to **set hearings no more than 77 calendar days after the Pre-hearing Order issues**. CSR § 19-41.A.2 and 20-41.A.2. CSHO mission is to provide Career Service employees and agencies a fair, neutral, and efficient process for employee appeals, and to administer free, prompt, neutral, and confidential mediation services for employment disputes between all City employees and their agencies. CSHO has met this goal 100% of the time since 2015 so no data is shown.



Budget Detail

Hearing Office (0603000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	541,149	564,907	610,898	45,991	8.1%
Services and Supplies	2,231	19,467	19,467	0	0.0%
Internal Services and Misc.	2,214	2,592	2,592	0	0.0%
Restricted Budget	0	63,529	0	(63,529)	(100.0%)
Expenditures by Type Total	545,595	650,495	632,957	(17,538)	(2.7%)
Expenditures by Activity					
Administration	545,595	650,495	632,957	(17,538)	(2.7%)
Total Program Expenditures	545,595	650,495	632,957	(17,538)	(2.7%)
Personnel Complement (Budgeted)					
Administration	4.00	4.00	4.00	0.00	0.0%
Total Personnel Complement	4.00	4.00	4.00	0.00	0.0%
Furlough Savings			(15,085)		

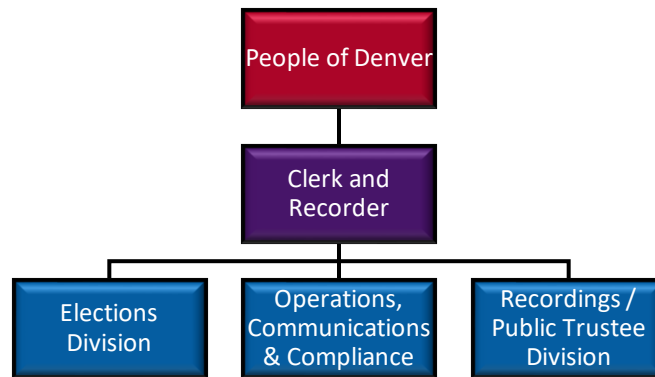
Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-year Reductions

Due to the COVID-19 impact on the economy in 2020, the Hearings Office implemented \$63,500 in mid-year reductions, primarily achieved through not filling a vacant Paralegal position and taking mandatory furlough days. These savings were sequestered within the 2020 appropriation and were restored to the 2021 budget.

There are no significant budget changes in 2021.

The budgeted furlough savings in 2021 is \$15,085.



Mission

To provide customer-friendly processes that are efficient and transparent, records that are easy to access, and elections that are accurate, secure, and convenient for voters.

Agency Summary

By City Charter, Denver's Office of the Clerk and Recorder is comprised of the City Clerk, County Recorder, Public Trustee and Chief Elections Official. The work of the office is divided as follows:

The **Office of the Clerk and Recorder** is entrusted with the following:

- Recording land and marriage documents and making them available to the public
- Issuing marriage and civil union licenses per state law
- Administering the state's foreclosure process for Denver County
- Oversight of the city's laws concerning registration of city lobbyists, campaign finance, and financial and gift disclosures
- Maintenance of legislative records, city contracts, agency rules and regulations, oaths of office, and other municipal records
- Conducting Denver's elections in a fair, accurate, accessible, secure, transparent and efficient manner; educating and encouraging the public to participate in the voting process; and maintaining accurate voter registration and election records.

The Office of the Clerk and Recorder continues to prioritize innovation in every aspect of its services to deliver convenient, efficient services to the public. For more information, visit the Office of the Clerk and Recorder's websites at www.DenverClerkAndRecorder.org and www.DenverVotes.org.

Services

The Office of the Clerk and Recorder operates with a staff of approximately 90.5 full time equivalents including the Deputy Clerk and Recorder and on-call staff. During an election cycle, the Elections Division hires additional, temporary staff as election judges.

Recording and Public Trustee Division

Recording and Marriages – Recording services are critical to complete the transfer of title to real estate in the City and County of Denver. Recording services help maintain the integrity of land records by showing proof of land ownership. The team records documents affecting title to real property in the City and County of Denver.

County clerks and recorders issue marriage licenses according to Colorado law and under the rights guaranteed by the 14th Amendment of the U.S. Constitution.

Public Trustee – The Office of the Public Trustee holds title to a property in trust for the borrowers of loans that are secured by that property. The Office also administers foreclosures according to the law and sells homes at auction when necessary.

The Office of the Public Trustee executes releases of deeds of trust, which are necessary to complete the chain of property ownership and establish the existence of liens in the public record.

The Office of the Public Trustee provides information to homeowners, lenders, lien holders, title companies, and the general public regarding the foreclosure process and releases of deeds of trust. Providing this information reduces filing errors, improves efficiency and transparency of process, and notifies homeowners of their rights during foreclosure, which can help homeowners stay in their homes.

Support Operations

Legislation, Policy, Compliance, and City Clerk – The Legislation, Policy, and Compliance team leads the Office's government relations activities, including serving as the legislative liaison to the Denver City Council and the Colorado General Assembly.

The team coordinates with the City Attorney's Office for the Office's legal, policy, and compliance needs. The team administers the city's campaign finance laws, registration of lobbyists, and coordinates the disclosure of ethics, gifts, and financial information. The City Clerk/Records team in this group maintains legislative records, city contracts, agency rules and regulations, oaths of office, and other municipal records. This team ensures public records are preserved and available online or in person for public inspection. Finally, the team responds to all Colorado Open Records Act (CORA) requests that the Office receives from the public.

Communications and Engagement – The Communications and Engagement team's mission is to build the brand of the Office of Clerk and Recorder, internally and externally. The team creates external communications and engagement materials, manages social media platforms, develops internal communications tools to help develop shared brand identity, edits and produces the annual report and other reports as needed, serves as the Office's media and public information contact, coordinates elections communications, and manages the Office's websites. The engagement team educates and engages Denver residents regarding voter education, foreclosure prevention, marriage licenses and document recording.

Accounting, Technology, and Administration – The Accounting, Technology, and Administration staff provide support to all teams in the Office to coordinate service delivery, elevate customer experience, support budget, operational and technology needs, and promote greater access to information.

Elections Division

Elections Administration is responsible for budget and fiscal operations management, program management, ballot access coordination, records and reference material coordination, facility coordination, training coordination, continuity of operation and contingency planning, and administrative and operative support for the Division. The Elections Administration Department also manages the Denver Works for Democracy Election Judge Program and the Denver Civic Engagement Opportunity Student Election Judge Program. Elections Administration oversees the recruitment, hiring, on-boarding, placement, payroll, and off-boarding processes of 350 – 2,000 temporary election workers annually.

Elections Operations provides field and logistical support, ballot production, voting site management, election supplies coordination, voting system management, system administration, address library maintenance, geospatial analysis and management, internal election management systems, and logistical field support. Operations is also responsible for the preparation of standard and customized reports and maps, canvass coordination, and tabulation and compilation of election results.

Voter Services is responsible for voter registration management, petition management, correspondence coordination, Statewide Voter Registration System (SCORE) coordination, voting process coordination, training content coordination and management, constituent relations and analytics, and customer relations coordination.

Strategic Planning develops, manages, and supports applications, including BallotTRACE™ and eSign (first-in-the-nation mobile petition signing application). The team also provides program management, and data architecture and analytics.

Strategies

Improving customer experience in a socially-distanced reality

Expanding options for doing business in a global health pandemic, including eRecording and other on-line services, and increasing mail and drop-box options. Using technology to pilot innovations for marriage license appointments, maintaining access to marriage and recording services for limited English-speaking individuals and internet challenged populations, and connecting with customers by phone and email.

Promoting efficiency, transparency, and accessibility of public records and policy

Leverage technology to provide the public, political candidates, and campaigns with a fully transparent campaign finance reporting tool and website. Refer a Charter amendment to Denver voters in 2021 addressing timing problems in Denver's municipal election calendar. Continually improve ease of access to public records through digitization, indexing, and preservation work, as well as consolidation and improvement of physical storage facilities for long-term preservation.

Spreading the word and engaging residents

Build and maintain internal and external partnerships to inform and engage the public about elections, foreclosure, and other office functions.

Improving the ways we do business

Continue to elevate support services and technology solutions to enhance customer service and promote operational efficiencies.

Maintaining Public Confidence as a Recognized Leader in the Electoral Process

Continuous process improvement and enhancing the voting experience with voter-centric service delivery.

Performance and Program Highlights

Innovations in Elections

The Elections Division was proud to be honored in 2019 with four national awards for best professional practices in Election Administration, including the Democracy Award, Freedom Award, Eagles Award, and the Independence Award, from the National Association of Election Officials. The awards recognized the Elections Division for the mobile voting application pilot during the Municipal Election cycle in 2019, data visualization tools for daily returns and election night reporting, and the accessible sample ballot to enhance access for voters with disabilities.

Enhancements to BallotTRACE™

The Elections Division launched an enhanced version of BallotTRACE™, the award-winning ballot tracking and communications tool that enables voters to receive notifications about the status of their ballots. The new version is cloud-based to provide real-time notifications to voters as ballots are processed, both in the office and through U.S. Postal System equipment. The new version is also more accessible, mobile-friendly, and easier for voters to use. The Elections Division plans to enhance notifications when voters' ballots are accepted for counting to include a digital "I Voted" sticker and enable voters to post their stickers to their social media feeds.

The screenshot shows the BallotTRACE website interface. At the top, there's a blue header with the Denver logo and 'BallotTRACE' text, along with a 'Log In' link. Below the header, there are language options for 'English' and 'Español'. The main content area features the 'BALLOT TRACE' logo with the tagline 'Tracking, Reporting And Communication Engine'. A descriptive sentence states: 'BallotTRACE provides Denver County voters with just-in-time notifications on the status of your ballot for all Denver County elections.' Below this is a 'VOTER LOOK UP' section with a form. The form includes fields for 'First Name', 'Last Name', 'House Number', 'Zip Code', and 'Birth Year'. Each field has a placeholder text indicating what to enter. There are 'Look Up' and 'Reset' buttons at the bottom right of the form. A footer at the bottom of the page mentions '© 2020 City and County of Denver'.

Additional Drop-Box and Vote Center Locations

The Elections Division added four new 24-hour drop-box locations in 2020, including on the Auraria campus, outside the Emily Griffith Technical College, at the Athmar Recreation Center, and at Windsor Gardens. The Elections Division now offers 38 24-hour drop-box locations for voters to drop off their ballots. The Elections Division added new in-person voting locations for the 2020 Presidential Election, for a total of 35 voter service and polling centers. This is six more than the 29 vote centers open in the 2018 General Election, and 11 more than in the 2016 Presidential Election.

Investments in Equipment to Enhance Voter Experience and Ballot Processing

In 2020, the Elections Division invested in additional equipment to enhance the voter experience, including ballot printers to reduce wait time and meet the high in-person turnout expected in the 2020 Presidential Election, and iPads for voter service and polling centers to function as self-service voter registration kiosks. Voters are now able to update their voter registration quickly and efficiently, increasing throughput at Denver vote centers and further reducing wait times.

In a measure to increase capacity and enable the Elections Division to process mail ballots faster and more efficiently, the Elections Division purchased high-speed ballot scanning equipment to ensure ballots can be tabulated promptly and meet state deadlines, particularly with longer and multi-card ballots. Additionally, the Elections Division has upgraded and enhanced its ballot sorting equipment to increase capacity when verifying signatures on ballots.

Innovations in City Clerk and Compliance

Paperless, Online Forms

Elected and appointed officials submit certain reports on finances and gifts they receive throughout each year. Lobbyists are required to submit bi-monthly reports, and in previous years these reports were handwritten and often difficult to read. Each report is a public-facing document. In 2019, the Office improved upon a 2018 web-based reporting solution by further increasing the accessibility of online forms and successfully deploying a new Disclosure of City Item report mandated by a change in law. The Office expanded its use of the web-based platform for to include several campaign finance forms. These

forms helped implement procedural requirements for the Fair Election Fund. The new forms boosted efficiencies in compliance by adding automatic notifications to filers, delivery receipts, and stronger data collection capabilities.

Sunshine Project – Transparency in Contributions to City Officials

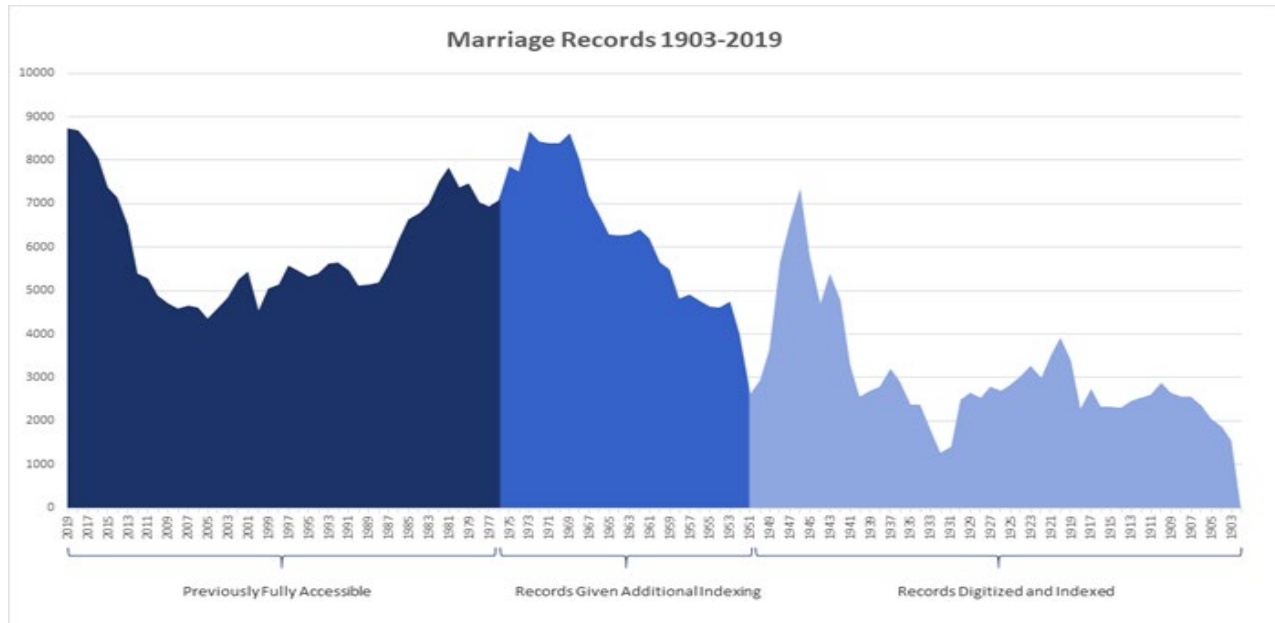
With the implementation of a new campaign finance reporting application, coupled with the online submission of lobbyist reports and financial disclosures, the Legislation, Policy, and Compliance Department will work on a new website in 2021 to better connect financial disclosure information and present it in an easy manner for the public.

Auditing Campaign Finance Reports

In 2021, the Legislation, Policy, and Compliance Department plans to begin proactively auditing campaign finance reports for compliance with the Denver Revised Municipal Code instead of waiting for citizen complaints.

Records Digitization and Preservation

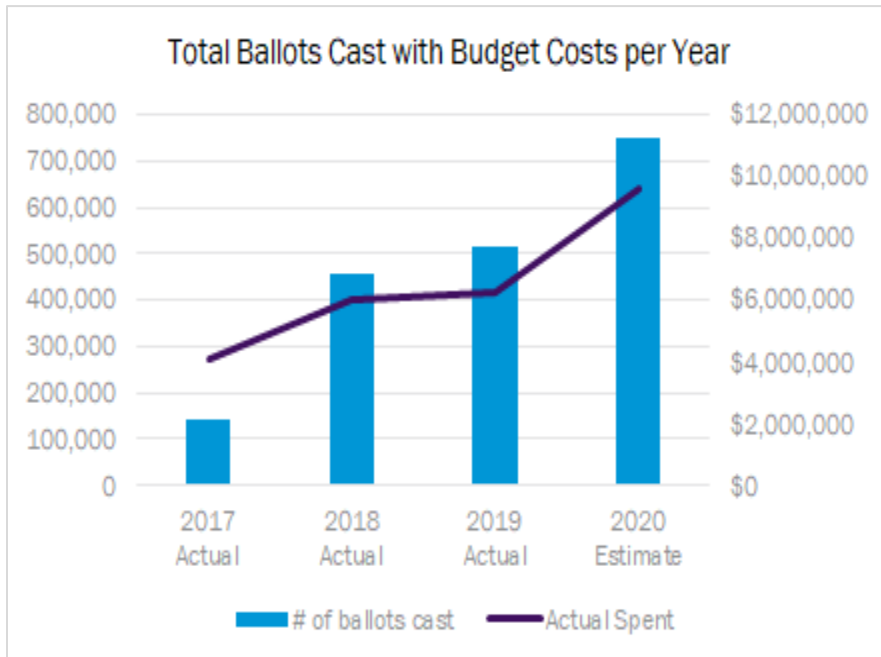
The Office continued its modernization work to preserve and improve access to the city's historic records. In 2019, the Office made more than 11.9 million public records available online to the public, dating back to 1859. Another important milestone was reached in 2019 with the completion of digitization efforts for marriage licenses. All marriage licenses in the Office's records collection are now searchable online, by name, back to 1903. The complete collection of military discharge records dating back to World War II has also been completely indexed, providing an important service for historians, veterans and their families. The first 60 years of the city's ordinances, laws, and code have been captured for the first time and are now to users.



Investments in Operations and Fiscal Accountability

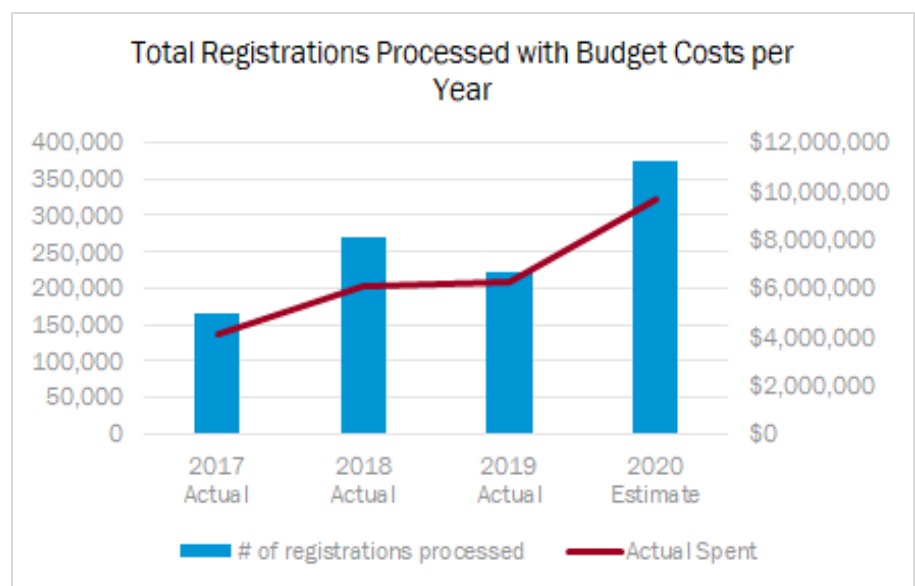
The Office completed a comprehensive Policies and Procedures Manual for Public Trustee, Recording and Marriages, and City Clerk operations. The manual provides step-by-step instructions to ensure consistency in practices for workflow processes. The accounting team developed a comprehensive dashboard displaying agency revenues, expenses, and other financial data to quickly track fiscal information. The dashboard provides an easier way to track data from the city's main financial reporting system and create more granular datasets to analyze business operations.

Performance Metrics

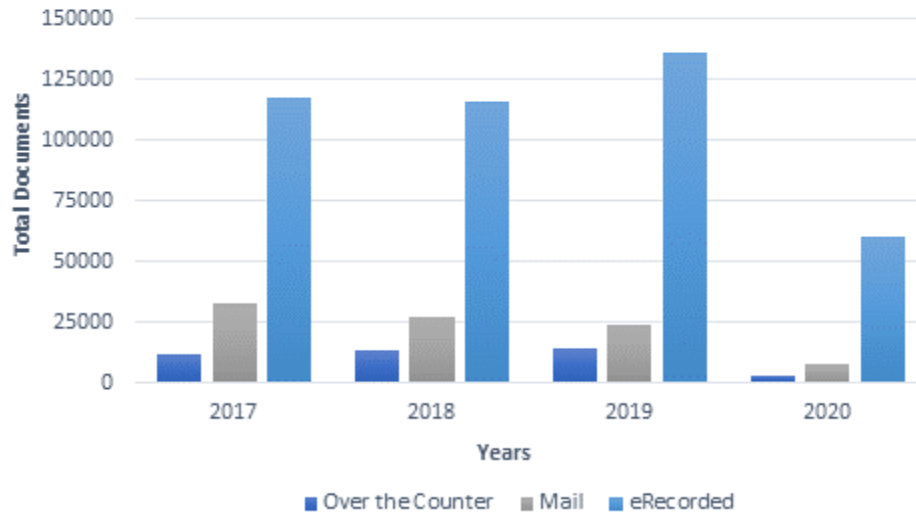


Ballots Cast by Year is a key metric driving variable budget costs for the Elections Division. Election years with more elections, including three city-wide elections in 2019, and three again in 2020, have higher costs because of the cost of printing and processing more ballots. Additionally, federal election years in which voter turnout is higher also have higher election administration costs. Voter participation rates continue to increase under the new vote-at-home model, and the Elections Division expects to see as many as 800,000 ballots cast in 2020, including 233,613 cast in the Presidential Primary. With an expected three-card ballot in the November 2020 presidential election, the Elections Division could process as many as 1.6 million total ballot cards in 2020.

Registrations Processed by Year is another key indicator of how budget dollars are spent. As Denver's population has grown, the total number of voter registrations processed each year has increased. Colorado implemented automatic voter registration beginning in 2018, with address updates automatically applied to voters' registration through Department of Motor Vehicle transactions. In April 2020, the state moved to automatic registration for all transactions at the Department of Motor Vehicle, which is anticipated to significantly impact the number of voter registrations processed moving forward.



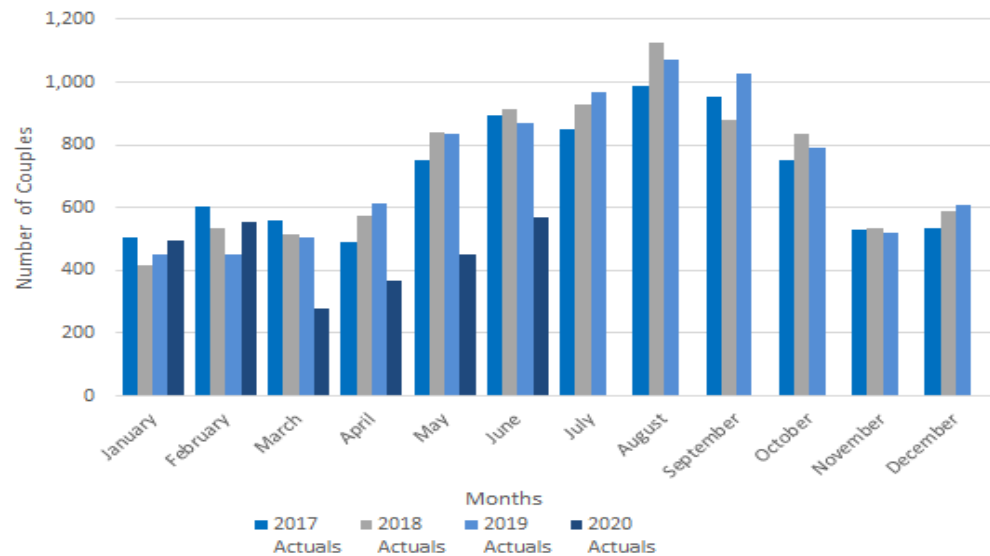
Methods Used to Submit Documents

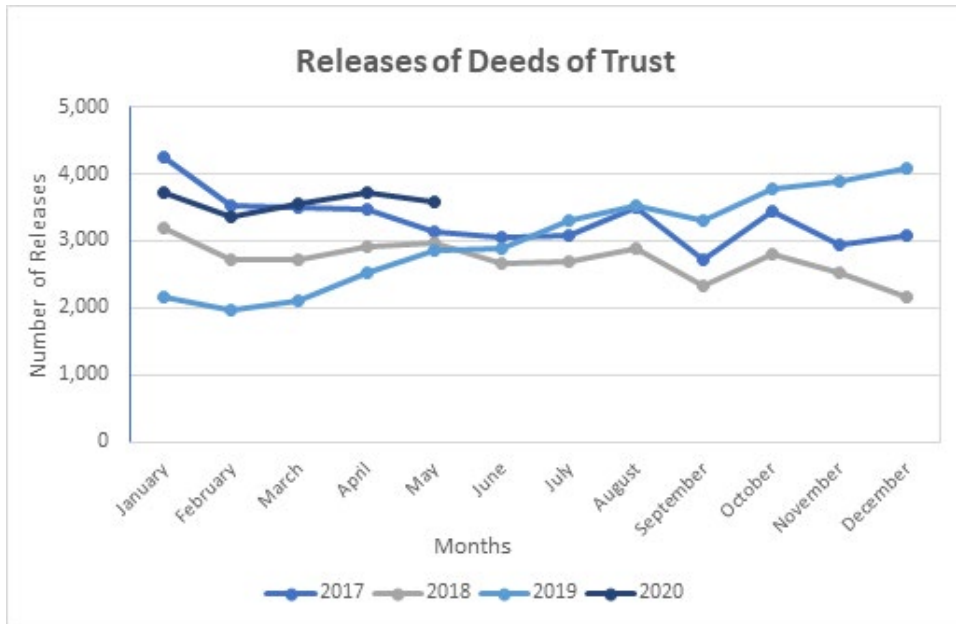


Document recordings, marriage licenses, and civil union licenses: In 2019, the team recorded more than 174,700 documents, and 78% of recorded documents were submitted and processed electronically. The Recording and Marriages team issued more than 8,700 marriage licenses in 2019, of which, 47% were completed online.

For all recording and marriage services, the average transaction time was 8-9 minutes in 2019. In addition to in-person customer service, the team interacts year-round with thousands of people through phone and email assistance. Due to stay-at-home orders issued in 2020 during the COVID-19 pandemic, the Office is anticipating an increase in demand for marriage and recording services for the latter portion of 2020 and throughout 2021.

Marriages and Civil Unions





Public Trustee Office: In 2019, the Public Trustee administered 581 foreclosures and processed almost 35,500 releases of Deeds of Trust.

2020 COVID-19 Overview and Statement

Before the COVID-19 crisis, the Office was already working toward goals of expanding access to the ballot box, preserving and digitizing city records, and ensuring a fair process for those experiencing foreclosure. Following the pandemic-related stay at home orders, staff and leadership turned their attention to ensuring the Clerk and Recorder's Office remained as accessible as possible, including using technology to reduce the need for in-person office visits. Further COVID-19-related adaptations on behalf of the Office include a pivot to scheduled appointments for recordings and marriages, practicing physical distancing in city offices, installing safety shields at public facing counters, providing masks and gloves for staff, and diligent use of hand sanitizers and disinfectant solutions.

COVID-19 and Recordings, Public Trustee, Accounting, Technology and Administration

The pandemic caused a temporary cessation of in-person recording and marriage services from mid-March to mid-June 2020. At the end of March 2020, statewide suspension of in-person requirements for marriage licenses allowed the Office to employ a paper-based remote marriage process to ensure continuity of marriage license operations during the Denver stay-at-home and safer-at-home orders. Hundreds of couples received licenses without a visit to the office from April through June 2020.

To expedite marriages and recordings, a dedicated drop box was installed to provide customers with a secure, contact-free way to submit documents for recording. The use of eRecording, as well as the drop box and U.S. Postal Service, helped maintain continuity of operations for recordings. There were no backlogs in recordings during the stay-at-home and safer-at-home orders.

The Public Trustee added dedicated phone access for customers to speak with staff members who continued to work on-site, under alternating work schedules, to file documents related to foreclosures and releases of deeds of trust. For all operations, the Office continued to conduct business Monday through Friday, 8:00 am -5:00 pm with staff reporting to the Wellington E. Webb building as well as working at home.

The Office has resumed in-person marriage and recording services by appointment only as of July 1, 2020, but with physical distancing and cleaning protocols in place. The Office continues to rise to the challenge under COVID-19 to provide exemplary customer service for recordings, marriages, city clerk, and public trustee functions.

COVID-19 and Policy, Compliance, and City Clerk

During the pandemic, the Policy and Compliance Department absorbed the City Clerk team and began cross-training employees so that the department could continue to function with minimal staff in 2021. The department may be able to forgo a long-planned expansion of the Campaign Finance Team if this is implemented correctly. While COVID-19 did delay a solicitation for a new reporting application, the successful implementation of the application in 2021 will eliminate manual processes and may reduce the need for additional personnel in the future. Additionally, the department is going to work during the 2021 legislative session to attempt to secure legislation that will reduce agency costs and possibly increase reimbursements to the agency.

The City Clerk team added dedicated phone access to respond to questions and records requests with staff also working on-site under alternating work schedules. For 2020 and 2021, the work will continue to ensure that residents and researchers can access important records online, from the comfort and safety of home. With more people than ever facing stay-at-home and safer-at-home orders due to COVID-19, online access to records is vital to the legal, business, and personal needs of the public.

COVID-19 and Communications and Engagement

In 2019, the department implemented a new full-service Communications and Engagement team, with the stated goals of increasing voter participation and educating the public on the office's vital government functions. The team was originally tasked with face-to-face engagement activities within and throughout Denver's neighborhoods. However, when the pandemic effectively canceled in-person events in the spring of 2020, the team quickly turned to technology and innovated to bring the Office's story and services to the residents of Denver. In June 2020, the Clerk and Recorder held its first virtual voter townhall, on the topic of voting during the pandemic. Throughout 2019 and into 2020, the team has connected with Denver's residents through social media messaging and timely website content.

The Office will continue to promote safe and secure methods for the public to conduct business online or via drop box, mail, and eRecording options.

COVID-19 and Elections

Under Colorado's nationally recognized voting model, the Denver Elections Division was well-positioned to administer the June 2020 State Primary election despite the pandemic. The division maintained in-office staff presence to process daily voter registration and ensure mail ballots were timely delivered. Additionally, the division partnered with other city agencies, including Parks and Recreation, Technology Services, and the Denver Police Department to open 13 in-person voting sites. To mitigate the need for in-person voting services, the Elections Division mailed postcards to every registered voter in Denver, reminding them to ensure their mailing address was current. And to continue the Denver Elections Division dedication for voter-centric service delivery, in the brief window between the March Presidential Primary and the June State Primary Election, the division developed, deployed, trained, and communicated a new service delivery option: curbside ballot pick-up. This new service option at all of drive-through ballot drop-off locations enabled voters to get a replacement ballot without having to go inside a vote center. Denver saw record voter turnout in the June State Primary, with over 50 percent of active voters participating. Only 1 percent voted in person, and more than 620 voters used curbside ballot pick-up service.

The Elections Division intends to replicate this model for the November 2020 General Election, opening 36 in-person vote centers with 19 curbside replacement ballot pick-up locations, including the Pepsi Center and McNichols Civic Center Building. The division is also partnering with Denver Public Schools to open voting sites inside seven geographically dispersed schools to ensure additional physical space for voters requiring in-person voting services.

COVID-19 Performance and Program Highlights

During the first several weeks of the pandemic, the Office purchased masks, gloves, hand sanitizers, and disinfectant solutions until the city later centralized purchases of these items. The Office of the Clerk and Recorder has not received funding for COVID-19 response efforts for recordings, Public Trustee, or City Clerk; however, they have submitted documentation to the City for FEMA reimbursement for the drop box, masks, gloves, disinfectants, and sanitizers.

Additionally, the Elections Division has submitted documentation to the Secretary of State for CARES Act reimbursements totaling \$251,864.35 for election judge COVID pay stipends, the printing and mailing costs of the voter engagement postcard, and the costs of masks, PPE, and portable plexiglass shields for the June State Primary.

Budget Detail

Clerk and Recorder (0702000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	2,044,515	2,356,329	3,706,085	1,349,756	57.3%
Services and Supplies	366,042	560,620	573,800	13,180	2.4%
Capital Equipment	35,177	18,300	5,000	(13,300)	(72.7%)
Internal Services and Misc.	270	14,490	8,240	(6,250)	(43.1%)
Restricted Budget	0	484,330	0	(484,330)	(100.0%)
Expenditures by Type Total	2,446,003	3,434,069	4,293,125	859,056	25.0%
Expenditures by Activity					
Administration	1,297,613	1,764,472	2,058,048	293,576	16.6%
Recording	583,943	563,023	699,239	136,216	24.2%
Office of the Public Trustee	260,026	255,390	364,024	108,634	42.5%
Office of the City Clerk	295,031	339,426	275,852	(63,574)	(18.7%)
Records Management	3,530	10,000	5,000	(5,000)	(50.0%)
Communications	5,859	20,000	364,459	344,459	1,722.3%
Civic Engagement Team	0	481,758	496,503	14,745	3.1%
Policy & Compliance	0	0	30,000	30,000	0.0%
Expenditures by Activity Total	2,446,003	3,434,069	4,293,125	859,056	25.0%
Other Program Funding Sources					
Grants					
Electronic Recording Technology Program	200,000	0	0	0	0.0%
General Government SRF					
Electronic Filing Technology	175,884	85,000	85,000	0	0.0%
Other Program Funding Sources Total	375,884	85,000	85,000	0	0.0%
Total Program Expenditures	2,821,887	3,519,069	4,378,125	859,056	24.4%

Personnel Complement (Budgeted)

Administration	13.50	13.50	14.50	1.00	7.4%
Civic Engagement Team	0.00	5.00	5.00	0.00	0.0%
Office of the City Clerk	4.00	4.00	3.00	(1.00)	(25.0%)
Office of the Public Trustee	4.00	3.00	4.00	1.00	33.3%

Clerk and Recorder (0702000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Recording	8.00	8.00	9.00	1.00	12.5%
Communications	0.00	0.00	3.00	3.00	0.0%
Personnel Complement (Budgeted) Total	29.50	33.50	38.50	5.00	14.9%
Total Personnel Complement	29.50	33.50	38.50	5.00	14.9%
Revenue					
Charges for Services	6,972,439	6,922,000	7,133,000	211,000	3.0%
Miscellaneous Other	3,127	167,000	2,000	(165,000)	(98.8%)
Revenue Total	6,975,566	7,089,000	7,135,000	46,000	0.6%
Vacancy Savings			(123,885)		
Furlough Savings			(91,155)		

Election Division (0701000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	3,556,933	5,079,649	3,240,923	(1,838,726)	(36.2%)
Services and Supplies	2,264,145	4,423,631	2,182,200	(2,241,431)	(50.7%)
Capital Equipment	491,903	25,650	0	(25,650)	(100.0%)
Internal Services and Misc.	10,044	10,648	10,667	19	0.2%
Restricted Budget	0	101,017	0	(101,017)	(100.0%)
Expenditures by Type Total	6,323,025	9,640,595	5,433,790	(4,206,805)	(43.6%)
Expenditures by Activity					
Administration	4,944,917	5,366,147	2,804,226	(2,561,921)	(47.7%)
Voter Records	338,113	2,798,934	1,302,796	(1,496,138)	(53.5%)
Operations	1,039,995	1,475,514	1,326,768	(148,746)	(10.1%)
Expenditures by Activity Total	6,323,025	9,640,595	5,433,790	(4,206,805)	(43.6%)
Other Program Funding Sources					
General Government SRF					
Elections Equipment and Technology SRF	0	1,200,000	306,000	(894,000)	(74.5%)
Fair Elections	0	2,000,000	2,090,320	90,320	4.5%
Total	0	3,200,000	2,396,320	(803,680)	(25.1%)
Total Program Expenditures	6,323,025	12,840,595	7,830,110	(5,010,485)	(39.0%)
Personnel Complement (Budgeted)					
Administration	38.39	77.00	39.00	(38.00)	(49.4%)
Operations	8.00	9.00	8.00	(1.00)	(11.1%)
Voter Records	6.00	4.00	4.00	0.00	0.0%
Personnel Complement (Budgeted) Total	52.39	90.00	51.00	(39.00)	(43.3%)

Election Division (0701000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Other Program Funds FTE					
General Government SRF					
Fair Elections	0.00	0.00	2.00	2.00	0.0%
Total Personnel Complement	52.39	90.00	53.00	(37.00)	(41.1%)
Revenue					
Fines and Forfeits	9,145	0	0	0	0.0%
Charges for Services	529,922	1,688,764	351,000	(1,337,764)	(79.2%)
Revenue Total	539,067	1,688,764	351,000	(1,337,764)	(79.2%)
Furlough Savings			(58,643)		
Vacancy Savings			(79,424)		

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-year Reductions

Like all city agencies, the economic impacts of the pandemic have impacted the Clerk and Recorder. The Clerk and Recorder objectives were to reduce spending, where possible, without impacting services or safety of Denver residents.

Due to the impact of COVID-19 on the economy in 2020, the Clerk and Recorder implemented \$484,330 in mid-year reductions, including the following savings:

- \$406,111 in personnel services, primarily achieved by not filling vacant administrative positions and furlough savings.
- \$78,219 in services and supplies achieved by reducing discretionary spending on travel, training, and office supplies.

Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line. The Department resubmitted some of these budget reductions again for 2021 in addition to other reductions described in the Significant Budget Changes section below.

2021 Impact Description	FTEs	Dollars
Division of Clerk & Recorder		
• An increase in personnel services due to the transfer in of a Director, Marketing and Communications Manager, Manager, Administrator III and a Marketing and Communications Professional II from the Elections Division.	6.00	780,400
• A decrease in personnel services due to the transfer out of the Elections Director to the Elections Division.	(1.00)	(186,300)

2021 Impact Description**Election Division**

	FTEs	Dollars
• A net decrease in personnel services for on-calls, primarily for election judges, to support the 2020 municipal and presidential elections. In addition to \$368,000 tied to the 33 FTE count, there were additional dollars for on-calls budgeted for the 2020 Presidential Election cycle.	(33.00)	(1,130,000)
• A decrease in personnel services due to the transfer out of a Director, Marketing and Communications Manager, Manager, Administrator III and a Marketing and Communications Professional II to the Division of the Clerk and Recorder.	(6.00)	(780,400)
• A decrease in personnel services due to the transfer out of an Administrative Assistant IV position to the Fair Elections special revenue fund.	(1.00)	(72,500)
• A temporary decrease in services and supplies to account for a 2021 single election year, compared to the 2020 Presidential Election year.	0.00	(1,420,000)
• A decrease in services and supplies due to one-time purchases for the 2020 elections, including leases and rentals for voting sites, equipment, and storage; supplies and training for agency staff and elections judges; contracts for voter outreach and education; and for additional voting sites.	0.00	(426,400)
• A decrease in services and supplies due to one-time purchases to support ballot printing and ballot issue notices for 2020 elections.	0.00	(400,000)
• A net decrease in internal services to reallocate budget toward communication needs in 2020.	0.00	(29,400)

Revenue

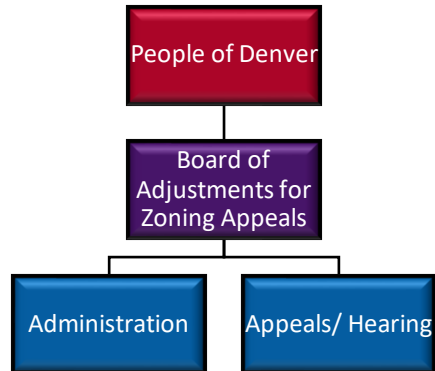
• A revenue increase in the Division of the Clerk for recorder fees, public-trustee releases, and state documentary fees revenue.	0.00	211,000
• A revenue decrease in the Elections Division due to a one-time reimbursement in 2020 from the State Omnibus Election Bill.	0.00	(1,337,800)

Special Revenue Funds

• An increase in personnel services due to the addition of an Administrative Assistant IV position to support the Fair Elections special revenue fund.	1.00	85,900
• An increase in personnel services due to the transfer in of an Administrative Assistant IV upgraded to an Administrative I position to the Fair Elections special revenue fund.	1.00	72,500
• A decrease in Special Revenue Funds for one-time equipment purchases and leases, voting sites and storage to support Elections and for the 2020 Election cycle. The Elections Equipment and Technology SRF was created as part of the 2020 budget process to finance purchasing and leasing equipment.	0.00	(894,000)

The Budgeted vacancy savings is \$203,309.

The Budgeted furlough savings is \$149,798.



Mission

To provide Denver citizens with fair, timely, and efficient access to the zoning appeals process established by the Charter and the Zoning Code of the City and County of Denver.

Agency Summary

The Board of Adjustment for Zoning Appeals (BOAZ) is an independent agency that hears appeals regarding permit denials and cease and desist orders issued by the Department of Community Planning and Development (CPD) related to zoning issues. BOAZ is also responsible for the administrative review of zoning decisions and the granting of Zoning Permits with Special Exception review. BOAZ is comprised of five regular members and two alternate members, all of whom are appointed by the Mayor. A full-time staff supports and conducts daily operations for the Board.

For more information visit the Board of Adjustment for Zoning Appeals at <https://www.denvergov.org/content/denvergov/en/board-of-adjustment-for-zoning.html>.

Services

Administrative Services supports Board Hearings, conducts the daily operations of the agency, and provides technical and administrative expertise for citizens, board members, and other stakeholders in the Board process. Administrative service includes case management, partnering with city agencies, notifying the public of decisions, and reviewing zoning codes.

Zoning Appeals and Hearings aims to provide reasonable relief from the technical requirements of the zoning code upon demonstration that the applicant meets requirements for relief, such as hardship, etc., allowing citizens to develop and use their property in the most consistent and efficient manner possible.

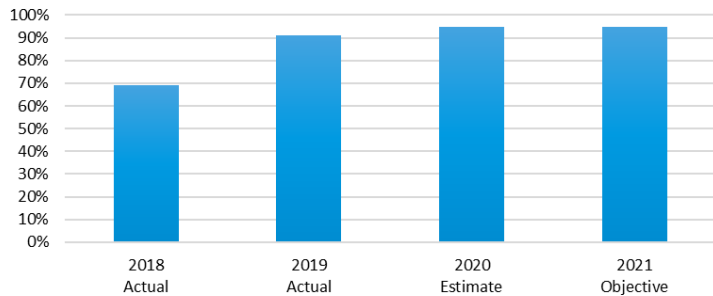
Strategies

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

- Strive to provide notice of filing within 7 days 90 percent of the time via email notification for all concerned parties to allow as much time as possible for Registered Neighborhood Organizations (RNO) and city agencies to seek information and provide input prior to hearing dates.
- Provide notice by e-mail to RNOs, City Council members and staff, and CPD staff in order to ensure timely responses with trackable information. Additionally, by providing notice by email, all interested parties will have contact information for any other contacted parties.
- Provide electronic notice to 100 percent of stakeholders involved (applicants, tenants, and hearing attendees). Utilizing electronic communication saves on office expenses such as paper, envelopes, and stamps, and will provide a digital trail of all communication to and from the office.
- Provide an option for virtual attendance to help promote social distancing and to protect public health. Although physical attendance in the hearing room is still permitted, appellants and members of the public will have the option to attend their hearing through electronic means.

Performance and Program Highlights

Notice Sent out within 7 Days of Filing, % of Filings



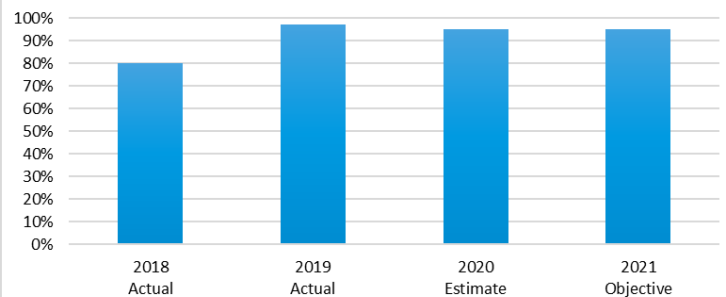
Notices Sent Out Within 7 Days of Filing

By promptly sending out notice of a case being filed with our office, BOAZ will provide as much time as possible to appellants and the Registered Neighborhood Organizations to meet and discuss upcoming appeals. Additionally, this will provide the City with time to begin the process of preparing their documents and allows the appeals process to proceed in a timely manner.

Drawing and Case Review Within 15 Business Days

Performing a full review of the submitted drawings and information from appellants and the City within three weeks or 15 business days will allow the department to note any complications, errors, or amendments prior to the hearing. This will allow the department to fix any problems before a case goes in front of the Board, rather than discovering problems and complications too late and delaying the process.

Drawing and Case Review within 15 Workdays Days, % of Cases



Final Decisions Written Within 3 Days of Hearing

Ensuring that final decisions from the Board are prepared and sent out within 3 days of the hearing will allow appellants to proceed with their projects the same week they appear in front of the Board. The objective is to meet this goal 100 percent of the time, and the Board has done so since 2018.

Findings of Fact Prepared Within 14 Business Days of Hearing

Preparing the legal findings for Board approval within 14 days of any decision will provide concerned parties with as much time as possible to understand or appeal any decision from the Board. The objective is to meet this goal 100 percent of the time, and the Board has done so since 2018.

2020 COVID-19 Overview & Statement

The COVID-19 pandemic has significantly impacted how the Board of Adjustment for Zoning operates and serves the public. Beginning on Wednesday, March 18, 2020, the Board's support staff shifted to working remotely. The Board suspended its scheduled public hearings for eight weeks while staff worked with the City Attorney's Office, as well as other city agencies and boards, to strategize how to continue working in a safe and responsible manner. On May 12, 2020, the Board adopted Emergency Rules to allow hearings to proceed with a semi-virtual attendance option whereby some attend virtually and some in person to accommodate individuals who are not comfortable with virtual attendance. Hearings resumed in this fashion on May 19, 2020.

The change to a semi-virtual platform for public hearings requires appellants and members of the public to submit information 24 hours ahead of the hearing instead of bringing new information the day of the hearing for Board members to review. This allows BOAZ staff to scan in case files and send out full copies of exhibits to Board members, City staff, and interested parties ahead of the hearing, thereby ensuring an accurate record and full access to information needed to participate in our hearings.

Covid-19 Mitigation Strategies

The Board of Adjustment for Zoning has pursued several strategies to safely fulfill its mission during the COVID-19 pandemic. As discussed above, BOAZ transitioned to fully remote operations and transitioned hearings to a semi-virtual platform. Usage of the virtual option among Board members and City staff has been 100 percent and 85 percent among appellants. The Board also created a system to allow appellants to file cases remotely, further reducing the need for an in-person presence.

Additionally, BOAZ stopped requiring appellants to pick up signs in person. Now, BOAZ staff drops off public notification signs for appellants to display on their properties while they are already performing weekly site visits. The increase in reimbursable mileage costs is justified by the reduction of in-person public interactions.

Budget Detail

Board of Adjustment - Zoning (0910000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	334,702	343,494	350,379	6,885	2.0%
Services and Supplies	7,579	8,270	8,270	0	0.0%
Capital Equipment	2,150	0	0	0	0.0%
Restricted Budget	0	24,096	0	(24,096)	(100.0%)
Expenditures by Type Total	344,431	375,860	358,649	(17,211)	(4.6%)
Expenditures by Activity					
Administration	297,587	317,055	314,215	(2,840)	(0.9%)
Hearings	46,845	58,805	44,434	(14,371)	(24.4%)
Expenditures by Activity Total	344,431	375,860	358,649	(17,211)	(4.6%)
Total Program Expenditures	344,431	375,860	358,649	(17,211)	(4.6%)
Personnel Complement (Budgeted)					
Administration	3.00	3.00	3.25	0.25	0.0%
Hearings	1.37	1.37	1.12	(0.25)	0.0%
Personnel Complement (Budgeted) Total	4.37	4.37	4.37	0.00	0.0%
Total Personnel Complement	4.37	4.37	4.37	0.00	0.0%
Revenue					
Charges for Services	40,405	26,900	26,900	0	0.0%
Furlough Savings			(8,052)		

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-year Reductions

Due to the impact of COVID-19 on the economy in 2020, the Board of Adjustments for Zoning Appeals implemented \$24,096 in mid-year reductions, including the following savings:

- \$19,596 in personnel services, primarily achieved by requiring staff to take eight unpaid furlough days and reducing budget for on-call Board Alternates.
- \$4,500 in services and supplies achieved by reducing discretionary spending on travel, training, and professional services.

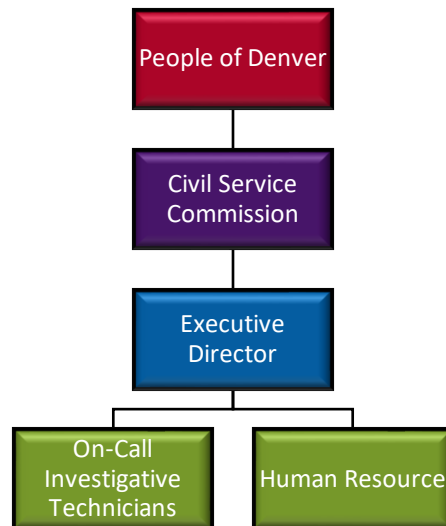
Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line. BOAZ resubmitted some of these budget reductions again for 2021 as described in the Significant Budget Changes section below.

2021 Impact Description

Board of Adjustment for Zoning Appeals

	<u>FTEs</u>	<u>Dollars</u>
• A decrease in personnel services due to a reduction in on-call budget for Board Alternates. Assuming the recent trend in on-call use continues, the Board does not anticipate an impact to operations.	0.00	(3,500)
• A decrease in services and supplies due to a reduction in training, travel, printing supplies, and signage purchases. Based on historical use of these line items, the Board does not anticipate significant impacts to operations.	0.00	(4,500)

The budgeted furlough savings is \$8,052.



Mission

The Commission will adhere to the City Charter, the City's Code of Ethics, and we will endeavor to certify the best qualified candidates for employment and promotions that represent the diversity of the community we serve. This will enable the Commission to not only meet but exceed our responsibilities to the Mayor, City Council, Denver Police, and Fire Departments, respective unions, employee organizations, and the citizens of Denver.

Agency Summary

The Denver Civil Service Commission was established in 1904 as an independent agency overseen by a Board of Commissioners and governed by the City Charter and Commission rules. The Commission is responsible for administering the testing process for entry-level and promotional positions within the Denver Police Department (DPD) and Denver Fire Department (DFD), policy administration, and hearing disciplinary appeals of classified members.

For more information please visit the Civil Service Commission website at <https://www.denvergov.org/content/denvergov/en/civil-service-commission.html>.

Services

By City Charter, the **Administration** of the Civil Service Commission includes examining, screening and certifying applicants for entry-level and promotional appointment to the classified service within the Denver Police and Fire Departments. Further, adopting and enforcing rules related to Charter mandated duties, powers, and responsibilities by conducting investigations into matters involving the enforcement of the Charter and Commission Rules and facilitating hearings involving disciplinary appeals of classified members.

Strategies

Develop promotional tests and direct agency participation in orientation and mentoring programs for applicants seeking entry-level employment for police and fire academy classes, while ensuring legal compliance under the uniformed test guideline.

Support the needs of the Denver Public Safety Cadet program through conducting background checks to ensure the City recruits the highest qualified applicants.

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

Performance and Program Highlights

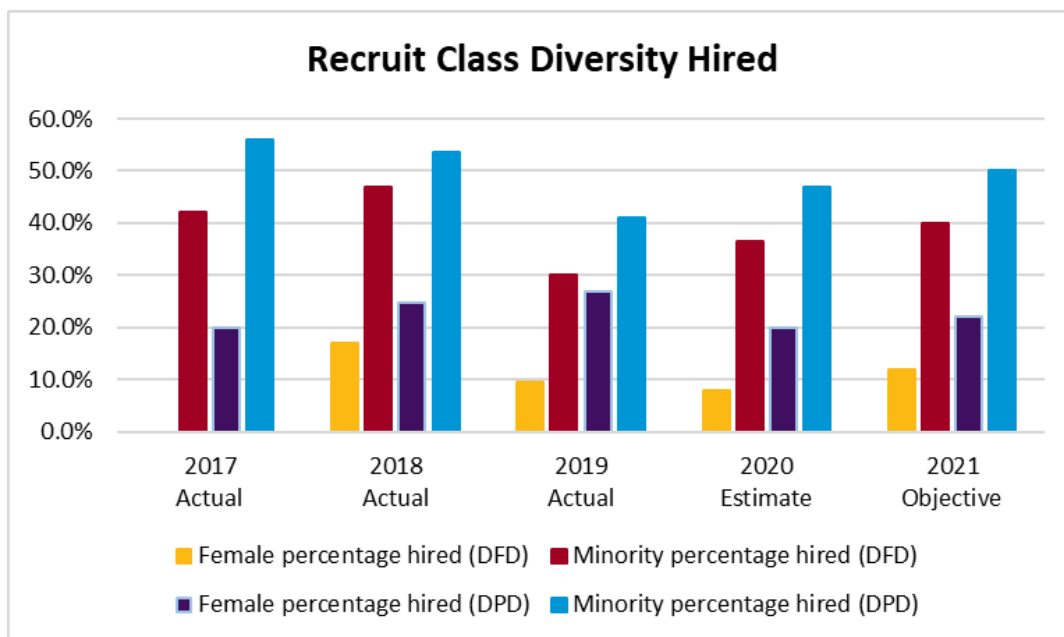
The Denver Fire and Police Department academies through the combined efforts of the Executive Director of Safety, Fire and Police Administration, Fire and Police Recruitment and Civil Service Commission strive to address diversity in academy classes. These collaborative efforts have brought about direct outreach through mentoring/orientation sessions that engage and educate potential applicants about careers in the Denver Fire and Police Departments. While the recent number of applicants who have tested and passed for the Denver Police Department has decreased, academy classes continue to be filled with highly qualified recruits. Many large departments in the United States have not achieved the outcomes that the Denver Police Department has accomplished in filling academy classes. The Denver Fire Department has also had a reduced applicant pool but has been able to address their academy hiring needs. The applicant pool reductions have been impacted in part by the low unemployment rate in Colorado. The strategic outreach by recruiters to educate potential applicants about these public safety careers and not just test individuals to achieve higher testing numbers has also impacted reported performance measures. The continued strategic diversity recruitment efforts require significant time to educate potential applicants about these careers.

The Civil Service Commission works hand in hand with Fire and Police Recruitment to support, engage, and test applicants based on recruitment needs. While we have been successful filling academy classes, those serving within the Denver Fire

and Police Departments are not without risk including one's own life. All hiring is based on the budget approved authorized strength for the Denver Fire and Police Departments.

The Civil Service Commission has supported the efforts of the Denver Fire and Police Departments to further engage and educate a diverse applicant pool through participation in apprentice and volunteer programs. These programs have helped to further support diversity recruitment efforts. Every effort to promote careers in public safety have matured into many formal programs of education and engagement by recruiters to help address diversity and a more qualified applicant being considered for these careers.

The City and County of Denver recognizes the value of promoting careers in the Denver Fire and Police Departments through the Public Safety Cadet program. This youth program provides recent high school graduates from Denver Public Schools, and other metro education programs, to work in the Denver Department of Public Safety and attend college. The City and County of Denver is the only major safety department in Colorado that has such a program. The vast majority of Public Safety Cadets seek careers within the Denver Fire and Police Departments.



COVID-19 has impacted the remaining 2020 academy classes due to schedule delays given social distancing and other health concerns. These 2020 schedule delays will also impact anticipated hiring for the Denver Fire and Police Departments into 2021. These academy delays impact the original budgeted hiring for academy classes which in turn has impacted the overall statistical analysis within the performance measures.

Performance Measures, including budget considerations for 2020 and 2021, have been adjusted to reflect these changes. As the economy improves and health concerns are addressed, the agency is optimistic about the steps it can take to move ahead with recruitment, testing and hiring for academy classes in 2021.

COVID- 19 Overview & Statement

The impact of COVID-19 has significantly altered the operational goals and objectives of the Civil Service Commission to provide opportunities to those seeking careers in the Denver Fire and Police Departments through academy classes. Under normal operations, this agency would be poised to provide candidates for academy classes for the balance of 2020 to the Denver Fire and Police Departments. Given the financial impact of budget reductions, along with the need to safely operate within new social distance guidelines due to COVID-19, this agency has stopped the civilian applicant processing originally planned for academy classes in 2020 and 2021. The Civil Service Commission has also had to cancel testing of applicants in

the lab for academy classes. Recruitment open houses and orientation/mentoring sessions, in which the Civil Service Commission participates with the Denver Fire and Police recruitment teams, were also cancelled for 2020.

Promotional testing scheduled for both Fire and Police has been delayed by four to six months in order to address COVID-19 operational restrictions.

COVID-19 Mitigation Strategies

The Civil Service Commission was in a strong position to address Fire and Police academy needs that were originally planned in the months of May and July 2020, given pre COVID-19 applicant processing. The Civil Service Commission, along with the Fire and Police recruitment teams, have been in contact with applicants via email and phone to remain engaged. The Commission has informed applicants that the agency is working to establish academy classes given the challenges COVID-19 has presented.

The Civil Service Commission, in compliance with social distancing and all other safety guidelines, has completed some entry level testing for Public Safety Cadets, and participants in the Fire Candidate Apprentice Program and Police Applicant Volunteer Experience program. This accounts for less than a dozen applicants; however, is important to keep those engaged and processed for future academy consideration.

The Civil Service Commission will determine future testing needs for applicants with the Denver Fire and Police Departments in the coming months, as well as recruitment engagement programs, following all COVID-19 restrictions and safety measures. The Civil Service Commission testing lab is in a 34-cubicle configuration. Instead of normal full capacity, the number of individuals who can test will be limited and plexiglass dividers have been installed to provide additional safety. This will require more testing sessions to meet demand given these capacity limits now placed on the lab. Candidates will be required to sanitize their test stations as supervised by Civil Service Commission staff to limit any potential staff exposure.

Promotional testing has also been delayed due to continued challenges surrounding COVID-19. The agency has been using virtual meetings for promotional test development and has conducted several testing sessions at the Roslyn facility and the Police Protective Association event center room for the multiple-choice portions of promotional exams to address social distancing. All desks and chairs are sanitized between sessions. The Fire Engineer, Fire Captain, and Police Lieutenant promotional multiple-choice exams were each held on a separate day with only two sessions per day. The assessment portion of the Fire Captain and Police Lieutenant promotional process will be conducted at the Civil Service Commission offices. Typically, candidates are tested by three assessors in each room. Due to COVID-19, the process has been adjusted. One assessor will be on-site in each conference room, socially distanced from candidates, while two assessors will be present virtually. Plexiglass dividers will also be used for separation in these rooms. As always, sessions will be recorded via video cameras. Video will also serve as a backup in the event of any virtual network issues. The Fire Engineer practical exam will be held outside at the academy; candidates will demonstrate their skills on various pieces of equipment and COVID-19 safety measures will be in place.

COVID-19 Performance & Program Highlights

The Civil Service Commission has addressed operational challenges resulting from COVID-19. A reduction in the agency budget has been implemented for 2020 and 2021. Reductions in the Civil Service Commission budget are a direct result of reduced size, delayed, or cancelled Denver Fire and Police academy classes.

The future testing of applicants for the Denver Fire and Police Departments will be coordinated with recruitment and department administration. The Civil Service Commission has operational standards in place to address safety along with plans to expand testing sessions due to lab limitations. The Commission will also work with recruitment to bring back mentoring and scheduled informational events for potential applicants when it is possible to do it safely.

Promotional testing has occurred in July and August using safety protocols. Protocols will continue to be followed and adjusted as City and State directives change.

The Civil Service Commission has no external funding sources outside of the general fund.

COVID-19 communication has been provided to applicants and promotional candidates via email, phone, and messaging through the Workday HR system used by the City and County of Denver, as well as Police and Fire recruiters and Civil Service Commission staff. The Civil Service Commission website also provides communication and updates for those seeking information.

Additionally, the City and County of Denver has utilized Microsoft Teams as a part of the COVID-19 workplace communication system. The Civil Service Commission and leadership from various other agencies and departments have set up virtual Teams meetings to address specific organizational needs, while ensuring the health, welfare and safety of all our employees and guests.

Budget Detail

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Civil Service Commission (1100000)					
Expenditures by Type					
Personnel Services	1,329,596	1,342,346	1,307,528	(34,818)	(2.6%)
Services and Supplies	474,532	477,602	453,000	(24,602)	(5.2%)
Capital Equipment	17,550	0	0	0	0.0%
Internal Services and Misc.	0	3,000	3,000	0	0.0%
Restricted Budget	0	181,701	0	(181,701)	(100.0%)
Expenditures by Type Total	1,821,678	2,004,649	1,763,528	(241,121)	(12.0%)
Expenditures by Activity					
Administration	1,821,678	2,004,649	1,763,528	(241,121)	(12.0%)
Total Program Expenditures	1,821,678	2,004,649	1,763,528	(241,121)	(12.0%)
Personnel Complement (Budgeted)					
Administration	14.50	15.25	15.25	0.00	0.0%
Total Personnel Complement	14.50	15.25	15.25	0.00	0.0%
Furlough Savings			(27,733)		

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-year Reductions

Due to the COVID-19 impact on the economy in 2020, the Civil Service Commission implemented \$181,700 in mid-year reductions, including the following savings:

- \$106,700 in personnel services, primarily achieved by reduced on-call compensation for vendors and requiring staff to take eight unpaid furlough days. This reduction has had little impact on services due to the delayed Denver Fire and Police academies in 2020.
- \$75,000 in services and supplies, achieved through reduced professional services contracts as a result of delayed Denver Fire and Police academies in 2020.

Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line. The Commission resubmitted some of these budget reductions again for 2021 in addition to other reductions described in the Significant Budget Changes section below.

2021 Impact Description**Agencywide**

- | | <u>FTEs</u> | <u>Dollars</u> |
|---|--------------------|-----------------------|
| · An increase in personnel services due to the implementation of a citywide retirement special incentive program. Employees enrolled in the special incentive program retired from the City on August 31, 2020. Due to the size of the agency, this position must be backfilled, and budget will be provided for the agency payout expense. | 0.00 | 29,200 |

Administration

- | | | |
|--|------|-----------|
| · A decrease to personnel budget for on-call payroll associated with the background investigation unit due to decreased academy classes in 2021 for the Denver Fire and Police departments. | 0.00 | (138,800) |
| · A decrease to services and supplies for professional service expenses associated with outside vendors who perform polygraph and suitability evaluations for Denver Fire and Police department employment consideration. These reductions are based on reduced hiring in 2021 with adequate funding remaining in place to address anticipated need. | 0.00 | (87,000) |
| · A decrease in services and supplies budget for a reduction in agency training, travel, and technology supplies for 2021, this decrease will not impact the agency's ability to provide services. | 0.00 | (12,600) |

The budgeted furlough savings is \$27,733.

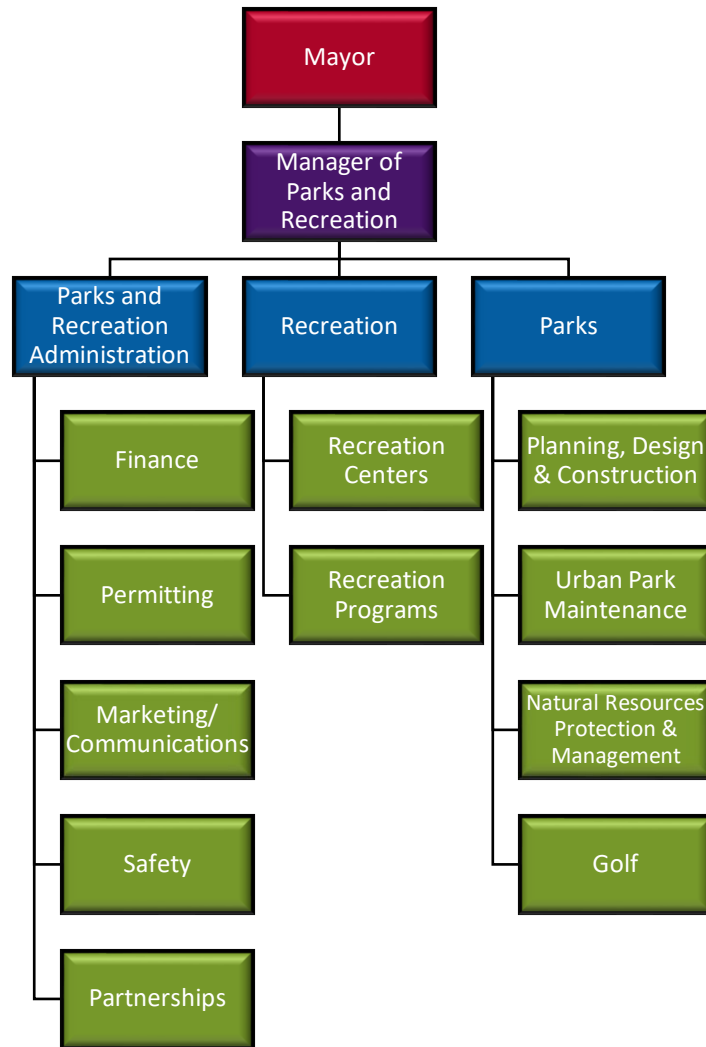
Parks and Recreation and Cultural Facilities Budget Summary

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Parks and Recreation Administration	4,975,658	5,315,965	5,903,970	588,005	11.1%
Parks and Planning	44,644,784	46,092,930	42,926,397	(3,166,533)	(6.9%)
Recreation Division	26,510,591	28,875,593	27,743,365	(1,132,228)	(3.9%)
Denver Public Library	51,578,794	52,937,045	48,183,819	(4,753,226)	(9.0%)
Total	127,709,828	133,221,533	124,757,551	(8,463,982)	(6.4%)
General Fund Expenditures by Type					
Personnel Services	96,242,615	92,899,813	96,090,199	3,190,386	3.4%
Services and Supplies	28,220,095	25,192,156	27,736,543	2,544,387	10.1%
Capital Equipment	2,951,481	424,829	638,500	213,671	50.3%
Internal Services and Misc.	295,637	292,309	292,309	0	0.0%
Restricted Budget	0	14,412,426	0	(14,412,426)	(100.0%)
Total	127,709,828	133,221,533	124,757,551	(8,463,982)	(6.4%)
Total General Fund	127,709,828	133,221,533	124,757,551	(8,463,982)	(6.4%)
General Fund Revenue					
Licenses and Permits	471,655	69,559	369,928	300,369	431.8%
Fines and Forfeits	23,000	19,000	23,000	4,000	21.1%
Charges for Services	12,482,651	3,214,781	9,247,813	6,033,032	187.7%
Internal Service and Indirect Cost	(17,681)	0	0	0	0.0%
Miscellaneous Other	(277,427)	130,710	195,665	64,955	49.7%
Total	12,682,198	3,434,050	9,836,406	6,402,356	186.4%
Enterprise Fund Expenditures by Agency					
Golf	10,624,454	13,117,470	13,190,951	73,481	0.6%
Total	10,624,454	13,117,470	13,190,951	73,481	0.6%
Enterprise Fund Expenditures by Type					
Personnel Services	6,634,185	7,464,003	7,792,395	328,392	4.4%
Services and Supplies	2,868,528	4,809,155	4,691,751	(117,404)	(2.4%)
Capital Equipment	489,074	155,000	0	(155,000)	(100.0%)
Internal Services and Misc.	632,667	689,312	706,805	17,493	2.5%
Total Enterprise Funds	10,624,454	13,117,470	13,190,951	73,481	0.6%
Enterprise Fund Revenue					
Interest Income	71,840	65,000	45,000	(20,000)	(30.8%)
Charges for Services	10,136,787	12,449,409	13,601,656	1,152,247	9.3%
Miscellaneous Other	2,865,868	32,701	0	(32,701)	(100.0%)
Total Enterprise Funds Revenue	13,074,496	12,547,110	13,646,656	1,099,546	8.8%

Parks and Recreation and Cultural Facilities Summary

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
Transfers					
Transfer to Grant/Other CIF - 15815-9938100	17,002,177	0	0	0	0.0%
Transfer to Parks, Trails, and Open Space Capital Improvement - 15828-9936100	0	20,298,000	18,745,000	(1,553,000)	(7.7%)
Total Enterprise Funds Transfers	17,002,177	20,298,000	18,745,000	(1,553,000)	(7.7%)
Special Revenue Funds Expenditures					
Culture and Recreation	102,154,495	129,721,471	93,626,585	(36,094,886)	(27.8%)
General Government	0	400,000	812,123	412,123	103.0%
Total Special Revenue Funds	102,154,495	130,121,471	94,438,708	(35,682,763)	(27.4%)
Grants					
Grants	1,607,352	1,761,713	1,003,016	(758,697)	(43.1%)
Capital Grants	1,363,960	515,726	1,925,000	1,409,274	273.3%
Total Grants	2,971,312	2,277,439	2,928,016	650,577	28.6%
Personnel Complement					
Culture and Recreation - Civilian	161.48	182.70	168.90	(13.80)	(7.6%)
General Fund Operations - Civilian	1,587.24	1,579.18	1,492.56	(86.62)	(5.5%)
General Government - Civilian	0.00	0.00	4.00	4.00	0.0%
Golf - Civilian	111.13	111.30	113.13	1.83	1.6%
Total	1,859.85	1,873.17	1,778.59	(94.58)	(5.0%)
Total Personnel Complement	1,859.85	1,873.17	1,778.59	(94.58)	(5.0%)
Capital Improvements*					
Winter Park and Recreation Funds		4,086,000	5,239,000	1,153,000	28.2%
Capital Improvements		8,213,758	8,019,000	(194,758)	(2.4%)
State Conservation Trust Funds (Lottery)		8,514,000	7,253,000	(1,261,000)	(14.8%)
Parks, Trails, and Open Space Capital Improvement		19,800,000	18,745,000	(1,055,000)	(5.3%)
Bond Project Funds		222,907	0	(222,907)	(100.0%)
Grant/Other Capital Funds		6,890,000	2,082,335	(4,807,665)	(69.8%)
Entertainment and Cultural Capital Funds		7,754,890	3,187,097	(4,567,793)	(58.9%)
Golf		727,500	700,000	(27,500)	(3.8%)
Total		56,209,055	45,225,432	(10,983,623)	(19.5%)

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



Mission

As stewards of Denver’s legacy, Denver Parks and Recreation is dedicated to customer service and enhancing the health of residents and the environment through innovative programs and safe, beautiful, sustainable places.

Department Summary

The **Denver Parks and Recreation (DPR)** provides a broad range of programs, services, facilities, and park amenities within the City and County of Denver. The City's park system encompasses approximately 250 urban parks, parkways and natural areas, totaling over 6,000 acres. The department boasts more than 14,000 acres of pristine mountain parks, eight golf courses, 24 lakes, more than 78,000 trees, over 80 miles of trails, nine off-leash dog parks, and over 300 athletic fields. The recreation system includes 30 recreation centers, 16 outdoor pools, and 15 indoor pools serving more than two and a half million visitors annually pre-COVID-19. Recreation efforts include arts and cultural classes and events, aquatics, sports and fitness opportunities, and youth programming. In addition, the department offers programs focused on outdoor education, instructional programs, youth and adult sports leagues, and out of school programs offered in conjunction with Denver Public Schools. DPR is comprised of four divisions: Administration, Recreation, Parks and Planning, and the Golf Enterprise Fund.

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

Services

The **Administration Division** provides overall strategic leadership for the department, with a vision of sustainability, equity, and strong economics.

- **Administration** includes key activities such as policy development; establishment of agency goals and objectives; purchasing services to field staff; safety, technology/infrastructure, contract administration; partnership coordination and management; marketing and communications support, including public engagement, strategic marketing, and media relations; as well as financial management, including budgeting and accounting.
- **Parks Permitting** issues permits to individuals and organizations for picnic sites, athletic fields, tennis courts, assemblies, special events, and admission-based events, as well as revocable food and beverage vending permits. The parks permitting office also manages facilities rentals for six venues.

The **Recreation Division** staffs and operates 30 recreation centers, 31 swimming pools (16 outdoor and 15 indoor) and offers programming in 10 areas ranging from Youth Sports to Aquatics.

- **Active Older Adults** provides quality programs designed to engage and encourage active older adults in wellness, exercise and leisure activities to promote and support healthy aging. In 2018, Mayor Hancock and DPR began providing residents age 60+ with free access to all the City's recreation centers and pools.
- **Adaptive Recreation** provides recreational opportunities for youth, adults, and seniors with disabilities. Programs include a variety of sports and activities, such as arts and crafts, fitness, swimming, and Special Olympics.
- **Community Recreation** provides opportunities for youth of all ages to participate in a variety of physical and social activities throughout the year, such as after-school programs, Summer in the Parks and Summer Day Camp. These activities are designed to provide learning opportunities, skill development, literacy development, and recreational opportunities.
- **Aquatics** staffs, operates and provides water safety for 16 outdoor pools and 15 indoor pools. Key activities include aquatics programming such as American Red Cross swim lessons, competitive swim teams, aqua aerobic classes, parent-tot lessons, lap swimming, and special events such as birthday parties.
- **Outdoor Recreation** plans, coordinates, and implements outdoor activities for youth, adults, and seniors who may not otherwise have the resources to experience outdoor recreational opportunities in Colorado. Program objectives focus on teambuilding, leadership development, and environmental education by utilizing Colorado's natural

resources, such as those at the Genesee Experiential Outdoor Center, which include the Genesee Challenge Ropes Course, educational hikes, camping, and rock climbing.

- **Social Enrichment** provides opportunities for youth of all ages to interact in positive, constructive social settings. Key activities include traveling youth zones, out of school time activities (holiday and theme camps), and various special events.
- **Arts and Culture** offers affordable, high-quality, creative programs for Denver’s diverse communities. Activities include visual and performing arts, crafts, literature, and music.
- **Fitness** coordinates and offers many different types of fitness classes throughout the recreation centers. Fitness classes range from Yoga and Zumba to Circuit Training and Kickboxing.
- The **Denver Employee Fitness Center** features a full complement of exercise classes, fitness equipment, and services for all employees for a fee. The center is open for early morning workouts, as well as after-work hours and on Saturdays. Members of the Denver Employee Fitness Center have full access to all Denver Recreation Centers.
- **Adult Sports** offers adult team sports opportunities citywide and throughout the year. Currently, eight different sports are offered including basketball, kickball, football, and tennis.

The **Parks Division** is responsible for the planning, daily operation, and management of the City’s parks, trails, natural landscapes, urban forest, park buildings and structures, parkways, city greenhouse, golf courses, and other land and water assets. The City’s park system encompasses more 6,000 urban park acres, 14,000 mountain park acres, and 80 miles of trails.

- **Natural Resources Protection and Management** manages park ranger patrol, Buffalo Bill Museum and Grave, Denver’s urban forest, natural areas, Mountain Parks, and wildlife.
- **Parks and Recreation Maintenance and Management** manages and maintains developed and naturalized parkland, including all of Denver Parks and Recreation’s buildings, structures, water conservation, park amenities, greenhouse, athletic fields, and trails.
- **Planning Design and Construction** provides strategic planning, master planning for new and existing parks, management of design and construction of capital improvement projects, and development of the annual Parks and Recreation capital improvement funding program for all park buildings and facility assets.
- **Colorado State University Extension** provides local educational programming for Coloradans to enhance their quality of life. Programming is centered among the following subject areas: youth development, horticulture, urban agriculture, family leadership training, food safety, nutrition education, and community development.

Golf operates and maintains the city’s eight golf facilities, one 27-hole golf complex and two 9-hole, par-3 courses; 90 holes of miniature golf, five driving ranges, eight pro shops at eight golf locations, and supports the 2nd largest Junior Golf Program of its kind in the nation. The Golf division operations are supported through course and other fees as an enterprise fund.

Strategies

Adapt to the Changing Climate

To support the environmental health of the City, DPR is committed to conservation and sustainable practices, specifically focused on water use; stormwater and waterway health; urban trees and mountain forests; and energy and resource use to adapt to the changing climate and limited resources.

Diversify Parks and Recreation Services

To help support the health of Denver residents, DPR will enhance engagement, outreach, and communications in order to diversify parks and recreation services.

Grow the Park System and Recreation Access

Amid estimates that population growth will continue in the Denver region, DPR will continue to provide excellent service and enhanced access to more people by expanding the network of parks and recreational facilities and programming.

Reinvest in Denver's Parks and Recreation Resources and People

DPR will reinvest in Denver's parks and recreation resources and people, by focusing in the areas of equity; funding, operations, and staff; partnerships; and collaboration with the private sector.

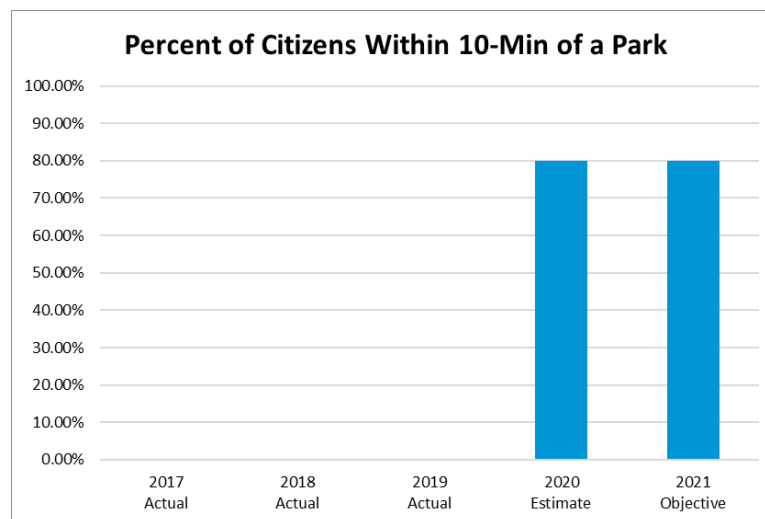
Connect to Denver's Nature and Culture

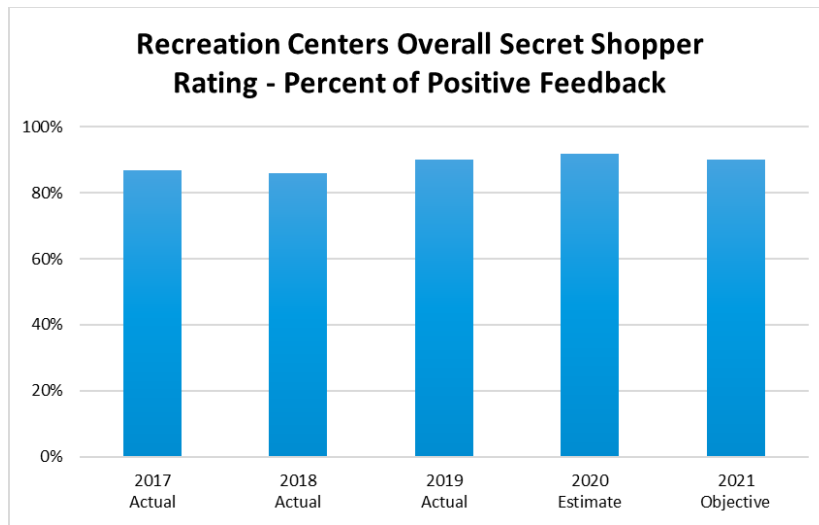
DPR is committed to connecting residents to nature and culture by improving Denver's parkways, tree-lined streets, and trails; arts, culture, and history; innovative parks and recreation; and nature and outdoor recreation.

Performance and Program Highlights

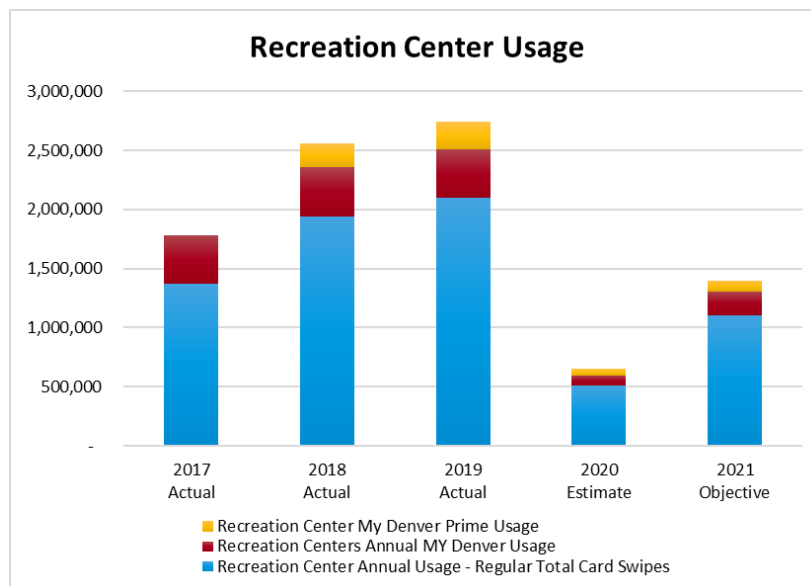
In 2019, the Game Plan for a Healthy City was approved. This citywide and long-range parks and recreation plan will help the department respond to challenges including growth, limited water resources, and changes in our climate. The plan proclaims easy access to parks and open space as a basic right for all residents, and establishes our city's parks, facilities and recreational programs as essential for healthy environment, healthy residents, and a high quality of life for everyone. As the implementation of the Game Plan begins, below are a few performance measures that will track progress.

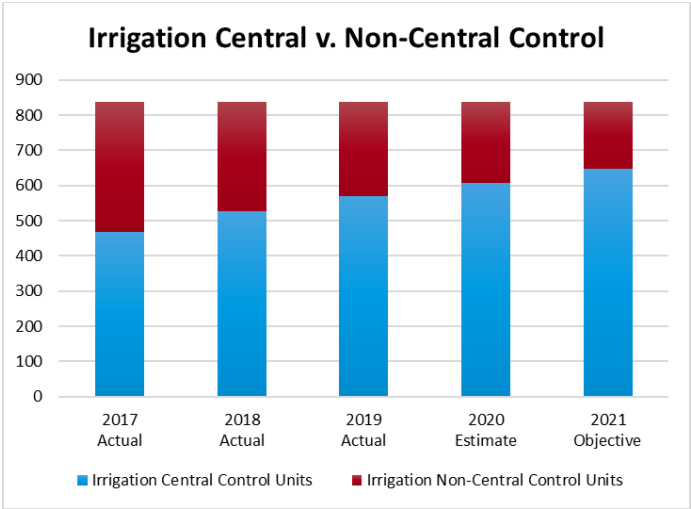
As a part of the Game Plan, the department will focus on parkland acquisitions as a measure to help keep pace with Denver's growth and densification and track a new metric starting in 2020 to ensure all residents are within a **10-minute walk or roll** to a quality park.



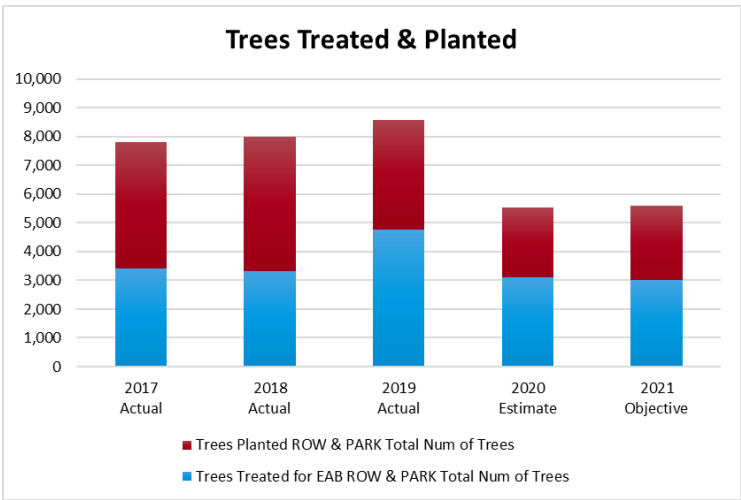
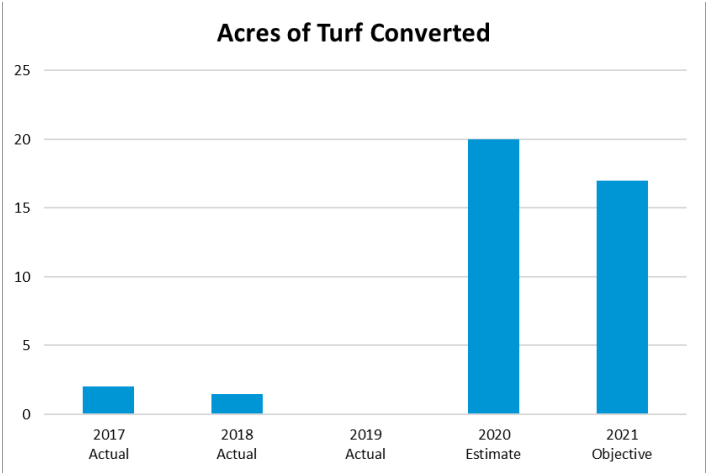


As a service-based industry, Recreation understands the importance of customer feedback in providing quality and relevant services. In addition to tracking **total annual usage**, an **annual survey**, and **customer comment cards** will help the department understand the areas of customer satisfaction that are performing well and the areas that require improvement. The drop in 2020 was due to the closure of recreation centers due to COVID-19 with the expectation that demand will remain lower than pre-COVID-19 levels in 2021.





Parks will continue to focus on water conservation by tracking the number of **central control irrigation**. Central Control is shown to reduce irrigation water consumption in parks by 20 percent. This creates a resilient parks system and protects a valuable natural resource. In addition, the department will implement resiliency projects such as turf conversions to native grass species that require less water and provide pollinator habitat for birds, bees, butterflies. The department will track the **number of square feet converted from turf**, a high-water use landscape, to native vegetation.



As Denver’s urban forest continues to be under constant pressure from various threats, the Office of the City Forester will continue to protect the urban forest and track the **number of tree treatments and replacements**.

	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Objective
Recreation Centers Annual Total Usage	1,778,137	2,555,064	2,739,301	650,000	1,400,000
Recreation Centers Annual MY Denver Usage	407,806	417,107	413,661	88,000	206,831
Recreation Center My Denver Prime Usage	N/A	196,655	230,927	53,300	92,371
Irrigated Park Acres	2,894	2,920	2,920	3,035	3,035
Number of Permits for Park Use (Paid Events)	273	294	164	29	140
Number of Campground Permits	1,964	2,109	1,897	869	1,600
Percentage of Park Assets Upgraded from Poor to Excellent	11%	11%	12%	13%	13%
Golf Rounds	360,063	314,102	299,800	315,000	350,000
Golf Customer Service (% positive responses)	91%	91%	92%	90%	90%
Golf Water Consumption (Gallons in Millions)	375	354	349	400	400

COVID-19 Overview & Statement

The pandemic's effect on Denver Parks & Recreation service has been significant. All the agency's divisions experienced operational impacts as a result of COVID-19. This included closing recreation centers, golf courses and other facilities such as the Buffalo Bill Museum; reducing park maintenance schedules; cancelling park permits; delaying planning, design and construction projects; etc. Workplans across the department shifted to keep the safety of our customers and employees at the forefront, and to account for budget adjustments.

On March 16, all 30 Denver Recreation Centers closed to regular operations. All facility rentals, registered programs and instructor-led offerings were canceled from Spring through December 31. With centers closed, more than 1,200 part-time employees were furloughed indefinitely starting April 4, and 74 full-time employees were furloughed from June 1 – July 26. Recreation employees temporarily redeployed to support a variety of department and citywide needs, including park patrol, park operations, golf operations, childcare, meal delivery and transportation. The 2020 outdoor pool season was also canceled.

Parks Operations also experienced significant impacts due to budget constraints and safety precautions. Part-time and seasonal staffing for 2020 decreased by 55%, equating to approximately 100,000 less hours for park maintenance tasks and resulting in system-wide service impacts such as reducing the number of flowerbeds planted, the frequency of mowing and trimming, litter pick-up and trash removal, and the speed that irrigation repair occur. A variety of park amenities also closed for the full season due to safety precautions, including outdoor restrooms, drinking fountains, and ornamental and interactive fountains. Some parking lots and park roads remain closed. Amenities that temporarily closed but reopened include playgrounds, dog parks, sports courts and athletic fields.

Other impacts of COVID-19 on DPR operations include the:

- Closure of many Mountain Parks, including Buffalo Bill Museum and Pahaska Tee Pee concession from March 1 to July 1; Chief Hosa Campground from May 1 to July 1; Mt. Evans Road to Summit Park for the season; and the cancelation of all educational and recreational programs. All these closures will result in a loss of revenue.

- Cancellation of hundreds of parks permits from March 18 to July 8 for picnics, weddings, family gatherings and large events such as the Colfax Marathon, PrideFest, and Independence Eve (after July 8 permits that followed the state's public health orders were rescheduled or issued). Only two of the six event facilities managed by DPR re-opened in August with significantly reduced capacities and COVID-19 requirements. Closures and cancellations have resulted in loss of revenue.
- Closure of golf courses from March 18 – April 22. Aqua Golf was closed until July 1. Golf CIP projects were moved to future years due to the closure and lost revenue.
- Delay of several planning efforts, including the Martinez Park Master Plan, the Skyline Park Master Plan, and the Dog Park community process. Several projects have been put on-hold due to financial reasons, including the Resiliency Master Plan, the Outdoor Recreation Master Plan, the Jason St. Maintenance Facility roof project, and the St. Charles Recreation Center renovations and HVAC Improvements. Several public meetings were canceled or rescheduled. Many capital improvements projects have been delayed.
- Cancellation, delay, or modification of community events. These include Arbor Day, Denver Digs Trees and other volunteer events such as tree plantings and park cleanups. In-person public outreach events such as public meetings, open houses, pop-up events and intercept surveys were canceled and/or rescheduled and modified. Some meetings such as the Parks and Recreation Advisory Board were moved to a virtual platform. The grand opening celebration of City Park Golf Course is postponed.
- Change to have all Parks and Recreation employees who could work from home to begin doing so on March 16. These employees will continue to work from home through the end of 2020 which means no lobby hours for the main office in The Denver Post (Forestry) or the Parks Permit Office in the Webb Building.

DPR also experienced many unexpected expenditures due to COVID-19. This includes additional portlets and hand washing stations in parks, barricades to block off parks and parking lots to create additional space for walkers, etc., electrostatic sprayers, sanitizing chemicals, gloves, disinfecting wipes, face masks, face shields, additional janitorial cleaning service, advisory signage, sneeze guards, etc.

COVID-19 Mitigation Strategies

Denver Parks & Recreation continues to monitor COVID-19 and the health and safety guidelines provided by the Center for Disease Control, the State of Colorado, and Denver Department of Public Health and Environment. Our goal is to reopen all facilities so the department can provide quality services and programs to residents, however, during this period the department has made operational adjustments to fulfill our mission and goals:

- The closure of recreation centers significantly impacted service levels. In an effort to mitigate closures, the Recreation Division quickly organized virtual programming options. A significant number of activities have been offered in the areas of fitness, arts & culture, youth sports, citywide sports, active older adults, youth activities, and adaptive recreation. In addition, Recreation offered youth sports camps and six summer day camp sites with proper safety precautions. To address emerging issues from the pandemic, several recreation centers served as meal sites; three centers provided emergency childcare; two centers were opened as 24/7 emergency shelters for people experiencing homelessness; and four centers served as learning labs to support youth as they transitioned to online learning.
- Public outreach for the various planning, design and construction projects continued by using virtual meeting platforms, sending mailers, producing project-specific videos and utilizing online surveys.
- The significant reduction in parks on-call staff was temporarily backfilled by recreation employees who were redeployed to work in parks. This helped to mitigate the impacts of a reduced parks workforce.
- Recreation employees were also redeployed to help open golf courses.
- The Parks and Recreation Advisory Board, which traditionally meets in-person during their monthly meeting began meeting through an online platform in May.
- With an increase in park usage, rangers are out in full force on the front lines to help educate park visitors on safety protocols.
- Although fishing programs were canceled, rangers distributed 700 fishing poles and tackle bags to kids at a food pantry distribution event.

For 2021, recreation center hours and programs will be reduced. The reduction to parks on-calls will impact the frequency of maintenance tasks which are visible to the public such as mowing, trimming, trash pickup, and irrigation repairs.

COVID-19 Performance & Program Highlights

Parks and Recreation anticipates FEMA reimbursement for COVID-19 related expenses such as port-o-lets and hand washing stations in parks, barricades to block off parks and parking lots to create additional space for walkers, etc., electrostatic sprayers, sanitizing chemicals, gloves, disinfecting wipes, face masks, face shields, additional janitorial cleaning service, COVID-19 signage, sneeze guards, etc.

Department Budget

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Parks and Recreation Administration	4,975,658	5,315,965	5,903,970	588,005	11.1%
Parks and Planning	44,644,784	46,092,930	42,926,397	(3,166,533)	(6.9%)
Recreation Division	26,510,591	28,875,593	27,743,365	(1,132,228)	(3.9%)
Total	76,131,034	80,284,488	76,573,732	(3,710,756)	(4.6%)
General Fund Expenditures by Type					
Personnel Services	56,525,434	53,407,107	57,825,805	4,418,698	8.3%
Services and Supplies	18,039,612	15,566,878	17,817,118	2,250,240	14.5%
Capital Equipment	1,270,351	217,482	638,500	421,018	193.6%
Internal Services and Misc.	295,637	292,309	292,309	0	0.0%
Restricted Budget	0	10,800,712	0	(10,800,712)	(100.0%)
Total	76,131,034	80,284,488	76,573,732	(3,710,756)	(4.6%)
Total General Fund	76,131,034	80,284,488	76,573,732	(3,710,756)	(4.6%)
General Fund Revenue					
Licenses and Permits	471,655	69,559	369,928	300,369	431.8%
Fines and Forfeits	23,000	19,000	23,000	4,000	21.1%
Charges for Services	12,482,651	3,214,781	9,247,813	6,033,032	187.7%
Miscellaneous Other	(278,742)	130,710	195,665	64,955	49.7%
Total	12,698,564	3,434,050	9,836,406	6,402,356	186.4%
Special Revenue Funds Expenditures**					
Culture and Recreation	20,117,519	41,885,134	24,378,999	(17,506,135)	(41.8%)
General Government	0	400,000	812,123	412,123	103.0%
Total Special Revenue Funds	20,117,519	42,285,134	25,191,122	(17,094,012)	(40.4%)
Grants					
Capital Grants	1,363,960	515,726	1,925,000	1,409,274	273.3%
Grants	1,387,984	1,444,723	839,266	(605,457)	(41.9%)
Total Grants	2,751,944	1,960,449	2,764,266	803,817	41.0%

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
Personnel Complement					
Culture and Recreation - Civilian	20.91	45.13	42.33	(2.80)	(6.2%)
General Fund Operations - Civilian	978.49	980.26	951.06	(29.20)	(3.0%)
General Government - Civilian	0.00	0.00	4.00	4.00	0.0%
Total	999.40	1,025.39	997.39	(28.00)	(2.7%)
Total Personnel Complement	999.40	1,025.39	997.39	(28.00)	(2.7%)
Capital Improvements*					
Winter Park and Recreation Funds		4,086,000	5,239,000	1,153,000	28.2%
Capital Improvements		7,213,758	5,233,000	(1,980,758)	(27.5%)
State Conservation Trust Funds (Lottery)		8,514,000	7,253,000	(1,261,000)	(14.8%)
Parks, Trails, and Open Space Capital Improvement		19,800,000	18,745,000	(1,055,000)	(5.3%)
Bond Project Funds		0	0	0	0.0%
Grant/Other Capital Funds		1,005,000	506,000	(499,000)	(49.7%)
Entertainment and Cultural Capital Funds		625,550	0	(625,550)	(100.0%)
Total		41,244,308	36,976,000	(4,268,308)	(10.3%)

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

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

Programmatic Changes

Mid-Year Savings and 2020 Revenue Change

Due to the COVID-19 impact on the economy in 2020, the Parks and Recreation Department implemented \$10,800,710 in mid-year reductions, including the following savings:

- \$9,392,252 in personnel services, primarily achieved by not hiring as many part-time seasonal employees for parks maintenance, keeping full-time positions vacant, and the closure of recreation center which created additional vacancy savings.
- \$1,408,458 in services and supplies, primarily achieved by the reduction in supplies needed to support recreation centers during the closure, including cleaning contracts and fewer pieces of equipment needing replacement.

Additionally, Parks and Recreation Department reduced their 2020 revenue by \$8,126,163 to reflect economic and public health situation. Closing the recreation centers reduced fees related to classes and memberships which is the majority of this revenue decrease.

2021 Impact Description

Agencywide

	<u>FTEs</u>	<u>Dollars</u>
• An increase in personnel services due to the minimum wage increase implemented by the City.	0.00	699,800
• A decrease in personnel services due to the implementation of a citywide retirement special incentive program. Employees enrolled in the special incentive program retired from the City on August 31, 2020. These positions will not be backfilled in 2021.	(19.00)	(1,788,000)
• A reduction in personnel due to charging the salary portion of positions for time spent supporting the delivery of GO Bond and CIP projects to the Elevate Denver Bond program and Capital Improvement Program for 2021. There are no impacts to planned projects as a result of this financial action.	0.00	(1,054,700)

Parks and Recreation Administration

• A decrease in personnel services to freeze two full-time positions: an Administrative Support Assistant and a Contract Administrator, and an Accounting Technician for a quarter of 2021, and 1.15 full-time equivalents made up of part-time positions.	(3.40)	(191,700)
• An increase in services and supplies to support the next phase of ADA-related facility improvements.	0.00	1,200,000
• An increase in services and supplies due to the restoration of the one-time 2020 budget reduction for technology upgrades.	0.00	100,000
• An increase in services and supplies to restore budget that was temporarily moved to capital equipment in 2020. This is offset by a decrease in capital equipment.	0.00	41,000
• A decrease in services and supplies due to a reduction in technology upgrade budget and supplies.	0.00	(195,000)
• A decrease in services and supplies to restore budget temporarily moved to both Recreation and Parks and Planning. This is offset by an increase in both controls.	0.00	(71,800)
• A decrease in capital equipment due to budget temporarily moving from services and supplies in 2020. This is offset by an increase in services and supplies.	0.00	(41,000)

Parks and Planning

• An increase in personnel services due to the addition of two Crew Leads and part-time employees equivalent to 1.2 FTE to support the new acres being added to the Denver Park system starting in Q2.	2.70	175,600
• An increase in personnel services due to the addition of a Crew Lead, a GIS Technician, and the annualization of an Underground Utility Worker during 2020.	2.25	162,300
• A decrease in personnel services to freeze the equivalent of 7.13 full-time positions for part or all of 2021 and reducing budget available to hire part-time or seasonal employees. The workload will be redistributed to existing staff.	(7.13)	(1,113,500)
• A decrease in personnel services due to shifting forestry oncall costs to the Forestry Special Revenue Fund.	0.00	(315,000)
• An increase in services and supplies to support the addition of park acres in the northwest and northeast districts.	0.00	188,000
• An increase in services and supplies to restore budget that was temporarily moved to Administration. This is offset by a decrease in Administration.	0.00	49,800
• An increase in services and supplies to support the state mandated Call Before You Dig fee.	0.00	25,000
• An increase in services and supplies to restore budget that was temporarily moved to capital equipment in 2020. This is offset by a decrease in capital equipment.	0.00	22,500

2021 Impact Description

	<u>FTEs</u>	<u>Dollars</u>
• A decrease in services and supplies due to the reduction in contracted services including media for the Emerald Ash Borer prevention program and general project management.	0.00	(525,000)
• A decrease in services and supplies to restore budget that was temporarily moved to Parks and Planning from Recreation. This is offset by an increase in Recreation.	0.00	(200,000)
• An increase in capital equipment to support the addition of park acres in the northwest and northeast districts.	0.00	463,500
• A decrease in capital equipment due to budget temporarily moving from services and supplies in 2020. This is offset by an increase in services and supplies.	0.00	(22,500)

Recreation

• An increase in personnel services due to converting a part-time employee into a full-time Program Administrator to support Fitness programming and volunteer programs.	1.00	101,100
• A decrease in personnel services to freeze the equivalent of 5.32 full-time positions for part or all of 2021 and reducing budget available to hire part-time or seasonal employees due to reduced regional recreation center hours and programming. The workload will be redistributed to existing staff.	(5.32)	(1,535,100)
• A decrease in personnel services due to the mid-year expiration of a limited Activities Leader.	(0.33)	(13,000)
• An increase in services and supplies due to the expansion of COVID-19 related cleaning services and the purchase of replacement small recreation equipment.	0.00	325,000
• An increase in services and supplies to restore budget that was temporarily moved from Recreation to Parks and Planning. This is offset by a decrease in Parks and Planning.	0.00	200,000
• An increase in services and supplies to restore budget that was temporarily moved to capital equipment in 2020. This is offset by a decrease in capital equipment.	0.00	154,000
• An increase in services and supplies to restore budget that was temporarily moved to Administration. This is offset by a decrease in Administration.	0.00	22,000
• A net decrease in supplies and services due to one-time 2020 budget items being removed from the 2021 budget.	0.00	(250,000)
• A temporary decrease in services and supplies due to the reduction in regional recreation center hours and recreation programming.	0.00	(243,700)
• An increase in capital equipment to purchase large recreation center equipment.	0.00	175,000
• A decrease in capital equipment due to budget temporarily moving from services and supplies in 2020. This is offset by an increase in services and supplies.	0.00	(154,000)

SRF

• An increase in special revenue funds such as mountain parks, facility retails, and permitting returning to near normal operations in 2021 after being impacted by COVID-19 in 2020.	0.00	2,066,200
• An increase in special revenue funds due to a change from employee transfer to billing for services for the snow removal program between the Denver Airport and Parks and Recreation.	4.00	309,000
• A decrease in the Citywide Sport Program and the Facility Rental Program due to anticipated continuation of group gatherings restrictions.	0.00	(94,500)

Grants

• An increase in grants due to funding for the Xeriscape Garden grant and the Wildfire Protection grant.	0.00	185,000
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2021 Impact Description

	FTEs	Dollars
• A decrease in grants due to the end of the Inspire Initiative and the Noxious Weeds grants.	(2.80)	(618,600)

Revenue - General Fund

• An increase in revenue due to the anticipated opening of recreation centers in 2021.	0.00	5,032,800
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The budgeted vacancy savings is \$1,679,927.

The budgeted furlough savings is \$1,070,741.

Golf (79000)

• An increase in personnel services due to the annualization of a Golf Operations position that was budgeted for the end of 2020 for the City Park Golf Course opening and a limited Management Analyst.	1.83	159,400
• A decrease in capital equipment due to a one-time 2020 expansion being removed from the 2021 budget.	0.00	(155,000)
• An increase in revenue based on the opening of City Park Golf Course in the latter half of 2020 and the continued high demand for golf that has been seen since re-opening in 2020.	0.00	1,099,500

The budgeted vacancy savings is \$0.

The budgeted furlough savings is \$128,976.

Budget Detail

Parks and Recreation Administration (7010000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	4,211,454	4,060,971	4,024,715	(36,256)	(0.9%)
Services and Supplies	676,201	798,272	1,872,439	1,074,167	134.6%
Capital Equipment	82,245	41,000	0	(41,000)	(100.0%)
Internal Services and Misc.	5,758	6,816	6,816	0	0.0%
Restricted Budget	0	408,906	0	(408,906)	(100.0%)
Expenditures by Type Total	4,975,658	5,315,965	5,903,970	588,005	11.1%
Expenditures by Activity					
Accounting/Finance	2,400,980	2,657,399	3,353,443	696,044	26.2%
P & R - Manager	765,502	803,266	748,617	(54,649)	(6.8%)
Safety	642,114	666,092	665,971	(121)	0.0%
Marketing & Communications	703,541	739,716	759,845	20,129	2.7%
Permitting	463,521	449,492	376,094	(73,398)	(16.3%)
Expenditures by Activity Total	4,975,658	5,315,965	5,903,970	588,005	11.1%
Other Program Funding Sources					
Grants					
10-Minute Walk Planning	16,308	20,040	0	(20,040)	(100.0%)
Aspen Park Fire Mitigation	0	129,926	0	(129,926)	(100.0%)
Bear Creek Watershed Improvement	17,626	0	0	0	0.0%

Parks and Recreation Administration (7010000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Buffalo Bill Museum	0	46,887	40,000	(6,887)	(14.7%)
Historic Structure Assessment	0	15,000	0	(15,000)	(100.0%)
Inspire Initiative	876,753	1,087,870	509,266	(578,604)	(53.2%)
Newton Park Fire Mitigation	392,490	0	0	0	0.0%
Noxious Weeds	5,439	40,000	0	(40,000)	(100.0%)
Purge the Spurge	29,613	0	0	0	0.0%
Stapleton Xeriscape Garden	2,461	5,000	140,000	135,000	2,700.0%
State Grants for Libraries	(7,381)	0	0	0	0.0%
Wildfire Protection - Bell & Dedisse Park	0	100,000	150,000	50,000	50.0%
Total	1,387,984	1,444,723	839,266	(605,457)	(41.9%)
Capital Grants					
Central Control Master Plan	115,238	0	0	0	0.0%
Colorado's Water Plan Central Control Build	120,000	0	0	0	0.0%
Dedisse Park Evergreen Lake Bridge Replacement	34,090	0	0	0	0.0%
Graham-Bible House Interior Project	(6,439)	0	0	0	0.0%
Heron Pond Natural Area	0	0	1,250,000	1,250,000	0.0%
Inspire Initiative	155,113	390,726	300,000	(90,726)	(23.2%)
Outdoor Rec Legacy Partnership	14,093	0	0	0	0.0%
River North Improvements	52,137	0	0	0	0.0%
Rocky Mountain Arsenal Natural Resources Damage	552,885	0	0	0	0.0%
Sand Creek Regional Trail Master Plan	0	125,000	375,000	250,000	200.0%
Sloan's Lake Design Settlement	60,738	0	0	0	0.0%
Todos Activos	266,105	0	0	0	0.0%
Total	1,363,960	515,726	1,925,000	1,409,274	273.3%
Culture and Recreation SRF					
Cableland Trust Expenditures	200,000	200,000	390,180	190,180	95.1%
Citywide Sports Program	1,085,722	722,870	642,083	(80,787)	(11.2%)
Denver Employee Fitness Center SRF	98,438	116,784	170,823	54,039	46.3%
DPR Admission Based Event	0	126,000	126,000	0	0.0%
Event Facility	270,201	824,305	925,574	101,269	12.3%
Facility Rental Program	459,262	466,748	454,142	(12,606)	(2.7%)
Municipal Band	0	57,000	57,000	0	0.0%
Night Moves	0	50,000	70,000	20,000	40.0%
Park/Rec Private Donations	487,929	550,000	800,000	250,000	45.5%
Parks/Rec Property Damage	84,356	55,000	105,000	50,000	90.9%
Public Tree Canopy	81,795	178,694	1,057,611	878,917	491.9%
Skatepark Maintenance	5,332	9,330	9,330	0	0.0%
Special Events	14,046	0	9,236	9,236	0.0%

Parks and Recreation Administration (7010000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Total	2,787,082	3,356,731	4,816,979	1,460,248	43.5%
General Government SRF					
Planned Capital Equipment	0	400,000	511,850	111,850	28.0%
Capital Projects Funds					
07 Bond - Parks	0	0	0	0	0.0%
Denver Water IGA	0	975,000	80,000	(895,000)	(91.8%)
Denver Water Irrigation Project	0	20,000	10,000	(10,000)	(50.0%)
EFG South Sloan's Lake Reimbursement	0	10,000	0	(10,000)	(100.0%)
Gateway Impact Fee - Parks and Recreation	0	0	416,000	416,000	0.0%
Other Agency Capital Project	0	708,758	700,000	(8,758)	(1.2%)
Park Improvement Projects	0	1,250,000	2,000,000	750,000	60.0%
Parks Citywide Projects	0	7,250,000	5,755,000	(1,495,000)	(20.6%)
Parks Citywide Projects - 30045	0	2,411,000	2,814,000	403,000	16.7%
Parks Citywide Projects - 32045	0	1,675,000	833,000	(842,000)	(50.3%)
Parks Citywide Projects - 35045	0	8,514,000	7,253,000	(1,261,000)	(14.8%)
Parks Debt Payments - 30015	0	425,000	425,000	0	0.0%
Parks Improvement Projects	0	12,550,000	12,990,000	440,000	3.5%
Parks Improvements Projects - 32050	0	4,830,000	3,700,000	(1,130,000)	(23.4%)
Theatres & Arenas Capital Projects	0	625,550	0	(625,550)	(100.0%)
Total	0	41,244,308	36,976,000	(4,268,308)	(10.3%)
Other Program Funding Sources Total	5,539,026	46,961,488	45,069,095	(1,892,393)	(4.0%)
Total Program Expenditures	10,514,684	52,277,453	50,973,065	(1,304,388)	(2.5%)
Personnel Complement (Budgeted)					
Accounting/Finance	21.51	22.01	17.61	(4.40)	(20.0%)
Marketing & Communications	5.00	5.00	5.00	0.00	0.0%
P & R - Manager	3.00	4.00	4.00	0.00	0.0%
Permitting	6.04	6.04	5.04	(1.00)	(16.6%)
Safety	4.75	5.00	5.00	0.00	0.0%
Personnel Complement (Budgeted) Total	40.30	42.05	36.65	(5.40)	(12.8%)
Other Program Funds FTE					
Grants					
Inspire Initiative	1.75	6.27	4.17	(2.10)	(33.5%)
Noxious Weeds	0.00	0.70	0.00	(0.70)	(100.0%)
Total	1.75	6.97	4.17	(2.80)	(40.1%)
Culture and Recreation SRF					
Citywide Sports Program	3.00	3.00	3.00	0.00	0.0%
Denver Employee Fitness Center SRF	0.95	0.95	0.95	0.00	0.0%

Parks and Recreation Administration (7010000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Event Facility	5.50	5.50	5.50	0.00	0.0%
Facility Rental Program	1.00	1.00	1.00	0.00	0.0%
Public Tree Canopy	1.00	1.00	1.00	0.00	0.0%
Total	11.45	11.45	11.45	0.00	0.0%
Other Program Funds FTE Total	13.20	18.42	15.62	(2.80)	(15.2%)
Total Personnel Complement	53.50	60.47	52.27	(8.20)	(13.6%)
Revenue					
Licenses and Permits	405,237	15,559	303,928	288,369	1,853.4%
Charges for Services	1,515,336	274,734	1,134,458	859,724	312.9%
Miscellaneous Other	(56,417)	800	800	0	0.0%
Revenue Total	1,864,157	291,093	1,439,186	1,148,093	394.4%
Furlough Savings			(102,885)		
Vacancy Savings			(154,766)		
Parks and Planning (7021000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	31,084,579	29,820,267	30,946,998	1,126,731	3.8%
Services and Supplies	12,509,237	11,518,576	11,258,862	(259,714)	(2.3%)
Capital Equipment	777,725	22,482	463,500	441,018	1,961.6%
Internal Services and Misc.	273,243	257,037	257,037	0	0.0%
Restricted Budget	0	4,474,568	0	(4,474,568)	(100.0%)
Expenditures by Type Total	44,644,784	46,092,930	42,926,397	(3,166,533)	(6.9%)
Expenditures by Activity					
Administration	1,723,424	4,882,535	2,190,073	(2,692,462)	(55.1%)
District Operation	17,497,640	16,317,941	17,741,060	1,423,119	8.7%
Natural Resource Protection & Management	6,654,706	6,761,065	6,223,311	(537,754)	(8.0%)
Water Conservation	5,559,947	4,389,451	4,418,451	29,000	0.7%
Greenhouse	1,163,498	1,082,255	1,130,149	47,894	4.4%
Volunteer Programs	150,736	156,076	155,858	(218)	(0.1%)
Ranger Program	1,830,732	2,007,500	2,031,432	23,932	1.2%
Maintenance	4,870,769	4,887,005	4,937,585	50,580	1.0%
Planning, Design and Construction	3,649,961	4,134,920	2,872,435	(1,262,485)	(30.5%)
Mountain Parks	924,259	849,831	689,384	(160,447)	(18.9%)
Colorado State University	193,483	194,513	194,513	0	0.0%
Buffalo Bill Museum	425,629	429,838	342,146	(87,692)	(20.4%)
Expenditures by Activity Total	44,644,784	46,092,930	42,926,397	(3,166,533)	(6.9%)

Parks and Planning (7021000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Other Program Funding Sources					
Culture and Recreation SRF					
Denver Mountain Parks	1,148,861	666,277	1,045,299	379,022	56.9%
Four Mile Historic Park	66,600	66,600	133,200	66,600	100.0%
Total	1,215,461	732,877	1,178,499	445,622	60.8%
General Government SRF					
Internal Billings and Reimbursements	0	0	300,273	300,273	0.0%
Other Program Funding Sources Total	1,215,461	732,877	1,478,772	745,895	101.8%
Total Program Expenditures	45,860,246	46,825,807	44,405,169	(2,420,638)	(5.2%)
Personnel Complement (Budgeted)					
Administration	5.87	5.87	6.38	0.51	8.7%
Buffalo Bill Museum	4.99	4.99	3.99	(1.00)	(20.0%)
District Operation	273.64	270.65	264.11	(6.54)	(2.4%)
Greenhouse	9.72	9.72	9.56	(0.16)	0.0%
Maintenance	55.57	56.12	53.12	(3.00)	(5.3%)
Mountain Parks	10.40	10.40	8.40	(2.00)	(19.2%)
Natural Resource Protection & Management	50.67	50.67	47.67	(3.00)	(5.9%)
Planning, Design and Construction	29.25	30.75	29.75	(1.00)	(3.3%)
Ranger Program	25.37	25.37	25.37	0.00	0.0%
Volunteer Programs	1.60	1.60	1.60	0.00	0.0%
Water Conservation	7.00	6.00	6.00	0.00	0.0%
Personnel Complement (Budgeted) Total	474.07	472.13	455.94	(16.19)	(3.4%)
Other Program Funds FTE					
Culture and Recreation SRF					
Denver Mountain Parks	4.71	4.71	4.71	0.00	0.0%
General Government SRF					
Internal Billings and Reimbursements	0.00	0.00	4.00	4.00	0.0%
Total Personnel Complement	478.78	476.84	464.65	(12.19)	(2.6%)
Revenue					
Licenses and Permits	66,418	54,000	66,000	12,000	22.2%
Fines and Forfeits	23,000	19,000	23,000	4,000	21.1%
Charges for Services	1,614,195	1,319,216	1,524,633	205,417	15.6%
Miscellaneous Other	35,692	0	0	0	0.0%
Revenue Total	1,739,305	1,392,216	1,613,633	221,417	15.9%
Furlough Savings			(689,885)		
Vacancy Savings			(1,068,511)		

Recreation Operations (7030000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	21,229,401	19,525,869	22,854,092	3,328,223	17.0%
Services and Supplies	4,854,173	3,250,030	4,685,817	1,435,787	44.2%
Capital Equipment	410,380	154,000	175,000	21,000	13.6%
Internal Services and Misc.	16,637	28,456	28,456	0	0.0%
Restricted Budget	0	5,917,238	0	(5,917,238)	(100.0%)
Expenditures by Type Total	26,510,591	28,875,593	27,743,365	(1,132,228)	(3.9%)
Expenditures by Activity					
Administration	2,479,245	10,567,228	4,454,940	(6,112,288)	(57.8%)
Recreation Centers	12,291,435	9,101,925	11,852,051	2,750,126	30.2%
Youth Programs	4,340,559	4,566,335	4,510,604	(55,731)	(1.2%)
Adaptive Recreation	643,354	637,177	637,012	(165)	0.0%
Aquatics	4,217,741	1,499,213	3,542,842	2,043,629	136.3%
Arts and Culture	445,525	414,944	466,212	51,268	12.4%
Outdoor Education	438,871	428,875	415,221	(13,654)	(3.2%)
Fitness	930,308	865,043	1,039,082	174,039	20.1%
City Wide Sports	723,554	794,853	825,401	30,548	3.8%
Expenditures by Activity Total	26,510,591	28,875,593	27,743,365	(1,132,228)	(3.9%)
Total Program Expenditures	26,510,591	28,875,593	27,743,365	(1,132,228)	(3.9%)
Personnel Complement (Budgeted)					
Adaptive Recreation	7.87	7.87	7.87	0.00	0.0%
Administration	12.35	17.40	16.32	(1.08)	(6.2%)
Aquatics	121.17	120.14	120.14	0.00	0.0%
Arts and Culture	4.81	4.81	5.81	1.00	20.8%
City Wide Sports	17.62	17.62	17.46	(0.16)	0.0%
Fitness	18.01	18.01	19.01	1.00	5.6%
Outdoor Education	5.40	5.40	5.12	(0.28)	0.0%
Recreation Centers	184.22	180.17	174.41	(5.76)	(3.2%)
Youth Programs	92.66	94.66	92.33	(2.33)	(2.5%)
Personnel Complement (Budgeted) Total	464.11	466.07	458.46	(7.61)	(1.6%)
Total Personnel Complement	464.11	466.07	458.46	(7.61)	(1.6%)
Revenue					
Charges for Services	9,353,120	1,620,831	6,588,722	4,967,891	306.5%
Miscellaneous Other	(258,017)	129,910	194,865	64,955	50.0%
Revenue Total	9,095,103	1,750,741	6,783,587	5,032,846	287.5%
Furlough Savings			(277,971)		
Vacancy Savings			(456,650)		

Golf (79000 - 7029000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	6,634,185	7,464,003	7,792,395	328,392	4.4%
Services and Supplies	2,868,528	4,809,155	4,691,751	(117,404)	(2.4%)
Capital Equipment	489,074	155,000	0	(155,000)	(100.0%)
Internal Services and Misc.	632,667	689,312	706,805	17,493	2.5%
Expenditures by Type Total	10,624,454	13,117,470	13,190,951	73,481	0.6%
Expenditures by Activity					
Golf Operation	1,646,196	2,492,653	2,746,087	253,434	10.2%
City Park	1,375,813	1,671,234	1,519,929	(151,305)	(9.1%)
Evergreen	933,105	955,138	1,091,349	136,211	14.3%
Harvard Gulch	305,546	332,992	324,744	(8,248)	(2.5%)
Kennedy	1,662,923	2,141,246	2,094,489	(46,757)	(2.2%)
Overland	1,323,262	1,595,491	1,615,529	20,038	1.3%
Wellshire	1,299,754	1,582,186	1,456,511	(125,675)	(7.9%)
Willis Case	1,258,416	1,538,767	1,518,709	(20,058)	(1.3%)
Junior Golf	439,044	480,126	458,459	(21,667)	(4.5%)
Aqua Golf	380,396	327,637	365,145	37,508	11.4%
Expenditures by Activity Total	10,624,454	13,117,470	13,190,951	73,481	0.6%
Other Program Funding Sources					
Capital Projects Funds					
Golf Enterprise Capital Improv	0	727,500	700,000	(27,500)	(3.8%)
Total Program Expenditures	10,624,454	13,844,970	13,890,951	45,981	0.3%
Personnel Complement (Budgeted)					
Aqua Golf	4.47	4.47	4.47	0.00	0.0%
City Park	13.32	12.32	13.32	1.00	8.1%
Evergreen	9.05	8.05	9.05	1.00	12.4%
Golf Operation	11.00	11.17	14.00	2.83	25.4%
Harvard Gulch	5.47	5.47	5.47	0.00	0.0%
Junior Golf	8.44	8.44	8.44	0.00	0.0%
Kennedy	18.88	18.88	18.88	0.00	0.0%
Overland	13.98	13.98	12.98	(1.00)	(7.2%)
Wellshire	13.95	14.95	13.95	(1.00)	(6.7%)
Willis Case	12.56	13.56	12.56	(1.00)	(7.4%)
Personnel Complement (Budgeted) Total	111.13	111.30	113.13	1.83	1.6%
Total Personnel Complement	111.13	111.30	113.13	1.83	1.6%
Revenue					
Interest Income	71,840	65,000	45,000	(20,000)	(30.8%)
Charges for Services	10,136,787	12,449,409	13,601,656	1,152,247	9.3%

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Golf (79000 - 7029000)					
Miscellaneous Other	2,865,868	32,701	0	(32,701)	(100.0%)
Revenue Total	13,074,496	12,547,110	13,646,656	1,099,546	8.8%
Furlough Savings			(128,976)		

Parks Legacy Fund (2018 Ballot Measure - 2A)

Overview

In 2018, the citizens of Denver approved a 0.25 percent increase of Sales & Use tax to support Parks, Trails and Open Space, now called the Parks Legacy Fund. The sales tax is dedicated to the improvement and expansion of Denver's parks and recreation system, accelerating implementation of the *Game Plan for a Healthy City*. This fund will create new opportunities to realize the Game Plan's goals and enhance the legacy of green space and outdoor culture that Denver Parks and Recreation will leave future generations.

Details of the plan can be found at:

[https://www.denvergov.org/content/dam/denvergov/Portals/747/documents/planning/investment/2A_5-Year-Plan DPR.pdf](https://www.denvergov.org/content/dam/denvergov/Portals/747/documents/planning/investment/2A_5-Year-Plan_DPR.pdf)

Budget Detail

	2019 Actuals	2020 Appropriated*	2021 Recommended	\$ Change	% Change
Parks, Trails, and Open Space (15828-7040000)					
Expenditures by Type					
Personnel Services	142,594	2,299,834	2,874,924	575,090	25.0%
Services and Supplies	579,292	7,128,323	9,698,597	2,570,274	36.1%
Capital Equipment	265,009	28,218,950	5,710,000	(22,508,950)	(79.8%)
Internal Services and Misc.	15,128,081	148,419	100,000	(48,419)	(32.6%)
Expenditures by Type Total	16,114,976	37,795,526	18,383,521	(19,412,005)	(51.4%)
Expenditures by Activity					
Park and Trail Maintenance	16,114,976	37,795,526	18,383,521	(19,412,005)	(51.4%)
Total Program Expenditures	16,114,976	37,795,526	18,383,521	(19,412,005)	(51.4%)
Personnel Complement (Budgeted)					
Park and Trail Maintenance	3.00	22.00	22.00	0.00	0.0%
Total Personnel Complement	3.00	22.00	22.00	0.00	0.0%
Revenue					
Sales and Use	33,873,272	37,637,543	37,128,521	(509,022)	(1.4%)
Furlough Savings			(48,959)		

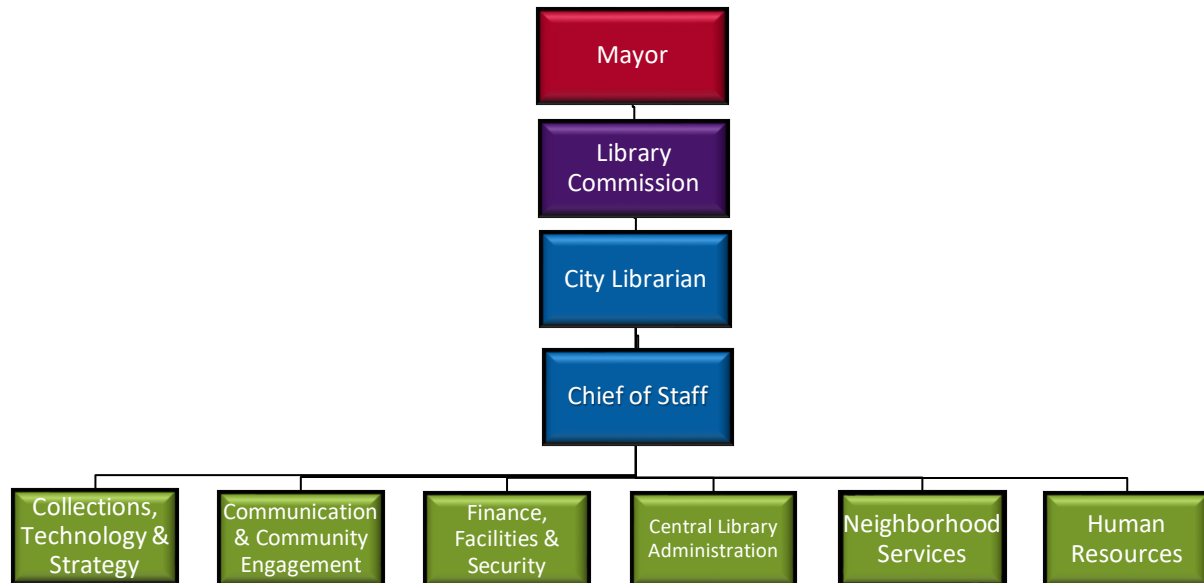
*While this reflects the 2020 appropriated amount, DPR adjusted spend categories to better align with updated revenue projections due to the decrease in tax revenue

Programmatic Changes

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Parks Legacy Fund		
· A decrease in capital equipment reflects funds being budgeted directly to the capital program and not a decline in funding. In 2020, the capital improvement funding was budgeted in the capital equipment budget line and then transferred to the capital program.	0.00	(22,509,000)
· A decrease in revenue to align with 2021 revenue projections. This decrease is caused by a significant decrease in city sales tax revenue due to the economic impacts of COVID-19.	0.00	(509,000)

2021 Capital Project Investments

<u>Projects</u>		<u>2021 Recommended</u>
Department of Parks and Recreation		
36045-7010000 Parks Citywide Projects		
RZ454	Mountain Parks - Facilities	450,000
RZ454	Mountain Parks - Infrastructure	265,000
RZ008	Park Access - Trail Improvements	150,000
RZ010	Park Amenities - Outdoor Recreation	375,000
RZ010	Park Amenities - Playgrounds	1,700,000
RZ009	Park Facilities - Structures	275,000
RZ006	Reinvestment - ADA Upgrades	500,000
RZ006	Reinvestment - Parks Rehabilitation	500,000
RZ006	Reinvestment - Project Development Funds	300,000
RZ007	Resiliency - Natural Resources	740,000
RZ007	Resiliency - Tree Program	400,000
RZ007	Resiliency - Water Conservation	100,000
Total		5,755,000
36050-7010000 Parks Improvement Projects		
RV004	City Park Master Plan Implementation	3,000,000
RV001	DPR Land Expansion Pre-Acquisition Costs	500,000
RT001	Heron Pond Parks and Water Quality Improvements	4,200,000
RV007	Montbello ELK Learning Center	2,250,000
RV003	Northfield Athletic Complex Phase II	540,000
RV005	Rosedale Maintenance Facility Renovation	2,000,000
RV006	Skyline Park Improvements	500,000
Total		12,990,000
Grand Total		18,745,000



Mission

Together, we create welcoming spaces where all are free to explore and connect.

Department Summary

The Denver Public Library (DPL) provides information, education, and cultural programs while managing a collection of more than two million books, e-books, periodicals, government publications, and audiovisual materials. DPL also provides professional reference and research services; maintains a computer network that allows the public to access the internet; and participates in interlibrary loan services with libraries worldwide. The library system includes the Central Library, 25 branch libraries and three bookmobiles.

For more information please visit the Denver Public Library website at <https://denverlibrary.org>.



Services

Denver Public Library activities are governed by the Denver Public Library Commission under the provisions of City Charter sections A14.6 through A14.11. The volunteer Library Commission consists of eight commissioners appointed by the Mayor. The Denver Public Library delivers services through the following functional areas:

The **Administration** Division is composed of the Office of the City Librarian, which is focused on executive and strategic leadership, and the Office of the Chief of Staff, which provides operational oversight. This Division is also home to the library's Equity, Diversity and Inclusion team, which leads the organizational work to change inequitable practices and policies and improves the environment of inclusivity for library customers and staff.

The **Collections, Technology, and Strategy** division selects, processes and catalogs books, audiovisual materials and online resources for the whole library system. It develops and maintains the library's online services, manages the online network in each of the 26 locations, administers servers providing library applications, and provides public access to computers and wireless in all locations, along with technology assistance and computer classes. This division includes staff focused on digital inclusion, maker spaces, strategic planning, data infrastructure and program evaluation.

Communications and Community Engagement educates and informs the public of library services, resources, and programs. It supports the work of the library by providing marketing, public relations, communications, publication design, promotions, grants management, and community outreach and engagement. The library currently operates three bookmobiles, providing weekly service to 30 Denver Public Schools and 30 senior centers. The department also works in conjunction with the Denver Public Library Friends Foundation to develop and implement the library's private fundraising efforts across the City.

Finance, Facilities & Security provides fiscal and physical management of DPL's 26 locations. Strategic budgeting, accounting, procurement, and contract management are included in the financial focus of the department. The Facilities department provides custodial, delivery, and maintenance and improvement services for the Central Library and 25 branch libraries. This Division also includes the DPL Security Department, which manages all aspects of safety and wellbeing for customers and employees of the public library.

Human Resources supports staff and supervisors with all employment-related matters of the library, including employee engagement initiatives. The Human Resources Division facilitates the entire employee life cycle, including recruitment and hiring, benefits administration, learning and development, employee wellness, time and attendance, leaves of absence, workers' compensation and employee relations.

The **Central Library Administration** provides access to the Denver community's largest reference and research center; including the world-renowned Special Collections and Digital Archives Department, a Community Technology Center, a robust Reference Center, the Children's Library, and a collection of books and audio-visual materials for check-out. Virtual reference service and a homework assistance program is available 24/7 through the Ask Us Chat service. This Division also includes the Community Resources Department, a team of social workers and peer navigators who support DPL customers experiencing life challenges and train DPL staff in trauma informed customer service techniques.

Neighborhood Services is composed of DPL's 24 neighborhood branch libraries and the Blair-Caldwell African American Research Library; each location provides the community with books and audiovisual materials for check-out, free wireless access, public computers, programs and classes for all ages and spaces for reading, gathering, and learning. Branch staff provide outreach services and engage with residents and neighborhood groups to strengthen Denver's communities. This division also includes departments that design, coordinate and evaluate programming across the DPL system, including: Youth Services, Programming Services and Cultural Inclusivity Services.

Strategies

Since early 2016, DPL has hosted more than 60 Community Conversations across the City; following these conversations, the library conducted in-depth research to determine which community concerns and aspirations it had the most capacity to address and support. The stories from our community and insight from best-practice research are the foundation upon which DPL's mission, vision and values are built.

DPL's goal is to capture and communicate how the library is working to enrich the lives of Denver residents, and elevate the organization's ability to make data-informed decisions. DPL's three-year strategic plan brings together various organizational initiatives into a cohesive ecosystem for excellence and provides a platform for DPL to enhance its relationships with community, government, and non-profit partners.

DPL has transformed its organizational values into compelling statements that encapsulate the results we want to achieve for the community:

- Welcoming Everyone
- Fostering Curiosity
- Strengthening Connection
- Challenging Inequity
- Honoring Public Trust

The library's strategic plan demonstrates how all our programs and services play a critical role in achieving our goals for the organization and Denver community, and provide DPL staff guidance in planning and resourcing their work on an annual basis.

In 2021, DPL's Strategy and Evaluation Department will embark on a system-wide review of operational performance measurement and facilitate program and service staff in identifying meaningful metrics for their team's work. This, in addition to the organizational performance indicators outlined below, will be used to make operational and financial decisions within the library system.

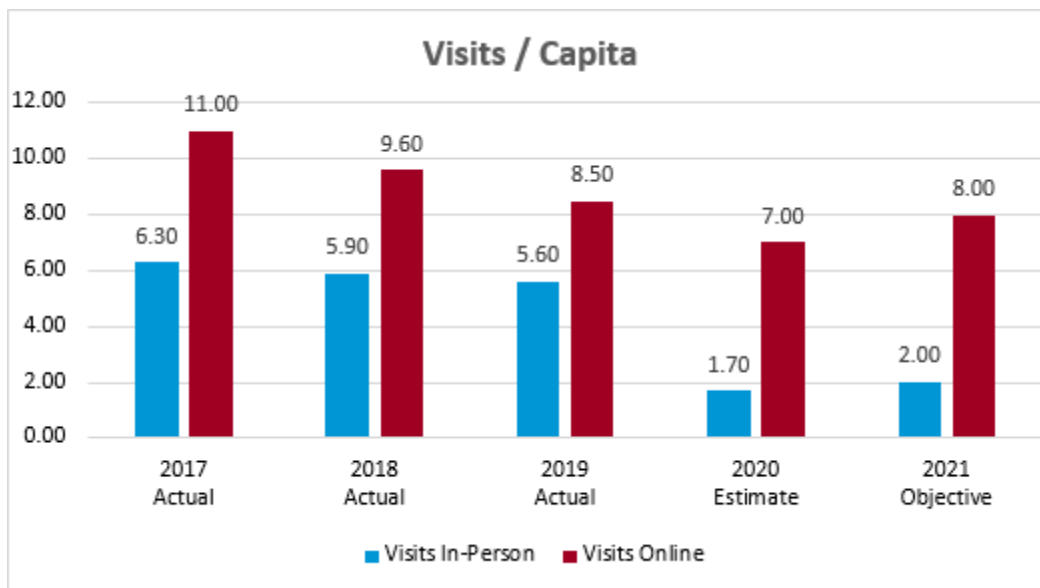
Performance and Program Highlights

Each results area is contextualized using measurable indicators that help DPL take the pulse of the collective impact of the individual programs and services. Library staff are currently in the process of developing in-depth analysis of each Indicator, as well as supporting strategies. Indicator trends and strategy progress are reviewed on a quarterly basis and, beginning in 2021, the library intends to provide a public dashboard of this information.

The following is an overview of indicators within each results area, including selected indicators for which the library has reliable historical data at this time.

Welcoming Everyone

This results area consists of the following indicators: quality of Denver libraries; **visits per capita**; active card holders; self-reported staff engagement.



The selected indicator for understanding the library's performance within Welcoming Everyone is the Average number of times a Denver resident visits a library location or the DPL website. Visit information helps the library understand whether the Denver community views the library as Welcoming, as it helps DPL understand how frequently residents are using our spaces - regardless of purpose for visiting.

2019 showed a 7.6 percent decline in total in-person visits system-wide. Nonetheless, DPL's average of 14.1 visits per resident outpaces the national average of 10.5 in 2019, as reported by the [Gallup Americans' Reports of Leisure and Activities](#). Though DPL does not currently have the capacity to capture whether a visitor holds a library card, or their demographic information, the aforementioned Gallup poll confirms that libraries are most frequented by young adults, women and low-income residents.

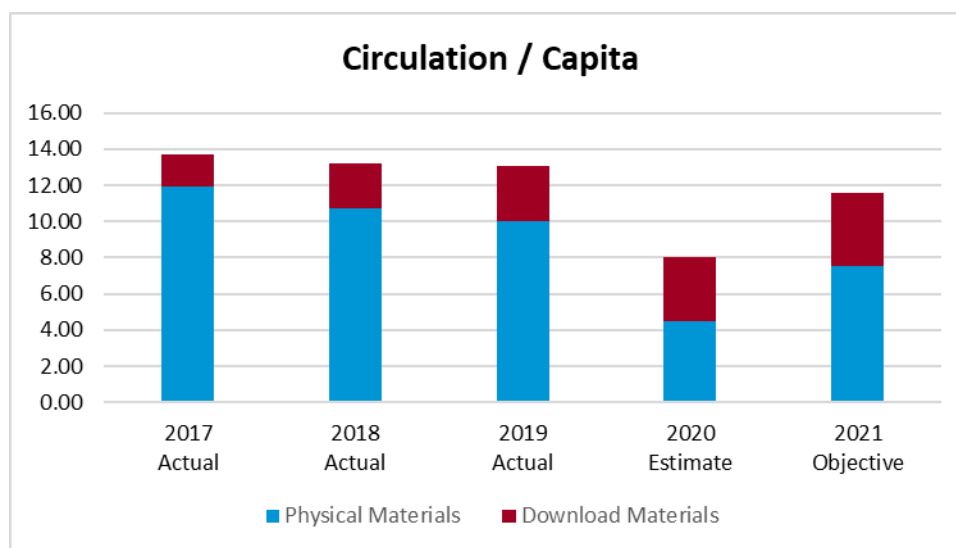
2020 visit projections are based on a combination of pre-closure visits and monthly visit averages based on the projected reopening schedule; curbside material pickup does not register as a visit. 2021 visit projections assume that DPL's Central Library, Byers and Smiley Branches will not be open to the public for the majority of the year; the remainder of branches are projected at 50 percent of 2019 baseline. Virtual visit is calculated using a rolling average of monthly web traffic.

Note: DPL's Central Library location experienced a system failure of the door counters in May 2019, resulting in an estimated 78,000 uncounted visits. Work is underway to extrapolate this data for historical purposes. Additionally, DPL updated its virtual visit tracking methodology in 2018 to bring measurement practices into alignment with state and federal standards; this caused the drop in virtual visit numbers.

Fostering Curiosity

This results area consists of the following indicators: material circulation per capita; the library as a space for Growth and Reflective Engagement; staff development.

The selected indicator for understanding the library's performance within Fostering Curiosity is Materials circulated per capita, by collection. **Circulation Per Capita** indicates the average number of loans made to each resident annually. Material circulation is one way to understand the curiosity of DPL's cardholders as it sheds light on the variety of materials accessed and the volume of materials consumed by the Denver population. Because DPL has roughly 150,000 non-resident card holders who contribute to our total circulation, it is likely that the average number of loans is inflated - though not significantly.

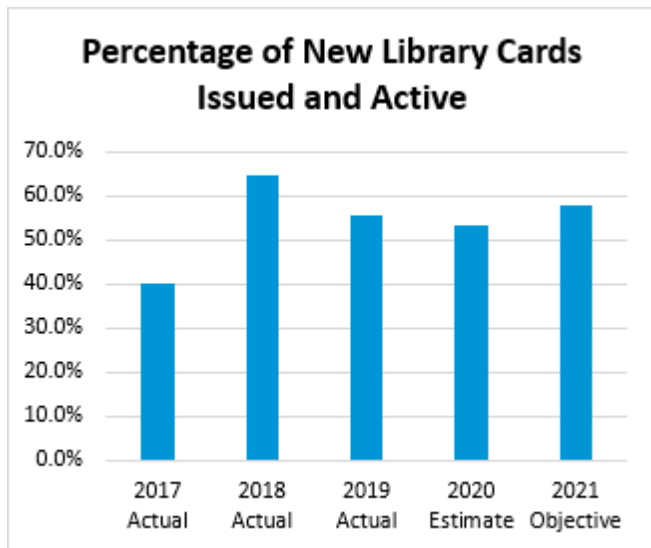


In 2019, DPL invested additional resources in children's materials and saw more circulation activity in those collections, specifically: Children's Graphic Novels, Children's Fiction, Children's Blu-Ray, and Beginning Readers. A decline in circulation of other media, such as CDs and Audiobooks, is in line with industry trends. While some of this has moved to electronic media downloads, much is also lost to streaming and online services. DPL's budget for music and audiobooks has been reallocated to more popular collection formats to reflect the change in consumption.

2020 Circulation projections are based on YTD actuals, combined with new checkout behaviors observed during curbside service. Due to the highly cyclical nature of circulation, September-December 2019 activity was used as the baseline for the remainder of 2020. 2021 projections are based on 70 percent of the 2019 baseline; this takes into consideration return to in-building services (with limited capacity) and continuation of curbside services as needed.

Note: Reading Rocket 1 was decommissioned in June 2019, which contributed to a 34.2 percent decline in checkouts originating from DPL's mobile services. In 2020, DPL rolled-out two new sprinter vans as part of mobile services, a new bookmobile, and made changes to the bookmobile collection. Circulation originating from the bookmobile will likely be more volatile in 2020 but may settle somewhat in 2021.

Strengthening Connection



This results area consists of the following indicators: new library users; service usage; library as a space for connection and togetherness; strategic partnerships.

The selected indicator for understanding the library's performance within Strengthening Connection is **percentage of new library cards issued and active**. This metric pinpoints the percentage of new users that are taking advantage of their access to the library's collection, programs and service.

While utilization is not something DPL can unilaterally control, this indicator helps the organization understand whether it is targeting new cardholders and expanding its connection to communities that most need access to the library.

2020 and 2021 assume no significant change and uses a rolling average for projected performance, as the methodology evaluates use on a three-year rolling basis. DPL did see an average of 7 percent increase in total cardholders during the 2008-2010 economic recession and will continue to monitor this trend to understand the impacts of the COVID-19 pandemic and related economic challenges.

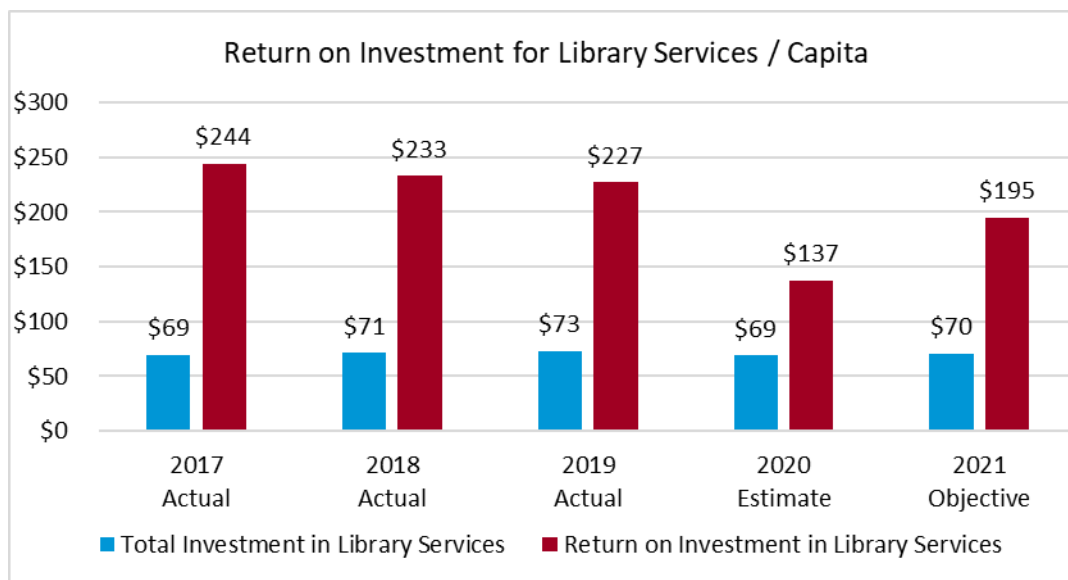
Challenging Inequity

This results area consists of the following indicators: internal perception of equity; policies/procedures reviewed and amended; operational expenditures MWBE, EBE, SBE, and/or DBE businesses; diversity of library leadership; service utilization in target neighborhoods.

The metrics for this results area is under development; DPL anticipates baseline data will be available in early 2021.

Honoring Public Trust

This results area consists of the following indicators: Per Capita Investment in Library Services; Trust in the Library; Return on Investment - Sharing Economy; Preserving Denver's History.



In 2019, DPL provided 64,996 open hours, 801,820 unique computer sessions, 405,522 reference interactions, 11,654 museum passes borrowed and 479,583 program experiences in addition to circulation of physical materials noted above. DPL is currently working to create a Return-on-Investment Calculator to communicate the per-dollar benefit a library user receives; in the interim, the library has used the [Maine State Library Associations' Library Use Value Calculator](#) to estimate the benefit. This calculation estimates the "out-of-pocket" cost for library services such as: materials, museum passes, technology access, meeting space and programs. For 2019, the value of library services were calculated at an average estimated value of \$227 of benefit per resident from DPL services.

2020 Covid-19 Overview & Statement

The pandemic has resulted in a dramatic reduction of library services and programs affecting every part of DPL's operations. On March 15, 2020, all 26 DPL locations were closed to the public resulting in no access to our physical materials collection until July 7 when we initiated curbside pickup. During this time only customers with the ability to download our electronic materials or access online programming were able to use the library's resources, further impacting lower income households. To help offset some of this impact, we have kept our Wi-Fi access on at all locations to allow customers internet access while on our property.

Since our initial closure, the Library Branches and the Central Facility have had no community room access, no in-person programming, no public computer access, and no access to copiers and printing for the community. DPL has canceled over 8,600 in-person programs so far this year and anticipate no additional in-personal programming will be available through the remainder of 2020. As a comparison, the library hosted over 20,000 programs from March to December of 2019. During the closure, library staff adapted services and programs to virtual, phone, mail formats. Construction and maintenance projects were put on hold for a short time so we could understand public health protocols for contractors but were able to be resumed quickly. Colorado Safer at Home guidance has since allowed the Library to provide access to the physical collection through curbside services as well as outdoor computer access, and DPL has resumed outreach to children and families in targeted neighborhoods and to people experiencing homelessness. Though all library buildings currently remain

closed to the public, we continue to seek ways to expand our services throughout Denver with safety of our staff and customers as top priority.

During COVID-19 recovery, the DPL team is leading with the [library's values](#) of Equity and Stewardship in re-establishing services to customers and building a more sustainable Denver Public Library. DPL staff know that demand for library resources increases during economic downturns. DPL is also very cognizant of how customers commonly use public libraries and the average duration of their stays, and we are following public health guidance to inform our reopening plans.

DPL considers Mayoral and library priorities and community needs and impacts as part of the budget reduction and COVID recovery plans. City priorities to preserve financial stability, deliver a more equitable and inclusive city, strengthen the safety net, and maintain essential services to the best of our ability remain top of mind in our decision making. The Library Commission has given direction to focus on neighborhoods most in need. And, we are engaging with community partners, other city agencies and customers to better understand the needs of the community and coordinate plans for the future of Denver.

COVID-19 Mitigation Strategies

The library executive team holds recurring COVID-focused meetings and sends daily all-staff communications to keep all library staff informed of city updates, public health guidance, leadership decisions and provide links to news and articles related to COVID-19. Additionally, the library has created several internal Return to Buildings teams each focusing on various aspects of reopening our libraries safely, including materials access, programming, services, and buildings and spaces. Several members of library leadership are also actively involved in city-wide COVID recovery committees. These teams encourage collaboration within library departments, with other city agencies and partners and to align recovery efforts with priorities of the community. Library leadership is currently participating in the following city-wide recovery teams:

- Agency Continuity Coordinator All Hands
- Broadband/Digital Divide Senior Advisor Subcommittee
- COVID Workplace Coordinators
- Emergency Operations Center Joint Information Center
- Long Term Recovery Committee: Continuity and Workforce Protection Workgroup
- Long term Recovery Committee: Marketing & Communications Workgroup
- Long Term Recovery Committee: Social Safety Net & Housing Workgroup
- Office of Human Resources Community Updates
- Social Safety Net Youth Subcommittee Executive Sponsor
- Social Safety Net Subcommittees (a library representative is on each subcommittee)

Due to economic declines, the library has had to contract its budget and DPL, along with all city employees, will take eight furlough days in 2020. These reductions amount to 6.8 percent, or \$3,611,714, of the 2020 library budget which will contribute to closing the City's budgetary gap caused by COVID-19. The library has also incurred additional unbudgeted expenditures related to reopening to provide PPE for staff, encourage social distancing, and pivot our services to virtual and outdoor formats requiring us to reallocate funding from our general operations budget further impacting budgets for collection materials and services for programming and technology.

The City is also anticipating a budget gap in 2021, and the library has submitted a reduction proposal for review as part of the mayor's annual budget. Unfortunately, the library budget is 81 percent personnel and we cannot avoid reducing our workforce with a budget reduction this significant which translates to reducing hours, services, and programs impacting all DPL locations.

COVID-19 Performance & Program Highlights

The Denver Public Library has been awarded \$174,100 in supplemental grant funding in support of COVID recovery efforts. Private grants include \$30,000 from Rose Foundation for maker literacy kits for youth, and \$2,500 from Colorado Health Foundation for personal protective equipment (PPE). The Colorado State Library awarded \$10,000 of pass-through Coronavirus Relieve Act funding (CARES) to purchase additional hotspots and one year of service for public use. And, through the City and County of Denver, we have also received CARES funding of \$26,000 for laptops to support staff teleworking and \$105,600 for touchless fixtures in library restrooms. The library has also used city-awarded FEMA and CARES funding to purchase some additional supplies, such as hand sanitizer and PPE, that will be used for reopening libraries.

Note, some of the aforementioned grants are not reflected in the grant section because their receipt was not known until after the City deadline for grant expenditure estimate revisions for 2020.

Budget Detail

	2019	2020	2021	\$	%
DPL Administration Budget (8110000)	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	39,717,181	39,492,706	38,264,394	(1,228,312)	(3.1%)
Services and Supplies	10,180,483	9,625,278	9,919,425	294,147	3.1%
Capital Equipment	1,681,130	207,347	0	(207,347)	(100.0%)
Restricted Budget	0	3,611,714	0	(3,611,714)	(100.0%)
Expenditures by Type Total	51,578,794	52,937,045	48,183,819	(4,753,226)	(9.0%)
Expenditures by Activity					
DPL Administration Budget	905,041	1,311,166	1,854,542	543,376	41.4%
DPL Administration & Support	4,207,258	3,637,634	0	(3,637,634)	(100.0%)
*DPL Collections, Technology & Strategy Budget Control	0	0	12,967,392	12,967,392	0.0%
*DPL Finance, Facilities & Security Budget Control	0	0	7,037,814	7,037,814	0.0%
*DPL Human Resources Budget Control	0	0	1,038,719	1,038,719	0.0%
*DPL Central Library Administration Budget Control	0	0	6,992,759	6,992,759	0.0%
*DPL Neighborhood Services Administration Budget Control	0	0	18,292,593	18,292,593	0.0%
DPL Public Services Staffing Support	27,035,031	29,474,741	0	(29,474,741)	(100.0%)
DPL Community Resources	11,509	28,000	0	(28,000)	(100.0%)
DPL Collections, Technology and Strategy Admin	12,474,009	12,554,149	0	(12,554,149)	(100.0%)
DPL Communication and Community Engagement	1,322,180	1,435,112	0	(1,435,112)	(100.0%)
DPL Facilities Operations & Maintenance	5,623,766	4,496,243	0	(4,496,243)	(100.0%)
Expenditures by Activity Total	51,578,794	52,937,045	48,183,819	(4,753,226)	(9.0%)
Other Program Funding Sources					
Grants					
Building a Pipeline of Community Connection	0	0	0	0	0.0%

	2019	2020	2021	\$	%
DPL Administration Budget (8110000)	Actuals	Appropriated	Recommended	Change	Change
Librarians for the 21st Century	2,405	69,818	0	(69,818)	(100.0%)
Read Aloud	49,772	30,000	0	(30,000)	(100.0%)
State Grants for Libraries	167,192	175,922	150,000	(25,922)	(14.7%)
Total	219,368	275,740	150,000	(125,740)	(45.6%)
Culture and Recreation SRF					
Library - Special Trust Fund	2,026,245	2,350,500	1,404,376	(946,124)	(40.3%)
Other Program Funding Sources Total	2,245,613	2,626,240	1,554,376	(1,071,864)	(40.8%)
Total Program Expenditures	53,824,407	55,563,285	49,738,195	(5,825,090)	(10.5%)
Personnel Complement (Budgeted)					
DPL Administration & Support	41.50	34.50	0.00	(34.50)	(100.0%)
DPL Administration Budget	3.00	12.75	11.00	(1.75)	(13.7%)
*DPL Collections, Technology & Strategy Budget Control	0.00	0.00	60.25	60.25	0.0%
*DPL Finance, Facilities & Security Budget Control	0.00	0.00	92.75	92.75	0.0%
*DPL Human Resources Budget Control	0.00	0.00	10.00	10.00	0.0%
*DPL Central Library Administration Budget Control	0.00	0.00	106.25	106.25	0.0%
*DPL Neighborhood Services Administration Budget Control	0.00	0.00	261.25	261.25	0.0%
DPL Public Services Staffing Support	408.50	410.67	0.00	(410.67)	(100.0%)
DPL Collections, Technology and Strategy Admin	58.25	53.25	0.00	(53.25)	(100.0%)
DPL Communication and Community Engagement	13.00	12.75	0.00	(12.75)	(100.0%)
DPL Facilities Operations & Maintenance	84.50	75.00	0.00	(75.00)	(100.0%)
Personnel Complement (Budgeted) Total	608.75	598.92	541.50	(57.42)	(9.6%)
Other Program Funds FTE					
Culture and Recreation SRF					
Library - Special Trust Fund	13.00	13.00	3.00	(10.00)	(76.9%)
Revenue					
Internal Service and Indirect Cost	(17,681)	0	0	0	0.0%
Miscellaneous Other	1,315	0	0	0	0.0%
Revenue Total	(16,366)	0	0	0	0.0%
Vacancy Savings			(1,465,750)		
Furlough Savings			(930,425)		
*New cost center added for 2021.					

Programmatic Changes

Mid-Year Savings

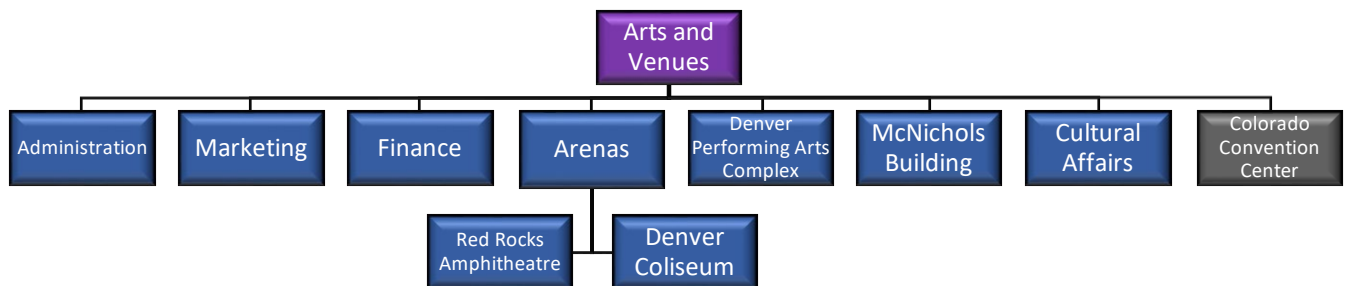
Due to the COVID-19 impact on the economy in 2020, the Denver Public Library implemented \$3,611,714 in mid-year reductions, including the following savings:

- \$3,324,914 in personnel services, primarily achieved by not filling vacant positions and requiring staff to take eight unpaid furlough days. The workload for these vacant positions was redistributed to other staff, while still prioritizing services and programs for communities in need and work to eliminate programs and services that duplicate the work of others.
- \$286,800 in services and supplies, discretionary spending on training, office supplies, administrative expenses, and professional service contracts. The impact of these reductions has been slightly mitigated due to closure of all branches and the Central Library since March 2020.

Please note, most of these savings were restored to the 2021 starting budget, and that the Denver Public Library resubmitted many of these budget reductions again for 2021 in addition to other reductions described in the Significant Budget Changes section below.

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agencywide		
• A net increase to personnel services budget due to mid-year upgrades and adjustments to position classifications and hours to better align position duties with services and programs. Several position upgrades resulted in a reduced number of total budgeted positions.	(2.17)	15,200
• An increase in services and supplies to support the next phase of ADA-related facility improvements.	0.00	500,000
• A decrease in personnel services to freeze positions including an Accounting Tech I, thirteen Administration Support Assistant Is, nine Administration Support Assistant IIs, one Administration Support Assistant III, one Administration Support Assistant IV, a Custodial Supervisor, eight Custodians, an HR Business Partner, seven Librarians, a Library Program Associate, a Mechanic, two Operations Assistants, three Security Officers, a Senior IT Systems Administrator, a Staff Assistant, a Stockkeeper I, and a Utility Worker. These vacant positions will not be filled in 2021, and the workload will be redistributed to existing staff, prioritizing services and programs for communities in need and work to eliminate programs and services that duplicate the work of others.	(39.75)	(2,523,300)
• A decrease in personnel services due to the implementation of a citywide retirement special incentive program. Employees enrolled in the special incentive program retired from the City on August 31, 2020. These positions will not be backfilled in 2021.	(15.50)	(945,600)
• A decrease in personnel budget for a one-time reduction of on-call budget. The on-call workload will be redistributed to existing staff, prioritizing services and programs for communities in need and work to eliminate programs and services that duplicate the work of others.	0.00	(490,700)
• An increase in services and supplies to restore budget that was moved to purchase one-time capital equipment in 2020. This is offset by a decrease in capital equipment.	0.00	207,300
• A one-time decrease in services and supplies for discretionary spending on training, office supplies, administrative expenses, and professional service contracts.	0.00	(400,000)
• A decrease in capital equipment due to budget temporarily moving from services and supplies in 2020. This is offset by an increase in services and supplies.	0.00	(207,300)

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Collections		
<ul style="list-style-type: none"> A one-time decrease in services and supplies due to a reduction in the purchase of physical and electronic materials. Denver Library will prioritize remaining collection spending based on community needs and continue work to diversify collections. 	0.00	(300,000)
Special Revenue Funds		
<ul style="list-style-type: none"> A decrease in personnel budget for positions in the special trust that were closed mid-year 2020 to better align the trust fund with staffing needs. 	(10.00)	(947,100)
The budgeted vacancy savings is \$1,465,750.		
The budgeted furlough savings is \$930,425.		



Mission

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

Department Summary

Denver Arts and Venues (DAV) manages, maintains, and programs the City's public events venues and provides cultural programs and amenities to the community such as free festivals, educational offerings, and public art. The venues include iconic and high-profile facilities that are well-known regionally, nationally, and internationally. They include:

- Colorado Convention Center
- Denver Coliseum
- Denver Performing Arts Complex
- McNichols Civic Center Building
- Red Rocks Amphitheatre

DAV facilities host a wide array of public and private events including conventions, trade shows, sporting events, concerts, theatre productions (local and national touring companies), and cultural activities such as films, lectures, symphony, ballet, and opera performances. For more detailed information visit <http://artsandvenuesdenver.com/>.

Services

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

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

The **Colorado Convention Center (CCC)** is one of the country's most successful convention, trade show and business meeting facilities. The facility has a significant impact on the region's economy and generates substantial lodgers' tax, sales and use tax and employment opportunities in the private sector. The facility is managed by a private company charged with day-to-day operations.

DAV **Arenas** includes the Denver Coliseum and the Red Rocks Amphitheatre, Trading Post, and Visitor Center. The historic Denver Coliseum is used for sporting events, family entertainment shows, concerts, and the National Western Stock Show and Rodeo. Red Rocks Amphitheatre is an acoustically perfect, critically acclaimed natural open-air concert venue. The Trading Post serves as a retail outlet and includes a museum for the Colorado Music Hall of Fame. Management includes booking, patron/client services, event oversight, facilities maintenance, and food and beverage contracts.

The **Denver Performing Arts Complex (DPAC)** is a world-renowned performing arts center covering 12 acres in downtown Denver, including the Ellie Caulkins Opera House, Boettcher Concert Hall, Temple Hoyne Buell Theatre, Sculpture Park, Helen Bonfils Theatre Complex, retail, and parking amenities. Services include booking, patron/client services, event oversight, facilities maintenance, food and beverage contracts, and parking garage facility management and oversight for attached retail.

The **Cultural Affairs** division includes Denver's Public Art program, the Create Denver economic development initiative, Scientific and Cultural Facilities District (SCFD) Tier III granting process, Youth One Book One Denver literacy program, the

Five Points Jazz Festival, the Mayor's Awards for Excellence in Arts & Culture, and implementation of IMAGINE 2020: Denver's Cultural Plan.

McNichols Civic Center Building is a contemporary hub for arts and culture. Services include facilities maintenance and operations, booking, event oversight, and patron/client services.

Strategies

Colorado Convention Center Expansion

The Colorado Convention Center is one of the leading economic drivers for the City, generating more than \$600M in annual revenue, with more than 1 million visitors. To remain competitive and to respond to new trends in the convention and meetings industry, a vertical expansion is planned and funded. It is based on a Master Plan completed by DAV in 2015. The \$233M expansion project will commence in 2020.

Equity, Diversity & Inclusiveness (EDI) Initiative

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

The Next Stage

In March 2016, Arts & Venues announced The Next Stage, a vision plan for the redevelopment of the Denver Performing Arts Complex. The Next Stage positions Denver Performing Arts Complex (DPAC) to be an enlivened, vibrant, thriving, public regional center of cultural activity in the heart of downtown. It will attract diverse audiences, celebrate a variety of art forms, contribute to the City's economic vitality, enhance Denver's urban fabric, integrate with neighboring amenities, and serve as an innovative model for sustainable cultural and civic investment. Following the release of the Vision Plan, a Funding and Governance (FunGov) committee was formed to test the feasibility and assess policy implications of implementing The Next Stage. The findings indicated that the plan is feasible, and Arts & Venues is completing a basis of design for a new concert hall on the site of the existing Boettcher Concert Hall.

COVID-19 Overview & Statement

Denver Arts & Venues (A&V) has been dramatically impacted by COVID-19 due to its unique position operating large venues and managing events with mass gatherings of people, which are likely to be prohibited for the foreseeable future, and possibly until a vaccine is found and widely available to the public. Major operational, programmatic and staff impacts have included:

- All major concerts, Broadway shows, performances and events at Red Rocks Amphitheatre, Denver Performing Arts Complex (Boettcher Concert Hall, Buell Theatre, and Ellie Caulkins Opera House), McNichols Building in Civic Center Park canceled or postponed through parts of 2021
- Lease by State of Colorado of the Colorado Convention Center as an Alternate Care Facility for COVID-positive patients through September 30, 2020 with possible extensions through March 2021
- Use of Denver Coliseum as shelter for people experiencing homelessness to continue through year-end 2020
- McNichols Building to serve as a polling site for the November 2020 election
- Early in the crisis, reallocated programming and grant dollars to create Colorado Artist Relief Fund
- Cultural programs such Five Points Jazz Festival were held virtually
- Activations across all facilities were modified to comply with public health orders, generating minimal revenue
- Staff were redeployed to the Joint Information Center, Denver Coliseum, Excise and License, and the jail to support COVID-related operations

These operational impacts have had drastic repercussions on Arts & Venues' 2020 financial outlook and workplans, which will continue in 2021. A&V forecasts that venue activity in 2021 will be 48 percent of 2019 event and attendance activity, resulting in a 32 percent decrease in revenue in 2021.

COVID-19 Mitigation Strategies

The COVID pandemic looms large as A&V forecasts the balance of 2020 and plans for 2021. Most in the arts and entertainment business agree that events of the size and scale typically offered in A&V venues will not be able to resume until a vaccine is found and the risk of COVID has subsided completely. This presents a slew of challenges for Arts & Venues including how to plan financially, leverage the talent of those in our agency, and move forward through these difficult times.

At the outset of the pandemic, A&V halted the transfer of its 2019 budget surplus to capital fund 38336 to carry 2020 operating expenses. To further ensure its solvency, the agency cut variable expenses by 36 percent and transferred \$7.1M from its capital account to the operating budget. The State's lease payment for the Colorado Convention Center covers basic costs of the facility – utilities, minimal staffing, maintenance, etc. – alleviating potential burden to Arts & Venues or the General Fund.

As Denver artists and arts & culture organizations are hit with an unprecedented loss in revenue due to the coronavirus pandemic, Arts & Venues diverted programmatic dollars originally budgeted to support activities like the Urban Arts Fund, IMAGINE 2020 District Challenge and P.S. You Are Here to open the Colorado Artist Relief Fund, available to members of Denver's creative community who are impacted financially by COVID-19. In partnership with several other foundations and donors, A&V also contributed to the COVID-19 Arts & Culture Relief Fund, an emergency fund aimed at helping metro Denver small and mid-sized arts & culture organizations survive this crisis.

A&V's response to the COVID-19 crisis is ongoing and not unique, but it does present challenges unique to the agency and its stakeholders. Arts & Venues continues to enact its strategic reconstitution plan, The Come Back Plan. This plan includes four pillars -- realign, reimagine, reopen, and reposition – and is based on engagement with stakeholders including our contractors, concessionaires, clients, concert promoters, resident companies, employees, and patrons to understand what needs to be considered as we plan to reopen and build strategies for the future. A&V's plan is dynamic based on the quick-changing nature of the crisis, but is rooted in understanding community needs and expectations, collaborating to improve impact, responding with authenticity, and remaining flexible.

COVID-19 Performance & Program Highlights

In support of other agency efforts, A&V has provided the following supports:

- Grants to 755 across CO and 458 in Denver artists and 755 through the CO Artist Relief Fund
- Staffing at the Coliseum valued at \$562,500 (April – December)
- Utilities at the Coliseum valued at ~\$60,000 (April – December)
- Personnel redeployed at Excise and License for patio expansions valued at ~\$18,000

A&V will distribute \$1M in Coronavirus Relief Fund (CRF) dollars to artists and creative enterprises (for- and nonprofit) that operate venues beginning September 2020.

2021 A&V revenue projections assume that facilities will remain dark through Q2 of 2021. Events are anticipated to resume in May 2021 and gradually increase until year-end. Mass gathering limitations, audience readiness and Resident Company or Promoter capacity will impact event activity. A7v will continue to invest in core programs, preserving budgets that offer direct service delivery to the community at higher levels, and will maintain equity lens for all programs, processes and investments. A&V also continues to offer a city-wide investment of EDI through the engagement and support by the Director of Cultural Affairs to the Office of Social Equity and Innovation's executive leadership team.

Budget Detail

Denver Arts and Venues (3050000)	2019 Actuals	2020 Appropriated*	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	8,144,239	9,417,540	8,653,869	(763,671)	(8.1%)
Services and Supplies	35,832,434	34,966,366	26,667,893	(8,298,473)	(23.7%)
Capital Equipment	822,779	3,022,500	362,500	(2,660,000)	(88.0%)
Internal Services and Misc.	810,819	973,200	216,900	(756,300)	(77.7%)
Expenditures by Type Total	45,610,271	48,379,606	35,901,162	(12,478,444)	(25.8%)
Expenditures by Activity					
Administration	3,196,069	3,804,039	3,021,174	(782,865)	(20.6%)
Marketing	1,829,657	2,157,603	1,572,761	(584,842)	(27.1%)
Cultural Affairs	2,711,570	2,952,416	2,745,869	(206,547)	(7.0%)
Arenas	20,497,485	20,053,551	14,977,849	(5,075,702)	(25.3%)
Denver Performing Arts Complex	17,375,490	19,411,997	13,583,509	(5,828,488)	(30.0%)
Expenditures by Activity Total	45,610,271	48,379,606	35,901,162	(12,478,444)	(25.8%)
Other Program Funding Sources					
Grants					
Public Art	0	5,000	0	(5,000)	(100.0%)
Westwood Art Public Art Installation	0	36,250	13,750	(22,500)	(62.1%)
Total	0	41,250	13,750	(27,500)	(66.7%)
Culture and Recreation SRF					
Convention Center Special Revenue Fund	29,258,467	30,146,510	26,327,533	(3,818,977)	(12.7%)
Preserve the Rock	0	12,000	12,000	0	0.0%
Total	29,258,467	30,158,510	26,339,533	(3,818,977)	(12.7%)
Capital Projects Funds					
07 Bond -Refurb Cultural Fac	0	93,007	0	(93,007)	(100.0%)
07 Bond-Expansion Cult Facilit	0	129,900	0	(129,900)	(100.0%)
Culturals Capital Maintenance	0	0	1,820,000	1,820,000	0.0%
Culture&Recreation SRF	0	5,600,000	0	(5,600,000)	(100.0%)
Elevate Denver General Obligation Bond Fund	0	0	0	0	0.0%
Other Agency Capital Project	0	300,000	266,000	(34,000)	(11.3%)
Public Art Contributions	0	285,000	1,576,335	1,291,335	453.1%
Theatres & Arenas Capital Projects	0	7,129,340	3,187,097	(3,942,243)	(55.3%)
Total	0	13,537,247	6,849,432	(6,687,815)	(49.4%)
Other Program Funding Sources Total	29,258,467	43,737,007	33,202,715	(10,534,292)	(24.1%)
Total Program Expenditures	74,868,738	92,116,613	69,103,877	(23,012,736)	(25.0%)
Personnel Complement (Budgeted)					
Administration	17.00	15.00	17.00	2.00	13.3%

Denver Arts and Venues (3050000)	2019 Actuals	2020 Appropriated*	2021 Recommended	\$ Change	% Change
Arenas	12.00	12.00	11.00	(1.00)	(8.3%)
Cultural Affairs	10.00	10.00	13.00	3.00	30.0%
Denver Performing Arts Complex	61.57	62.57	58.57	(4.00)	(6.4%)
Marketing	7.00	8.00	7.00	(1.00)	(12.5%)
Personnel Complement (Budgeted) Total	107.57	107.57	106.57	(1.00)	(0.9%)
Total Personnel Complement	107.57	107.57	106.57	(1.00)	(0.9%)
Revenue					
Charges for Services	61,661,826	7,555,299	36,672,063	29,116,863	385.4%
Miscellaneous Other	741,396	444,800	326,510	(118,290)	(26.6%)
Revenue Total	62,403,222	8,000,000	36,998,573	28,998,573	362.5%
Furlough Savings			(214,768)		

*Denver Arts and Venues identified 36% of the 2020 expenditures above as budget savings to meet the reduction in revenue. The budget is in the process of being sequestered.

Programmatic Changes

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agencywide		
• An increase in personnel services due to the mid-year addition of a Financial Manager.	1.00	137,400
• An increase in personnel services for a budgeted Program Administrator position for the Public Art program.	1.00	94,100
• An increase in personnel services due to the mid-year addition of a limited Staff Assistant for the Public Art program.	1.00	78,100
• A decrease in personnel services due to the implementation of a citywide retirement special incentive program. Employees enrolled in the special incentive program retired from the City on August 31, 2020. These positions will not be backfilled in 2021.	(4.00)	(305,700)
• A decrease in personnel services due to reducing on-call budget in anticipation of delayed events in 2021.	0.00	(279,700)
• A decrease in personnel services to allocate a portion of the salary for positions associated with GO Bond and CIP projects to Capital Planning and Programming Funds for 2021. This is a one-time decrease.	0.00	(259,100)
• An increase in services and supplies for replacement equipment at Red Rocks, including electronic, theatrical, and video equipment, and furniture at Shiprock Grill.	0.00	300,000
• An increase in services and supplies for replacement equipment at the Buell Theater, including house speakers and lighting.	0.00	176,000
• An increase in services and supplies for hanging lights at the Ellie Caulkins Opera House.	0.00	150,000
• An increase in services and supplies for replacement equipment at the Coliseum, including electronic, theatrical, and video equipment.	0.00	50,000
• A decrease in services and supplies due to a reduction in professional services, including stagehands, cleaning, janitorial, and concession contracts in anticipation of delayed events in 2021.	0.00	(7,538,100)
• A decrease in services and supplies due to a reduction in utilities at theaters and arenas in anticipation of delayed events in 2021.	0.00	(605,100)

2021 Impact Description

	FTEs	Dollars
• A decrease in services and supplies due to reductions in building and construction supplies and equipment and leases and rentals.	0.00	(306,100)
• A decrease in services and supplies due to reductions in administrative expenses, travel, transportation, and training.	0.00	(183,700)
• An increase in capital equipment for replacement equipment at Red Rocks, including concessions, janitorial, and housekeeping equipment.	0.00	175,000
• An increase in capital equipment for replacement equipment at the Coliseum, including cleaning, janitorial, concessions, and maintenance equipment.	0.00	75,000
• An increase in capital equipment for replacement fire drapes at the Buell Theater.	0.00	75,000
• An increase in capital equipment for a replacement banner frame at the Boettcher Concert Hall.	0.00	37,500
• A decrease in capital equipment due to one-time equipment purchases in 2020.	0.00	(3,022,500)
• A decrease in internal services due to a reduction in billings for services in anticipation of delayed events in 2021.	0.00	(756,300)

Revenue

• An increase in revenue in anticipation of delayed events in 2021. Arts and Venues revenue projections assume that facilities will remain dark through Q2 of 2021. Events are anticipated to resume in May 2021 and gradually increase until year-end.	0.00	28,998,600
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The budgeted furlough savings is \$214,768.



Other Cultural Facilities Support

Art Museum 15802-1200000	2019 Actuals	2020 Appropriated*	2021 Recommended	\$ Change	% Change
Special Revenue Fund (Estimated)					
Denver Art Museum	1,484,106	1,486,073	1,484,072	(2,001)	(0.1%)

The **Denver Art Museum** strives to enrich the lives of present and future generations through the acquisition, presentation, and preservation of works of art, supported by exemplary scholarship and public programs related both to its permanent collections and to temporary exhibitions presented by the Art Museum. The Art Museum provides accessible and diverse cultural experiences to the citizens of Denver. The Denver Art Museum receives operational support from the General Fund for maintenance of galleries and buildings and to maintain adequate operations. In 2021, the Art Museum will receive the same transfer amount as it did in 2020.

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

Denver Botanic Garden 15803-7027000	2019 Actuals	2020 Appropriated*	2021 Recommended	\$ Change	% Change
Special Revenue Fund (Estimated)					
Denver Botanic Gardens	564,859	1,705,053	1,122,625	(582,428)	(34.2%)

The **Denver Botanic Gardens** is considered one of the top botanical gardens in the United States and a pioneer in water conservation. Accredited by the American Association of Museums, the Gardens' living collections encompass specimens from the tropics to the tundra, showcasing a plant palette chosen to thrive in Colorado's semi-arid climate. The Gardens' dynamic, 24-acre urban oasis offers unforgettable opportunities to flourish with unique garden experiences for the whole family, as well as world-class education and plant conservation research programs. The Botanic Gardens receives some operational support from the General Fund for an adequate supply of water, operational costs and all other utilities needed to maintain the Facility. In 2021, the Botanic Gardens will receive the same transfer amount as it did in 2020.

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

Museum of Nature and Science 15804-1000000	2019 Actuals	2020 Appropriated*	2021 Recommended	\$ Change	% Change
Special Revenue Fund (Estimated)					
Denver Museum of Nature and Science	1,151,006	1,151,016	1,151,006	(10)	0.0%

The **Denver Museum of Nature and Science** is the Rocky Mountain region's leading resource for informal science education through a variety of exhibitions, programs, and activities that inspire curiosity and excite minds of all ages. Though the Museum is an independent non-profit, the City and County of Denver owns the buildings in which it operates and provides partial funding for capital and facility maintenance through a General Fund transfer. In 2021, the Museum of Nature and Science will receive the same transfer amount as it did in 2020.

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

Other Cultural Facilities Support



Denver Zoo 15806-7026000	2019 Actuals	2020 Appropriated*	2021 Recommended	\$ Change	% Change
Special Revenue Fund (Estimated)					
Denver Zoo Operations	1,942,022	2,605,579	1,844,812	(760,767)	(29.2%)
Personnel Complement					
Denver Zoo Operations	20.00	17.00	17.00	0.00	0.0%

The **Denver Zoo** provides a modern zoological park for the residents of Denver and the surrounding region and features recreation, education, conservation, and research programs. Denver Zoo inspires a lifelong passion for discovery and exploration in every generation through an array of interactive experiences, connections, and memories. Home to nearly 3,800 animals representing over 550 species. The Denver Zoo is accredited by the Association of Zoos and Aquariums (AZA), which assures the highest standards of animal care. The Denver Zoo receives some operational support from the General Fund for an adequate supply of water and all other utilities needed to maintain the Facility. Operational costs include payroll for full-time city employees that are paid through the Denver Zoo Special Revenue Fund. In 2021, the Zoo SRF will receive the same transfer amount as it did in 2020.

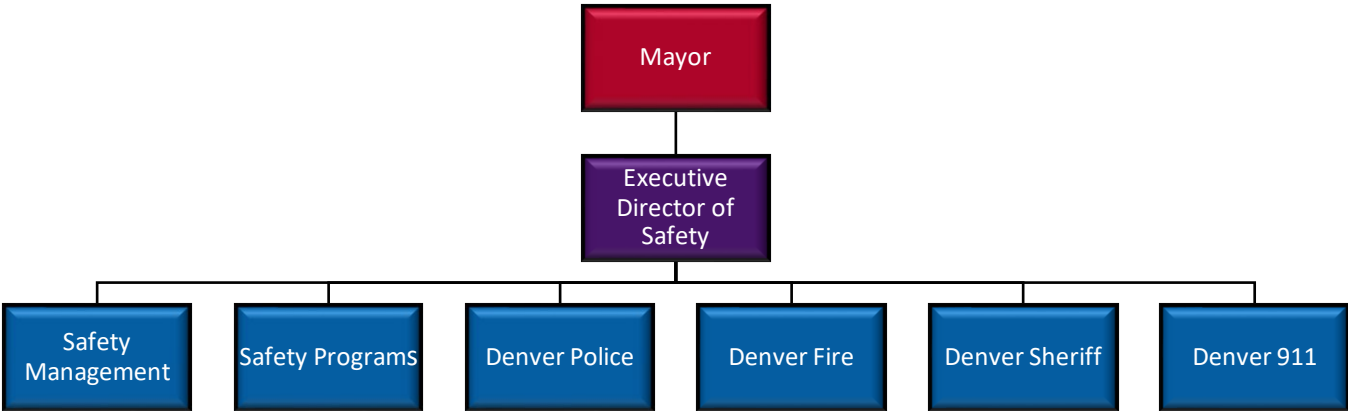
For more information visit the Denver Zoo website at <http://www.denverzoo.org/>.

Denver Municipal Band 15813-7011000	2019 Actuals	2020 Appropriated*	2021 Recommended	\$ Change	% Change
Special Revenue Fund (Estimated)					
	0	57,000	57,000	0	0%

The **Denver Municipal Band (DMB)** was first established in the 1860s and is the oldest continuous professional concert band in the United States. The staple of DMB activity remains the "century plus" tradition of summer concerts. Presented in accessible parks settings, these performances encourage family gatherings and are performed by the area's leading professional players. In addition to the full forty-piece concert band, the DMB family of ensembles includes a 17-piece jazz band, jazz combo, brass band, plus woodwind and brass quintets. These smaller groups regularly present concerts in schools and community centers. The General Fund provides a cash transfer for the purchase of supplies, materials, repairs, utilities and security associated with the performances by the band. In 2021, the Municipal Band SRF will receive the same transfer amount as it did in 2020.

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

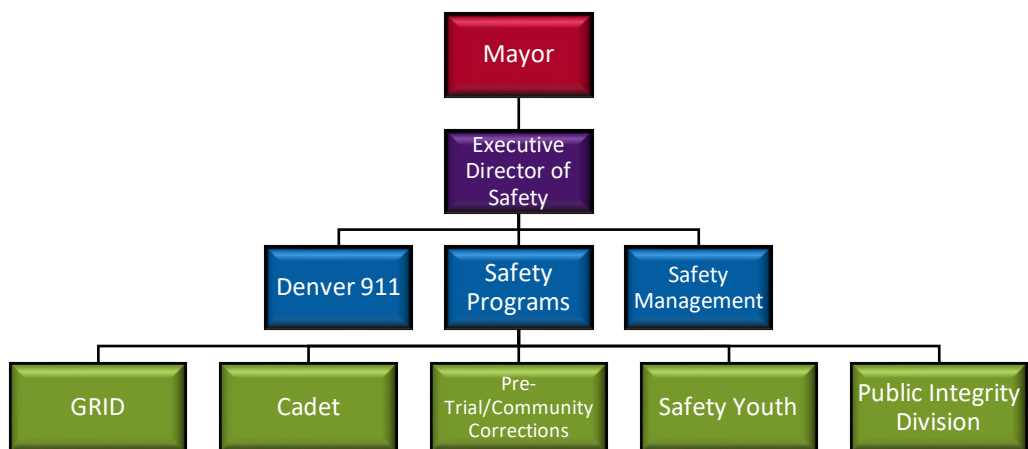
*The 2020 appropriation includes unspent funds from the previous year. The 2021 Recommended amount description is based on the original budgeted amount for 2020.



	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Safety Management	8,625,396	11,053,088	10,048,328	(1,004,760)	(9.1%)
Safety Programs	9,338,577	10,153,085	10,075,230	(77,855)	(0.8%)
Police Administration Division	42,091,655	32,727,584	32,680,979	(46,605)	(0.1%)
Police Investigations Division	204,039,560	93,925,312	75,783,061	(18,142,251)	(19.3%)
Police Patrol Districts Division	0	127,579,469	121,064,685	(6,514,784)	(5.1%)
Fire Department Administration	31,349,387	30,809,750	28,084,552	(2,725,198)	(8.8%)
Fire Department Operations	116,096,470	122,486,250	96,074,412	(26,411,838)	(21.6%)
Sheriff Administration	23,406,767	22,324,935	22,874,887	549,952	2.5%
Sheriff Jail Operations	89,238,179	93,436,820	90,335,183	(3,101,637)	(3.3%)
Sheriff Specialized Operations and Analysis	31,688,904	32,943,533	32,480,033	(463,500)	(1.4%)
Sheriff Support Services	2,104,435	2,525,152	2,573,730	48,578	1.9%
911 Emergency Communications	9,861,779	8,389,675	9,838,857	1,449,182	17.3%
Total	567,841,108	588,354,653	531,913,937	(56,440,716)	(9.6%)
General Fund Expenditures by Type					
Personnel Services	514,573,805	508,311,048	479,463,763	(28,847,285)	(5.7%)
Services and Supplies	51,697,702	48,835,919	51,913,290	3,077,371	6.3%
Capital Equipment	1,417,458	600,655	362,554	(238,101)	(39.6%)
Internal Services and Misc.	152,143	177,318	174,330	(2,988)	(1.7%)
Restricted Budget	0	30,429,713	0	(30,429,713)	(100.0%)
Total	567,841,108	588,354,653	531,913,937	(56,440,716)	(9.6%)
Total General Fund	567,841,108	588,354,653	531,913,937	(56,440,716)	(9.6%)
General Fund Revenue					
Licenses and Permits	2,944,706	2,292,400	2,227,400	(65,000)	(2.8%)
Fines and Forfeits	4,716,040	4,741,764	4,940,000	198,236	4.2%
Charges for Services	63,768,377	38,561,233	20,726,208	(17,835,025)	(46.3%)
Internal Service and Indirect Cost	950	21,558,326	3,727,403	(17,830,923)	(82.7%)
Miscellaneous Other	2,008,194	1,695,094	1,711,627	16,533	1.0%
Total	73,438,267	68,848,817	33,332,638	(35,516,179)	(51.6%)
Special Revenue Funds Expenditures					
Public Safety	78,898,776	84,352,729	83,300,724	(1,052,005)	(1.2%)
General Government	0	496,651	38,513,355	38,016,704	7,654.6%
Total Special Revenue Funds	78,898,776	84,849,380	121,814,079	36,964,699	43.6%
Grants					
Grants	4,395,538	9,006,936	5,758,548	(3,248,388)	(36.1%)
Total Grants	4,395,538	9,006,936	5,758,548	(3,248,388)	(36.1%)

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
Personnel Complement					
General Fund Operations - Civilian	927.02	915.92	861.59	(54.33)	(5.9%)
General Fund Operations - Uniform	3,451.77	3,515.86	3,249.53	(266.33)	(7.6%)
Total	4,378.79	4,431.77	4,111.12	(320.65)	(7.2%)
Special Revenue Funds					
General Government - Uniform	0.00	0.00	266.00	266.00	0.0%
Public Safety - Civilian	104.22	128.54	137.29	8.75	6.8%
Public Safety - Uniform	13.00	13.00	20.00	7.00	53.8%
Total	117.22	141.54	423.29	281.75	199.1%
Total Personnel Complement	4,496.01	4,573.31	4,534.41	(38.90)	(0.9%)

*Please note that the budget and position allocation for Police Officers and Fire Fighters that provide direct services to the Denver Airport have been transferred to a new fund in the General Government Special Revenue Fund Series. There are no changes in services or in the number of uniformed officers and firefighters as a result of this change.



Mission

To deliver a full spectrum of high-quality public safety services to the individuals who live, work, and visit the City and County of Denver.

Department Summary

The Department of Public Safety is comprised of agencies and administrative support functions that are unified under the Executive Director of Safety. The Executive Director strives to improve department-wide collaboration, efficiency, customer service, accountability, transparency, and innovation through independent civilian oversight. Collectively, the Department of Public Safety delivers a spectrum of public safety services and focuses on three core values that contribute to public safety: Integrity, Equity, and Accountability.

For more information please visit the Public Safety website at:

<https://www.denvergov.org/content/denvergov/en/department-of-safety.html>

Services

Safety Management provides management, discipline, human resources, administrative support, and policy direction for the Police, Fire, and Sheriff Departments, and the 911 Emergency Communications Center. Safety Management also provides administrative support for Youth Programs, Community Corrections, Electronic Monitoring Programs, the Gang Reduction Initiative of Denver, and the Denver Public Safety Cadet Program. Primary activities include policy development and direction, establishment of agency goals, objectives and guidance, purchasing, and financial management.

- The **Public Integrity Division (PID)** is charged with investigating misconduct complaints against sworn members of the Denver Sheriff Department and high-ranking, sworn members of the Denver Police Department. This department was established in 2020 to enhance investigatory abilities, reduce the time frame of investigations, and be available to investigate any administrative complaint of mayoral appointees, if necessary.

Safety Programs serves the community through the Gang Reduction Initiative of Denver (GRID), the Public Integrity Division (PID), the Denver Public Safety Cadet Program, Community Corrections, Electronic Monitoring, Pre-trial Services Program, and the Denver Public Safety Youth Program (DPSYP). Under the direction of the Executive Director's Office, these agencies partner with other criminal justice organizations to promote safety in the community.

- The **Gang Reduction Initiative of Denver (GRID)** established Denver's gang violence reduction framework which, through system and community partnerships, is a comprehensive collective model to address gang violence through enforcement, intervention, and prevention strategies. The gang violence reduction model consists of 24 strategies within the current GRID network and includes more than 400 community-based and government agencies and organizations.
- The **Denver Public Safety Cadet** program creates part-time employment opportunities for top-performing high school graduates to work in public safety while providing financial assistance for their college education. The program serves the community by developing educated, well-trained, and diverse candidates for public safety employment.
- The **Community Corrections, Electronic Monitoring, and Pre-trial Services** program provides alternative sentencing for inmates, through residential programs, substance abuse treatment services, electronic monitoring equipment and supervision as a sentencing alternative, and pre-trial services including risk assessment, bond recommendations, and supervision alternatives to pre-trial incarceration.
- The **Denver Public Safety Youth** program serves as the youth prevention/intervention division of the department and is responsible for oversight of programs and initiatives aimed at reducing rates of youth crime and violence. The Denver Public Safety Youth program includes the Juvenile Services Center (JSC), which is a partnership between city, state, and community-based agencies that improves public safety and youth accountability through screening, assessment, intervention, and referral and coordination of services for youth and families for arrested and at-risk youth.

The **Denver 911 Emergency Communications Center** is the public safety answering point for 911 telephone calls and texts for the City and County of Denver. The 911 Operations program goal is to answer and process 911 emergency telephone calls and non-emergency telephone calls and texts for the City. Employees obtain and enter critical information into the computer-aided dispatch (CAD) system and dispatch the most appropriate first responder in the least amount of time possible.

- **911 Call Intake** answers incoming telephone calls and determines whether requests are an emergency or non-emergency, then electronically routes information to Law Enforcement Dispatchers, Denver Health Paramedic Dispatchers, and Denver Fire Department Dispatch.
- **Law Enforcement Dispatch** receives calls electronically from 911 Call Intake Operations and dispatches the most appropriate law enforcement emergency personnel to the incident scene.
- **911 Support** provides administration, analysis, and training for the Emergency Communications Center.
- **911 National Crime Information Center (NCIC) Division** provides support services for warrant entry and cancellation, electronic monitoring, social agency passes, booking and release clearances, sex offender registration, missing persons, and exigent circumstances. The division also assists with pre-employment background checks, Criminal Justice Information Services (CJIS) compliance services, and is the liaison between the Department of Public Safety and Colorado Bureau of Investigations.

Strategies

Use data, evidence-based best practices, and research to identify and address public safety concerns with particular focus on the Department's core values: Integrity, Equity and Accountability.

Understand how services provided by Safety Departments can improve upon quality of the core values, while developing strategic alignment and tactics for outreach efforts by partnering with the community.

Continuously improve operational efficiency by realigning staff resources to meet department goals.

Improve 911 call answering performance by optimizing work schedules, using staff multipliers in the form of performance metrics for availability and call processing, refining work expectations, improving training and research, and utilizing available technology, in accordance with national standards when applicable.

Move to electronic warrant entry and verification for the NCIC unit, improve processes and training, to adhere to the statutory requirements.

Identify additional opportunities for alternatives to incarceration by improving collaboration between criminal justice partners.

Performance and Program Highlights

	2017 Actual	2018 Actual	2019 Actual	2020 Estimated	2021 Objective
Perception of Public Safety as 'good' or 'excellent'	62%	64%	60%	N/A	N/A
Youth Programs					
Recidivism rates after program completion	7%	10%	10%	10%	10%
Successful program completion	86%	90%	85%	85%	85%
Juvenile Services Center community referrals	277	298	325	350	375
Cadet Programs					
Number of cadets placed in public safety academies	4	11	4	4	4
Number of cadets graduated from public safety academies	3	11	4	4	4
Pre-Trial Services					
Pre-Trial Success Rate - Youth	85%	94%	90%	90%	90%
Pre-Trial Success Rate - Adult	64%	62%	65%	59%	62%

The Executive Director of Safety is focusing on strategies to improve service delivery and maximize public safety. The department will measure success based on **public perception of public safety** regarding service delivery and how Denver's safety services measure up to comparable communities. The Department utilizes the Denver annual Community Survey to obtain feedback about how community members feel about prevention, response, enforcement, and correction. The results above reflect 2015 – 2019. The results for 2020 results are being collected and will be known in 2021. The Department of Safety continues to work with community partners to better understand the public's current perception of Safety services in Denver.

Youth Diversion program outcomes are centered on one-year post completion recidivism rates for participants. **Recidivism rates** are calculated by an independent evaluator, who pulls a statistically significant sample size to calculate the metric after a participant has been out of the program for a period of one full year. Youth who successfully complete diversion have a significantly lower rate of recidivism than those who do not successfully complete diversion.

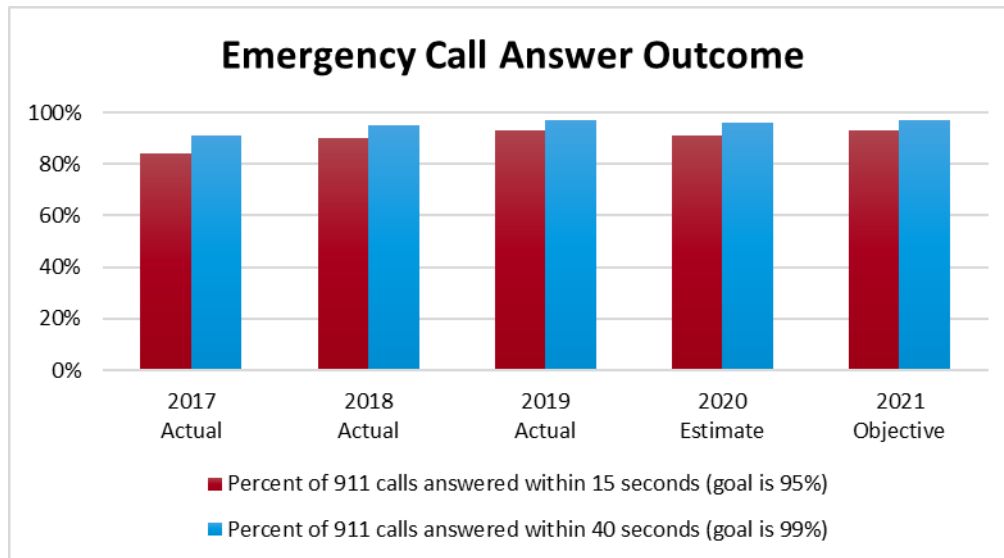
Youth Diversion serves as an alternative to the traditional court process and **successful program completion** results in case dismissal without a guilty plea. The programs focus on at-risk youth to reduce their chances of re-offending.

Juvenile Services Center (JSC) community referrals is a measure of the JSC strategy to provide information/services that enable youth and their families to seek assistance before becoming involved in the criminal justice system.

The **number of cadets placed in public safety academies** represents the number of cadets in Police, Fire or Sheriff academies. The goal of the Denver Public Safety Cadet Program is to develop well-trained and diverse candidates for public safety employment. The program requires that each cadet attain a four-year degree to successfully complete the cadet program. This approach yields well-rounded and well-qualified candidates for the safety agencies but has resulted in fluctuations for the number of cadets placed in academies.

The **pre-trial success rate** is the number of closed cases in which the defendant was released from custody, supervised by pre-trial, and successfully transitioned from supervision. Pre-trial focuses on supervising high-risk individuals, many of whom were charged with drug-related crimes.

The standard for **call-taking performance** established by the National Fire Protection Association and adopted by the City's Emergency Management Response System in 2014 is to answer 95 percent of 911 calls within 15 seconds and 99 percent of 911 calls within 40 seconds. Call volume has increased over the last few years.



COVID- 19 Overview & Statement

The mission of the Department of Public Safety is to solve complex problems through support and oversight of Denver Public Safety Agencies. As such, the department is charged with setting policy and ensuring adherence to national, state, and city policies. The COVID-19 pandemic has challenged the department in a multitude of ways. Despite the challenges, the department remains committed to ensuring that public safety and essential city safety services are delivered in an equitable and inclusive manner that respects the community and our employees. Through innovative strategies, creating policy, and maintaining partnerships, the department has strived to meet the needs of the community, not only in response to the COVID-19 pandemic but also from the resulting economic challenges.

COVID-19 Mitigation Strategies

The Department of Safety continues to lead and guide policy development to meet the challenges resulting from the COVID-19 pandemic thru working with agency partners to ensure adherence to the health and safety guidelines provided by the Center for Disease Control, the State of Colorado, and Denver Department of Public Health and Environment. The department also continues to take protective measures for both employees and the public with the goal to provide safety services to our communities.

The Executive Director of Safety's Office (EDOS) leads the policy efforts for the Department of Public Safety. This Office manages consolidated incident planning and response guides that detail the various phases of response to ensure consistent communication and a coordinated response for public safety services. EDOS also provides departmental guidance, resolves conflict, and monitors performance and delivery of safety services. In addition to the policy guidance, the Department led the following strategies:

- Provided guidance for implementation of remote working for civilian workforce
- Communicated to employees through virtual townhalls, email, and bulletins regarding work from home policies, budget impacts, and other operational and strategic initiatives
- Held community virtual townhall meetings to provide platform for community engagement.
- Provided leadership and support in the Emergency Operations Center

The Department also led the development and site management of the Community COVID-19 Testing Site at the Pepsi Center. This included coordinating and managing the personnel, logistics, technology, communications, site operations and medical operations. The site opened on May 22, 2020 and has provided over 100,000 tests, redeployed approximately 36 City employees, and hired approximately 80 Emergency Service Workers.

The Community Corrections and Pre-trial divisions of the Public Safety Department employed strategies to adhere to the State and Local health guidelines. These population reduction strategies included:

- Suspension of client placements from April through May 2020
- Reduced operating capacity to adhere to physical distancing and group size limits
- COVID-19 testing of clients entering facilities

Pre-trial and Home Confinement employed the following strategies to meet the challenges of the COVID-19 pandemic:

- Reduced in-person staffing for both 24/7 operations and case management functions
- Implemented virtual client-based meetings and remote pre-trial assessments
- Adjusted to increased client population resulting from criminal justice system COVID-19 responses to incarcerated settings

The Department of Safety's 2020 operational budget as well as 2021 budget request has been prioritized to focus on delivering essential services. Through department wide policies and collaboration, the department will meet the needs of the community and develop additional strategies to aid in the recovery efforts of the City.

Department Budget

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Safety Management	8,625,396	11,053,088	10,048,328	(1,004,760)	(9.1%)
Safety Programs	9,338,577	10,153,085	10,075,230	(77,855)	(0.8%)
911 Emergency Communications	9,861,779	8,389,675	9,838,857	1,449,182	17.3%
Total	27,825,751	29,595,848	29,962,415	366,567	1.2%
General Fund Expenditures by Type					
Personnel Services	23,016,307	22,125,960	24,756,549	2,630,589	11.9%
Services and Supplies	4,768,855	4,724,176	5,162,660	438,484	9.3%
Capital Equipment	19,439	28,462	0	(28,462)	(100.0%)
Internal Services and Misc.	21,151	48,206	43,206	(5,000)	(10.4%)
Restricted Budget	0	2,669,044	0	(2,669,044)	(100.0%)
Total	27,825,751	29,595,848	29,962,415	366,567	1.2%
Total General Fund	27,825,751	29,595,848	29,962,415	366,567	1.2%
General Fund Revenue					
Licenses and Permits	7,460	12,400	12,400	0	0.0%
Charges for Services	684,106	785,354	785,354	0	0.0%
Internal Service and Indirect Cost	950	0	0	0	0.0%
Miscellaneous Other	(80,958)	1,095,652	985,000	(110,652)	(10.1%)

Total	611,558	1,893,406	1,782,754	(110,652)	(5.8%)
Special Revenue Funds Expenditures					
Public Safety	27,967,002	30,208,484	26,513,809	(3,694,675)	(12.2%)
Total Special Revenue Funds	27,967,002	30,208,484	26,513,809	(3,694,675)	(12.2%)
Grants					
Grants	1,679,013	2,157,942	2,107,812	(50,130)	(2.3%)
Total Grants	1,679,013	2,157,942	2,107,812	(50,130)	(2.3%)
Personnel Complement					
General Fund Operations - Civilian	263.63	265.96	290.96	25.00	9.4%
Total	263.63	265.96	290.96	25.00	9.4%
Special Revenue Funds					
Public Safety - Civilian	88.73	103.74	115.74	12.00	11.6%
Total	88.73	103.74	115.74	12.00	11.6%
Total Personnel Complement	352.36	369.70	406.70	37.00	10.0%

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-year Reductions

Due to the COVID-19 impact on the economy in 2020, the Department of Safety implemented \$2,669,000 in mid-year reductions, including the following savings:

- \$2,197,576 in personnel services, primarily achieved by not filling vacant administrative positions in Safety Management and Safety Programs and through transferring a portion of payroll expenses for 911 employees to the Emergency Communications Trust Funds. This resulted in minimal impact to services as current staff divided job duties of the vacant positions. In addition to vacancy savings, all staff were required to take eight unpaid furlough days.
- \$471,468 in services and supplies, achieved by eliminating discretionary spending on materials and supplies, travel, training, and professional services.

Please note that most of these savings were restored to the 2021 starting budget, and that the Department resubmitted many of these budget reductions again for 2021 in addition to other reductions described in the Significant Budget Changes section below.

2021 Impact Description**FTEs****Dollars****Agencywide**

A decrease in personnel services due to the implementation of a citywide retirement Special Incentive Program (SIP). Employees enrolled in the SIP retired from the City on August 31, 2020. This position will not be backfilled in 2021.

(1.00)

(150,600)

Safety Management

- An increase in personnel services for a Mayoral Appointee position to support the Department of Safety's COVID-19 response efforts in 2020. This position was transferred from another agency. 1.00 195,300
- An increase to services and supplies for a one-time transfer to capital equipment in 2020 for the purchase of laptops and computers. This is offset by a decrease in capital equipment. 0.00 21,200
- An increase in the internal services to restore budget which was transferred to services and supplies for one-time purchases in 2020. This is offset by a decrease in services and supplies. 0.00 20,000
- An increase in services and supplies due to merit and market-based salary adjustments for the Denver Health and Hospital Authority staff providing emergency medical services. 0.00 13,600
- An increase in services and supplies to restore a one-time reduction in 2020 in professional services budget. 0.00 10,000
- A decrease in personnel services to freeze vacant positions including two Operations Coordinators, a Manager, a Civil-Criminal Investigator, and a Financial Analyst. These positions will not be filled in 2021 and the workload will be redistributed to other Safety staff. (5.00) (461,900)
- A decrease in personnel services due to one-time on-call budget for background investigators in 2020 that is no longer budgeted in 2021. 0.00 (112,300)
- A decrease in services and supplies due to one-time reductions in professional services contracts, for collective bargaining services, which will not be needed in 2021. Safety does not anticipate service impacts as a result of these reductions. 0.00 (75,000)
- A decrease in internal services for a reduction in non-essential billings and internal transfers in 2021. The Department of Safety does not anticipate service impacts as a result of this reduction. 0.00 (25,000)
- A decrease in capital equipment to restore budget that was transferred mid-2020 for the purchase of laptops and computers. This is offset by an increase in services and supplies. 0.00 (21,200)
- A decrease in services and supplies to restore budget to internal services that had been transferred out for one-time technology items in 2020. This is offset by an increase in internal services. 0.00 (20,000)
- Safety Programs**
- An increase in personnel services for four Outreach Case Coordinator positions in the Gang Reduction Initiative program. Given the ongoing nature of the work, these positions have been made permanent and now budget matches actuals. 4.00 289,400
- An increase in personnel services to restore a one-time reduction in Cadet on-call budget in 2020. 0.00 50,000
- An increase in services and supplies to restore a one-time reduction in 2020 to professional services budget for the Gang Reduction Initiative of Denver program. 0.00 15,000
- An increase in services and supplies to restore a one-time transfer of budget from capital equipment to purchase computers and laptops in 2020. This increase is offset by a decrease in capital equipment. 0.00 7,200
- An increase in services and supplies to restore a one-time reduction in 2020 to professional services budget for the Youth Programs budget. 0.00 5,000
- A continuation in personnel services to convert five limited Pre-trial Services Officer positions to unlimited due to the on-going nature of their work. 0.00 0

2021 Impact Description

	FTEs	Dollars
• A decrease in personnel services due to reducing the number of Cadets for 2021 as a result of not holding a 2021 Cadet academy. This will not impact any currently filled Cadet positions.	0.00	(197,000)
• A decrease in services and supplies due to a one-time 2021 reduction in training budget. This decrease is in conjunction with decreased Cadet academy classes in 2021.	0.00	(10,000)
• A decrease in capital equipment to restore budget in services and supplies that was transferred mid-2020 to purchase laptops and computers. This decrease is offset by an increase in services and supplies.	0.00	(7,200)

911 Emergency Communications

• An increase in personnel services due to the consolidation of all National Crime Information Center (NCIC) Agents in Public Safety departments under the 911 Division of the Executive Director of Safety (EDOS).	25.00	1,907,900
• An increase in personnel services to restore budget for 15 Emergency Communication Technicians (ECTs) that were moved to the 911 Trust Fund in 2020 as one-time savings.	15.00	928,900
• A decrease in personnel services due to temporarily moving fourteen positions from the General Fund to the 911 Emergency Communications Trust Fund in 2021. The positions include two Police Dispatchers, four Dispatch Support Specialists, and eight ECTs. This will not impact service delivery.	(14.00)	(1,217,400)

Special Revenue Funds

• A decrease in personnel services to restore a 2020 one-time reduction that moved ECTs out of the General Fund and into the 911 Emergency Communications Trust Fund.	(15.00)	(970,000)
• An increase in personnel for twelve Community Corrections positions for the EMBARC (Enhancing Motivation by Achieving Reshaped Cognition) program, a partnership with the Denver Sheriff Department; including, five Diversion and Criminal Justice Officer's, five Social Case Workers, a Therapist, and a Program Administrator. These positions are funded by the state community corrections reimbursement. As DOS begins transitioning to a different community corrections model stemming from the decision to cancel the community corrections contract with GEO.	13.00	673,900
• An increase in personnel services and FTE due to the transfer of fourteen positions from the General Fund; including two Police Dispatchers, four Dispatch Support Specialists, and eight ECTs.	14.00	1,217,400
• A decrease in expenditures in the Community Corrections special revenue fund due to a decline in the revenue agreement with the State of Colorado for the 2020 to 2021 state fiscal year. Reimbursement rates are based on the number participants in the program, which were impacted in 2020 by Covid19 safety and distancing measures.	0.00	(4,441,500)

The budgeted vacancy savings is \$689,766

The budgeted furlough savings is \$582,446

Budget Detail

Safety Management (3501000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	6,469,553	7,699,985	8,004,738	304,753	4.0%
Services and Supplies	2,135,741	2,012,057	2,011,836	(221)	0.0%
Capital Equipment	11,335	21,225	0	(21,225)	(100.0%)
Internal Services and Misc.	8,767	36,754	31,754	(5,000)	(13.6%)
Restricted Budget	0	1,283,067	0	(1,283,067)	(100.0%)
Expenditures by Type Total	8,625,396	11,053,088	10,048,328	(1,004,760)	(9.1%)
Expenditures by Activity					
Administration	6,033,522	6,261,110	5,455,724	(805,386)	(12.9%)
Public Integrity Division (PID)	0	1,970,633	1,935,287	(35,346)	(1.8%)
Human Resources	2,591,873	2,771,345	2,657,317	(114,028)	(4.1%)
Collective Bargaining Administration	0	50,000	0	(50,000)	(100.0%)
Expenditures by Activity Total	8,625,396	11,053,088	10,048,328	(1,004,760)	(9.1%)
Other Program Funding Sources					
Grants					
Child and Parent Support Program	149,988	81,766	0	(81,766)	(100.0%)
Youth Detention Continuum	1,488,307	1,317,989	1,349,625	31,636	2.4%
Total	1,638,295	1,399,755	1,349,625	(50,130)	(3.6%)
Public Safety SRF					
911 Emergency Communications Trust Fund	11,281,370	11,670,011	11,805,662	135,651	1.2%
Community Correction	16,433,830	18,453,696	14,617,066	(3,836,630)	(20.8%)
Fire Regional Service	77,392	20,302	20,302	0	0.0%
Police Regional Service	2,054	50,000	50,000	0	0.0%
Undersheriff Reg Svc Projects	170,804	11,475	17,779	6,304	54.9%
Total	27,965,449	30,205,484	26,510,809	(3,694,675)	(12.2%)
Other Program Funding Sources Total	29,603,744	31,605,239	27,860,434	(3,744,805)	(11.8%)
Total Program Expenditures	38,229,140	42,658,327	37,908,762	(4,749,565)	(11.1%)
Personnel Complement (Budgeted)					
Administration	28.20	28.20	24.20	(4.00)	(14.2%)
Human Resources	23.00	24.00	24.00	0.00	0.0%
Public Integrity Division (PID)	0.00	20.00	19.00	(1.00)	(5.0%)
Personnel Complement (Budgeted) Total	51.20	72.20	67.20	(5.00)	(6.9%)
Other Program Funds FTE					
Grants					
Youth Detention Continuum	17.00	17.00	17.00	0.00	0.0%

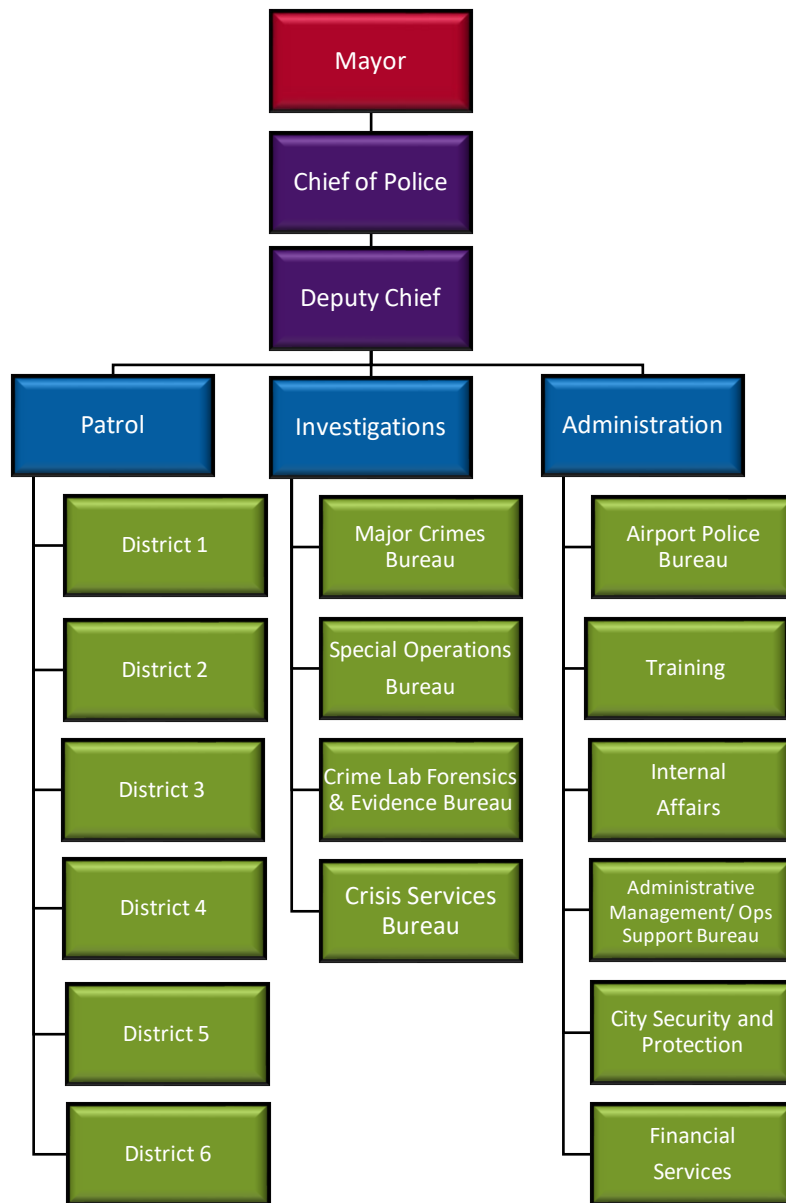
Safety Management (3501000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Public Safety SRF					
911 Emergency Communications Trust Fund	66.33	81.34	80.34	(1.00)	(1.2%)
Community Correction	5.40	5.40	18.40	13.00	240.7%
Total	71.73	86.74	98.74	12.00	13.8%
Other Program Funds FTE Total	88.73	103.74	115.74	12.00	11.6%
Total Personnel Complement	139.93	175.94	182.94	7.00	4.0%
Revenue					
Licenses and Permits	7,460	12,400	12,400	0	0.0%
Charges for Services	2,425	8,000	8,000	0	0.0%
Internal Service and Indirect Cost	950	0	0	0	0.0%
Miscellaneous Other	(1,311)	950,000	950,000	0	0.0%
Revenue Total	9,524	970,400	970,400	0	0.0%
Furlough Savings			(204,507)		
Vacancy Savings			(312,744)		

	2019	2020	2021	\$	%
Safety Programs (3504000)	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	6,710,885	6,643,598	6,975,654	332,056	5.0%
Services and Supplies	2,613,684	2,654,419	3,093,124	438,705	16.5%
Capital Equipment	8,104	7,237	0	(7,237)	(100.0%)
Internal Services and Misc.	5,904	6,452	6,452	0	0.0%
Restricted Budget	0	841,379	0	(841,379)	(100.0%)
Expenditures by Type Total	9,338,577	10,153,085	10,075,230	(77,855)	(0.8%)
Expenditures by Activity					
Gang Reduction Initiative of Denver	1,225,646	993,357	1,150,495	157,138	15.8%
Cadet Program	1,471,326	1,596,965	1,574,816	(22,149)	(1.4%)
Pre-Trial / Electronic Monitoring	4,872,099	5,419,582	5,281,536	(138,046)	(2.5%)
Juvenile Service Center	563,140	689,478	637,405	(52,073)	(7.6%)
Safety Youth Programs	1,206,366	1,453,703	1,430,978	(22,725)	(1.6%)
Expenditures by Activity Total	9,338,577	10,153,085	10,075,230	(77,855)	(0.8%)
Other Program Funding Sources					
Grants					
Youth Detention Continuum	40,718	758,187	758,187	0	0.0%
Public Safety SRF					
Safety Private Donations Fund	1,553	3,000	3,000	0	0.0%
Other Program Funding Sources Total	42,272	761,187	761,187	0	0.0%

Safety Programs (3504000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Total Program Expenditures	9,380,849	10,914,272	10,836,417	(77,855)	(0.7%)
Personnel Complement (Budgeted)					
Cadet Program	34.50	34.50	34.50	0.00	0.0%
Gang Reduction Initiative of Denver	7.00	3.00	7.00	4.00	133.3%
Juvenile Service Center	7.00	7.00	7.00	0.00	0.0%
Pre-Trial / Electronic Monitoring	44.60	44.60	44.60	0.00	0.0%
Safety Youth Programs	12.00	12.00	12.00	0.00	0.0%
Personnel Complement (Budgeted) Total	105.10	101.10	105.10	4.00	4.0%
Total Personnel Complement	105.10	101.10	105.10	4.00	4.0%
Revenue					
Charges for Services	681,681	777,354	777,354	0	0.0%
Miscellaneous Other	(79,206)	110,652	0	(110,652)	(100.0%)
Revenue Total	602,476	888,006	777,354	(110,652)	(12.5%)
Furlough Savings			(143,231)		
Vacancy Savings			(227,457)		

911 Emergency Communications (3541000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	9,835,869	7,782,377	9,776,157	1,993,780	25.6%
Services and Supplies	19,430	57,700	57,700	0	0.0%
Internal Services and Misc.	6,480	5,000	5,000	0	0.0%
Restricted Budget	0	544,598	0	(544,598)	(100.0%)
Expenditures by Type Total	9,861,779	8,389,675	9,838,857	1,449,182	17.3%
Expenditures by Activity					
911 Support	3,383,541	2,564,614	2,294,775	(269,839)	(10.5%)
911 Call Intake Operations	2,140,286	1,587,711	1,680,579	92,868	5.8%
Law Enforcement Dispatch Center	4,337,951	4,237,350	4,072,178	(165,172)	(3.9%)
National Crime Information Center	0	0	1,791,325	1,791,325	0.0%
Expenditures by Activity Total	9,861,779	8,389,675	9,838,857	1,449,182	17.3%
Total Program Expenditures	9,861,779	8,389,675	9,838,857	1,449,182	17.3%
Personnel Complement (Budgeted)					
911 Call Intake Operations	33.00	22.00	28.00	6.00	27.3%
911 Support	21.66	25.66	20.66	(5.00)	(19.5%)
Law Enforcement Dispatch Center	52.67	45.00	45.00	0.00	0.0%
National Crime Information Center	0.00	0.00	25.00	25.00	0.0%

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
911 Emergency Communications (3541000)					
Personnel Complement (Budgeted) Total	107.33	92.66	118.66	26.00	28.1%
Total Personnel Complement	107.33	92.66	118.66	26.00	28.1%
Revenue					
Miscellaneous Other	(441)	35,000	35,000	0	0.0%
Furlough Savings			(234,708)		
Vacancy Savings			(149,565)		



Mission

We will operate a police agency with a focus on preventing crime in a respectful manner demonstrating that everyone matters.

Department Summary

The Denver Police Department (DPD), in partnership with the community, endeavors to keep the public safe by implementing crime prevention and reduction strategies; structuring the organization to promote professional, well-trained, ethical, and accountable employees; and utilizing the most modern and effective practices and methods. In addition, the agency makes recommendations regarding law enforcement activities to the Mayor, City Council, the Executive Director of Safety, other city agencies, and neighborhood groups. DPD is comprised of three divisions: Administration, which oversees training and officer development, financial services, administrative management, public affairs, city security and protection, airport security, and internal affairs; Investigations, which oversees major crimes, special operations, the collection and analysis of forensic evidence, and crisis services; and Patrol, which oversees the six police districts.

For more information please visit the Police Department website at <https://www.denvergov.org/police>.

Services

The Denver Police Department is comprised of the following areas:

The **Office of the Chief of Police** provides oversight of the Conduct Review Bureau; provides media information through the Public Information Office; supplies the department's lobbyist for legislative and city ordinance issues; and the strategic initiatives group including analytical and research support through the Planning, Research, and Support Section, Grants Administration, and Volunteers in Police Services.

The **Patrol Districts** protect life and property through crime prevention and community engagement. The six patrol districts throughout the City are staffed by uniform police officers as well as specialized officers and detectives.

The **Major Crimes Bureau** assists in the apprehension of criminals through investigation of criminal acts, while providing assistance and customer service to victims of crime and their families. This bureau includes the following sections: Robbery/Homicide, Sex Crimes/Missing and Exploited Persons, Domestic Violence/Fraud, and Fugitive Investigations.

The **Special Operations Bureau** promotes public safety through traffic enforcement, traffic investigations, photo enforcement programs, and other specialized units within the Police Department such as the Special Weapons and Tactics (SWAT), Bomb, and Air Support units. Additionally, this bureau assists in the prevention and suppression of crime through the two following investigative sections: the Special Investigations Section and the Gang Section.

The **Crime Lab Forensics and Evidence Bureau** works to aid victims of crime through excellence in criminal investigations by identifying evidence and ensuring its integrity, providing analysis and interpretation of exhibits, and demonstrating the quality and reliability of its work through an ongoing quality assurance program.

The **Crisis Services Bureau** provides support services to victims of crimes and persons experiencing mental health crisis. This bureau includes the Victim Assistance Unit, Pre-Trial Victim Services Unit, and the Crisis Intervention Response Unit.

The **Airport Police Bureau** provides sworn staffing at Denver International Airport in support of airport operations.

The **Training Section** oversees the Police Academy, Firearms Unit, Resiliency & Wellness, Peer Support Unit, and Recruitment.

The **Internal Affairs Bureau** investigates public and internal complaints of police officer misconduct and coordinates with the Office of the Independent Monitor.

The **Administrative Management and Operations Support Bureau** provides oversight of the Records and Identification Section, Fleet Services, the Property Management Section, Information Management Unit, oversight of the Juvenile Intake Section, Uniform/Stationery Supply, and Data Analysis Units.

The **Financial Services Section** provides financial management services, including accounting, budgeting, purchasing, contract management, and grant administration and management.

The **City Security and Protection Bureau** increases communication and cooperation between the Denver Police Department, City agencies, and the State's Colorado Information Analysis Center (CIAC). The position works collaboratively across the police department and with stakeholders to proactively identify and prevent acts of terrorism, organized crime, and school violence. Additionally, this bureau oversees Intelligence, and the Real Time Crime Information Center, which includes the High Activity Location Observation (HALO) unit and technical electronics support.

Strategies

Developing and improving the use of precision policing strategies to systematically and proactively address social harms in the community. This includes collaborative efforts to provide resources through partnerships to prevent crimes such as domestic violence.

Continued focus on one-on-one interactions between police officers and community members, specifically young people; using social media to promote alternative methods to engage a variety of public audiences, allowing for direct communication resulting in greater accountability and transparency.

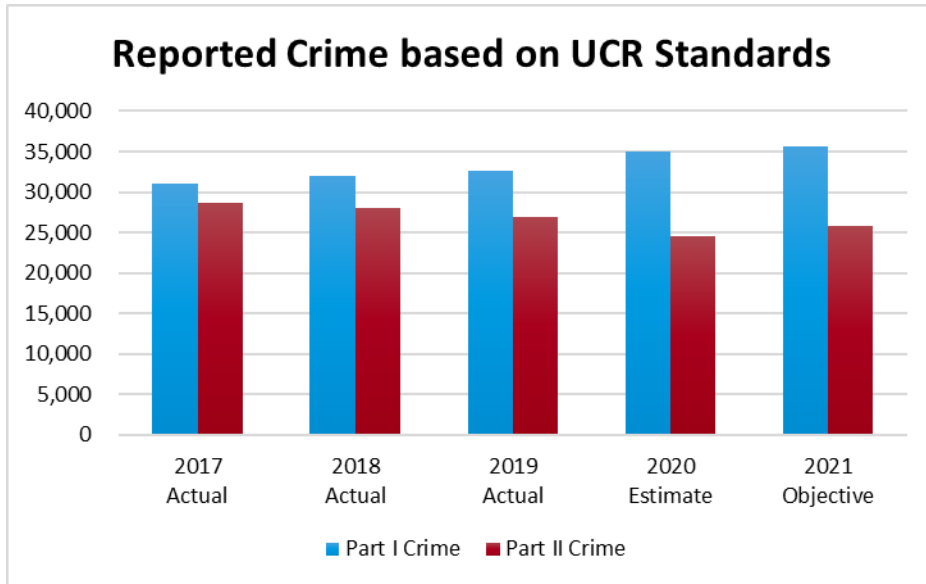
Continue efforts to meet the departmental goal of 35 percent proactive time per officer, allowing for appropriate crime prevention and proactive activities. This is accomplished through both uniform and civilian resources to meet the demands of an increasing number of resident-initiated calls for service, anticipated attrition, and budgeted authorized strength.

Performance and Program Highlights

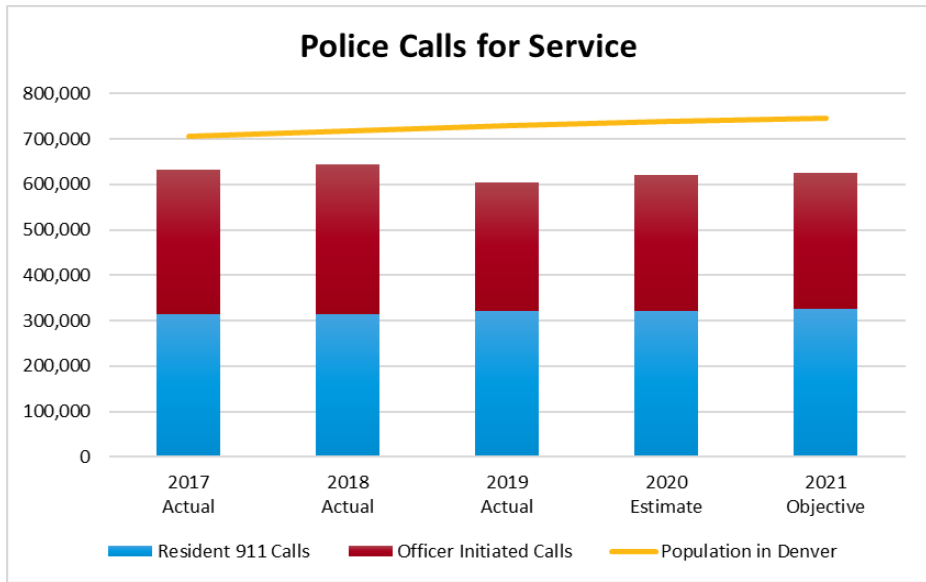
Part I crimes are the number of serious crimes that occur with regularity in all areas of the United States and are likely to be reported to the police. The data provides useful information for analyzing the rates of different types of crime in different communities. Part I crimes include homicide, sexual assault, robbery, aggravated assault, arson, larceny, burglary and auto theft. The department is identifying root causes for violent crime such as mental health and substance abuse and focusing on high-level offenses which has a downstream impact on all crime to effectively reduce part I crimes. In Denver, crime data is collected using National Incident Based Reporting Standards (NIBRS). However, the Federal Bureau of Investigation converts the data to Uniform Crime Reporting standards (UCR) for comparison purposes over time and with other jurisdictions. NIBRS data includes all crimes within an incident and all victims of person crimes. UCR data includes only the highest crime within an incident.

Part II crimes have a significant impact on communities. There are many categories of Part II crimes. The police department has categorized these offenses into groups and reports related crime data at the category level, which includes other crimes against persons, public disorder crimes, drug and alcohol offenses, white collar crimes, and all other crimes. Part II crimes are reflective of proactive contacts made by patrol officers to address community concerns. The department works collaboratively with our partners to provide wrap-around services to address many of these issues instead of having an enforcement-based approach. This has contributed to Part II crimes being relatively flat since 2016.

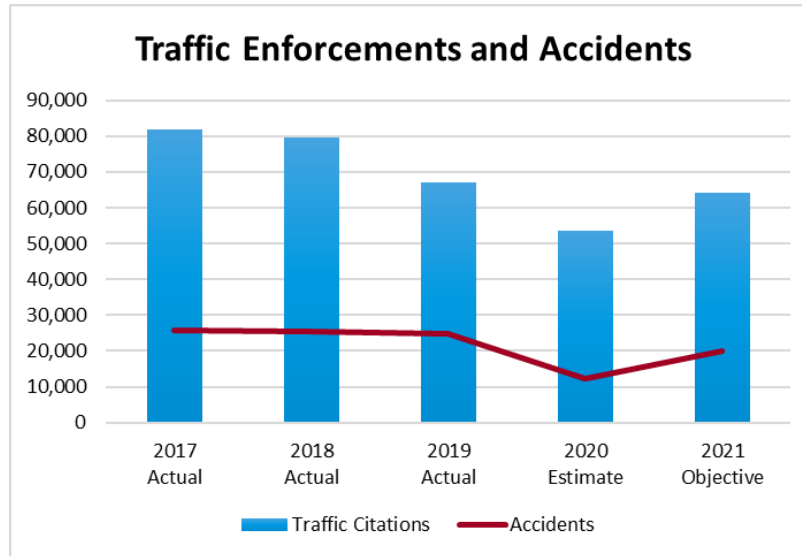
Crime data is dynamic and allows for additions, deletions, and modifications resulting in more complete and accurate records in the databases. Due to continuous data entry after reports are compiled, numbers may vary from previous reports.



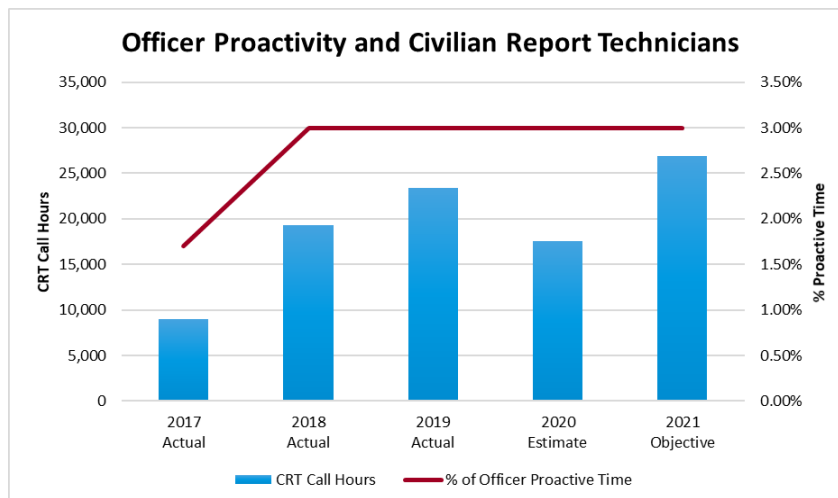
Resident Initiated and Officer Initiated Calls for service are a measure used to determine officer productivity. **Resident Initiated Calls (911 calls)** determine the workload required of the patrol officer. **Officer Initiated Calls** are actions initiated by the officer to a situation they observe as opposed to responding to a resident calling for assistance. As more officers are available to answer calls, officer productivity will increase. Additionally, as population increases, there is an increase in 911 calls, which decreases available time for directed patrol.



Traffic Citations and Accidents are directly correlated. When more enforcement activity is conducted, there are fewer accidents. Officers assigned to Traffic Operations perform the greatest amount of enforcement. This section is also responsible for providing police support during protests which reduces the time spent on traffic enforcement. Part of the downward trend is due to the department operating below authorized strength at the same time the city was confronted with pressing safety concerns outside traffic enforcement. Additional officers transferred to the Traffic Section has helped support traffic enforcement across the City. Increasing uniformed officers will allow the department to continue to build up resources in this critical area to reduce accidents.



Civilian Report Technicians are utilized to investigate and document both property crimes and surface street vehicle crashes. These Technicians are a force multiplier for patrol officers by allowing officers additional time to respond to higher priority calls. The addition of CRTs included in the budget increased the call hours handled by the CRTs in subsequent years, which increased the availability of patrol officers.



An academy class generally lasts six months and as a result, classes beginning in the latter part of any given year will have recruits which graduate and become sworn officers in the following year. The increase in recruits is to align with the attrition ensuring authorized strength is met. Authorized strength is the total number of uniformed positions approved in the annual budget.

	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Objective
Number of budgeted recruits	96	90	130	48	65

2020 COVID- 19 Overview & Statement

In partnership with the community, the Denver Police Department (DPD) strives to operate a police agency focused on preventing crime in a respectful manner, demonstrating that everyone matters. The COVID-19 pandemic, the resulting economic challenges, and the recovery efforts have created complex issues for the department. Despite the challenges, DPD is committed to delivering safety services to meet the growing needs and demands of the community.

DPD's response to the COVID-19 pandemic includes operational and policy changes to aid in recovery. The DPD created a multiphase, data-driven operational plan aligned with national, state, and city guidelines and orders.

Phase One focused on social distancing and became effective on March 11. The primary purpose of this phase was to create physical distance between individuals and teams to disrupt virus spread and to prepare the department for cooperation with a whole of government response to an outbreak. The steps implemented as part of this phase were as follows:

- Increased utilization of distance reporting and communication for (phone or online):
 - All property crimes when no suspect was on scene
 - Training bulletins for new reporting procedures for property crimes and responding to addresses with known quarantined parties to forego in-person instruction
 - Training videos for all DPD staff was created on proper PPE donning and doffing to forego in-person instruction
- Sworn and CSA employees were allowed to work remotely
- Volunteers moved to remote-only assignments
- Intern program was suspended; those needing class credits were given on-line assignments
- Staggered reporting times (roll calls) and increased social distancing in the workspace
- Daily tracking of calls/arrests/response times starting, comparing data to previous year
- Flagging of addresses in CAD system related to COVID-19
- EOC staffed by DPD personnel
- Staffing contingency plans were developed to account for a myriad of scenarios

Phase Two became effective on March 15. This phase prioritized essential operations when wide-spread COVID infections took hold in the region. This phase built on previous social distancing efforts to conserve personnel strength by preventing COVID-19 infection and localized spread of virus across the Department. Lower priority operations were adjusted to better position the Department to sustain high priority public safety operations, along with newly assigned COVID-19 specific roles for the duration of the crisis.

- Accident/crash alert status was in effect for a period of time to further social distancing efforts
 - Officer did not respond to non-injury accidents where drugs/alcohol were not suspected
 - Officer responded if city property or on-duty employee is involved
 - Officer responded if involved parties refused to provide identifying info or insurance to other involved driver
 - Online reporting of accidents was encouraged

- District stations limited public access to common areas. Signs were posted on front door for the public to call the clerk's desk to determine needed assistance
- Additional employees were transitioned to remote work from home
- Self-initiated activity (class 2 actions)
 - High visibility patrols implemented to serve as a deterrent
 - Cite and release when possible
- Summons in lieu of arrest when possible
- Traffic Operations issuing warnings and only writing citations for accident-causing violations
- Photo radar only issued warnings but still tracking for public safety
- Implemented virtual roll calls
- Dedicated marked units to high-visibility patrols in districts' identified locations
- Sex Offender Registration Unit working from Info Desk to reduce personal contact
- Academy recruits use virtual training
- Info desk / HQ lobby change in hours (closed weekends)

The DPD has been integral in a number of pandemic-related citywide initiatives, including increasing outreach to our most vulnerable populations, assisting public health efforts, and using the Crime Lab's expertise to set up the initial testing for department employees and the general public.

COVID-19 Mitigation Strategies

The Denver Police Department continues to monitor and mitigate the spread of COVID-19 by adhering to the health and safety guidelines provided by the Center for Disease Control, the State of Colorado, and Denver Department of Public Health and Environment. The DPD mission is to keep the community safe while preventing crime. The department continues to take protective measures and design workplace strategies for both uniform and civilian staff with the goal to provide safety services to our community. Additional strategies are as follows:

- Work from home strategies where appropriate and allowable to adhere to social distancing guidelines
- Modified academy classes and continuing education program to include the use of remote learning and social distancing to meet guidelines. Additionally, advanced skills in-service training was put on hold due to the impact on the academy
- Where appropriate, safely issuing a summons for a court order-in, in lieu of arrest
- DPD's community outreach has shifted to virtual townhalls to listen to the needs and concerns of the community

DPD's 2020 operational budget as well as 2021 budget request has prioritized the delivery of essential services. Efforts have been made to maintain staffing levels for both uniform and civilian staff while focusing on crime prevention and improving the use of precision policing strategies to systematically and proactively address social harms in the community.

Department Budget

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Police Administration Division	42,091,655	32,727,584	32,680,979	(46,605)	(0.1%)
Police Investigations Division	204,039,560	93,925,312	75,783,061	(18,142,251)	(19.3%)
Police Patrol Districts Division	0	127,579,469	121,064,685	(6,514,784)	(5.1%)
Total	246,131,216	254,232,365	229,528,725	(24,703,640)	(9.7%)

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
General Fund Expenditures by Type					
Personnel Services	233,661,230	232,000,021	216,800,417	(15,199,604)	(6.6%)
Services and Supplies	11,703,281	10,916,646	12,696,708	1,780,062	16.3%
Capital Equipment	754,457	369,598	0	(369,598)	(100.0%)
Internal Services and Misc.	12,247	31,600	31,600	0	0.0%
Restricted Budget	0	10,914,500	0	(10,914,500)	(100.0%)
Total	246,131,216	254,232,365	229,528,725	(24,703,640)	(9.7%)
Total General Fund	246,131,216	254,232,365	229,528,725	(24,703,640)	(9.7%)
General Fund Revenue					
Licenses and Permits	254,546	290,000	225,000	(65,000)	(22.4%)
Fines and Forfeits	4,716,040	4,741,764	4,940,000	198,236	4.2%
Charges for Services	24,611,324	989,662	1,004,500	14,838	1.5%
Internal Service and Indirect Cost	0	21,558,326	3,727,403	(17,830,923)	(82.7%)
Miscellaneous Other	1,961,225	563,500	690,685	127,185	22.6%
Total	31,543,136	28,143,252	10,587,588	(17,555,664)	(62.4%)
Special Revenue Funds Expenditures					
General Government	0	320,586	18,590,248	18,269,662	5,698.8%
Public Safety	20,014,832	21,892,544	22,808,749	916,205	4.2%
Total Special Revenue Funds	20,014,832	22,213,130	41,398,997	19,185,867	86.4%
Grants					
Grants	2,324,501	6,767,905	3,577,729	(3,190,176)	(47.1%)
Total Grants	2,324,501	6,767,905	3,577,729	(3,190,176)	(47.1%)
Personnel Complement					
General Fund Operations - Civilian	357.06	357.38	314.88	(42.50)	(11.9%)
General Fund Operations - Uniform	1,556.00	1,596.00	1,464.00	(132.00)	(8.3%)
Total	1,913.06	1,953.38	1,778.88	(174.50)	(8.9%)
Special Revenue Funds					
General Government - Uniform	0.00	0.00	132.00	132.00	0.0%
Public Safety - Civilian	5.69	16.00	9.75	(6.25)	(39.1%)
Total	5.69	16.00	141.75	125.75	785.9%
Total Personnel Complement	1,918.75	1,969.38	1,920.63	(48.75)	(2.5%)

Programmatic Changes

Mid-Year Savings and 2020 Revenue Change

Due to the COVID-19 impact on the economy in 2020, the Denver Police Department implemented \$10,914,501 in mid-year reductions, including the following savings:

- \$8,943,166 in personnel services, primarily achieved by not filling vacant civilian positions, reducing overtime, and cancelling or delaying some 2020 recruit classes creating more uniform vacancy savings.
- \$1,971,335 in services and supplies, achieved by reducing spending on discretionary office supplies and reducing or delaying some contracts.

Additionally, Denver Police Department reduced their 2020 revenue by \$1,148,959 to reflect current economic changes that changed policies related to fees and fines and the demand for services normally provided to the community for large events.

The **Caring for Denver Co-Responder Expansion** grant is on a yearly renewal cycle. At this time the amount of funding from Caring from Denver has not been finalized, but a minimum of ten percent of Caring for Denver funding is earmarked for the city for 2021 for alternatives to jail programs and the co-responder program is a key strategy in alternatives to jail programs.

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agencywide		
• An increase in personnel due to uniform health insurance increases.	0.00	1,364,800
• An operational change in personnel services due to the transfer of 96 positions, 69 uniform and 27 civilians, between controls during 2020. Within these positions, 14 Management Analysts were reclassified as Crime Data Analysts. The majority of these positions moved from Patrol to Administration or Investigation to provide more flexible and effective crime investigation and deterrent. These moves resulted in no financial impact.	0.00	0
• A decrease in personnel services due to reducing the number of annual recruits from 100 to 65 in 2021.	0.00	(1,605,700)
• A decrease in personnel services due to foregoing a lateral recruit class in 2021.	0.00	(1,250,100)
• A net decrease in personnel services due to the implementation of a citywide retirement Special Incentive Program (SIP). Employees enrolled in the SIP retired from the City on August 31, 2020. These positions will not be backfilled in 2021.	(11.00)	(976,500)
• An increase in supplies and services for auto supplies and uniforms to support the extension of all Civilian Report Technicians.	0.00	108,500
• A decrease in services and supplies due to the reduction of annual recruits from 100 to 65. These funds provide uniforms and equipment for each recruit.	0.00	(380,800)
• A decrease in services and supplies due to foregoing a lateral recruit class in 2021. These funds provide uniforms and equipment for each recruit.	0.00	(370,000)
Police Administration		
• A decrease in personnel services due to the consolidation of all National Crime Information Center (NCIC) Agents in Public Safety departments under the 911 Division of the Executive Director of Safety (EDOS).	(16.00)	(1,213,400)

2021 Impact Description

	FTEs	Dollars
• A net decrease in personnel services to freeze seven positions including three Administrative Support Assistants, two Accountants, one Fingerprint Technician, and one Fleet Technician. These positions will not be filled in 2021 and the workload will be redistributed to existing staff.	(7.00)	(331,400)
• A decrease in personnel services due to the expiration of a limited Program Coordinator.	(1.00)	(77,700)
• An increase in services and supplies to restore budget that was temporarily moved to capital equipment in 2020. This is offset by a decrease in capital equipment.	0.00	206,400
• An increase in services and supplies to restore a one-time 2020 reduction in investigative travel costs.	0.00	13,400
• A decrease in services and supplies to restore budget that was temporarily moved to Administration from Investigations. This is offset by an increase in Investigations.	0.00	(760,000)
• A decrease in services and supplies due to reducing budget for official office functions, office supplies, and shredding services. Some official function costs will be shifted to the Denver Police Foundation, depending on funding availability.	0.00	(89,000)
• A decrease in capital equipment to reverse a temporary move of budget to services and supplies in 2020. This is offset by an increase in services and supplies.	0.00	(206,400)
• A decrease in capital equipment to restore budget that was temporarily moved to Administration from the services and supplies account in Investigations. This is offset by an increase in Investigations.	0.00	(34,900)

Police Investigations

• An increase in personnel services due to the annualization of two Real Time Crime Center Technicians and the reclassification of all technicians from Police Video Operators to Real Time Crime Center Technicians in 2020.	0.50	119,200
• A decrease in personnel services to transfer positions that are dedicated to providing direct services to DEN to a new "Internal Billings & Reimbursement SRF". All expenditures and revenue associated with these positions have also moved to the new SRF. This move will not have an impact on services.	(132.00)	(18,570,300)
• A decrease in personnel services due to freezing seven civilian positions, a Crime Data Analyst, an Operational Supervisor, a Photo Enforcement Agent, an Executive Assistant, a Program Coordinator, a Criminalist, and a Forensic Scientist. These positions will not be filled in 2021 and their workload will be absorbed by other employees.	(7.00)	(590,700)
• A decrease in personnel services due to the expiration of a limited Forensic Technician.	(1.00)	(91,600)
• An increase in services and supplies to restore budget that was temporarily moved from Investigations to Administration. This is offset by a decrease in Administration.	0.00	760,000
• An increase in services and supplies to restore budget that was temporarily moved to capital equipment in 2020. This is offset by a decrease in capital equipment.	0.00	125,100
• An increase in services and supplies due to the restoration of a temporary 2020 budget reduction within professional services.	0.00	91,000
• An increase in services and supplies to restore budget that was temporarily moved from Investigations to Patrol. This is offset by a decrease in Patrol.	0.00	50,000
• An increase in services and supplies to restore budget that was temporarily moved from Investigations to the capital equipment account in Administration. This is offset by a decrease in Administration.	0.00	34,900
• A decrease in services and supplies due to the reduction in Photo Enforcement process services. This reduction will not impact service delivery.	0.00	(100,000)

2021 Impact Description

	FTEs	Dollars
• A decrease in capital equipment to reverse a temporary move of budget to services and supplies in 2020. This is offset by an increase in services and supplies.	0.00	(125,100)

Police Patrol Districts Division

• An increase in personnel services due to the annualization of the 2020 authorized strength increase in 2021.	0.00	3,590,700
• A decrease in personnel services due to vacancy savings in 2021 resulting from the reductions in recruits and natural attrition.	0.00	(3,500,000)
• A decrease in personnel services due to a reduction in budgeted uniform overtime.	0.00	(1,200,000)
• An increase in services and supplies due to the restoration of the one-time 2020 contract reduction for vehicle upfitting.	0.00	166,000
• An increase in services and supplies to restore budget that was temporarily moved to capital equipment in 2020. This is offset by a decrease in capital equipment.	0.00	3,300
• A decrease in services and supplies to restore budget that was temporarily moved to Patrol from Investigations. This is offset by an increase in Investigations.	0.00	(50,000)
• A decrease in capital equipment to reverse a temporary move of budget to services and supplies in 2020. This is offset by an increase in services and supplies.	0.00	(3,300)

Grants

• A decrease in CDOT grant revenue in 2021 due to the planned program completion.	0.00	(361,400)
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SRF

• An increase in SRF expenditures due to the creation of a new "Internal Services Billings & Reimbursement" SRF to administer the budget, including both expenditures and revenues, for the Denver Airport program. This will not result in a change in service delivery.	132.00	18,590,200
• An increase in personnel services due to an increase in the Fire and Police Pension contributions as a result of the 2020 House Bill 20-1044.	0.00	915,800
• A decrease in capital equipment due to the one-time capital lease payments in the Planned Capital Equipment Fund in 2020.	0.00	(320,600)

Revenue

• A net increase in revenue due to the expected return of public events or requests for police personnel such as sporting and other business needs.	0.00	1,319,400
• A net increase in revenue due to a year over year increase in fees such as footage and records requests.	0.00	65,000
• A decrease in revenue due to transferring all reimbursable expenditures that are dedicated to providing direct services to DEN to a new "Internal Billings & Reimbursement SRF".	0.00	(18,570,300)

The budgeted vacancy savings is \$1,109,007.

The budgeted furlough savings is \$706,034.

Budget Detail

Police Administration (3511000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	38,278,348	27,835,501	29,528,880	1,693,379	6.1%
Services and Supplies	3,305,633	3,343,361	3,124,099	(219,262)	(6.6%)
Capital Equipment	501,794	241,246	0	(241,246)	(100.0%)
Internal Services and Misc.	5,880	28,000	28,000	0	0.0%
Restricted Budget	0	1,279,476	0	(1,279,476)	(100.0%)
Expenditures by Type Total	42,091,655	32,727,584	32,680,979	(46,605)	(0.1%)
Expenditures by Activity					
Chief of Police	5,181,980	5,262,599	4,968,431	(294,168)	(5.6%)
Financial Services	2,859,158	1,472,676	1,357,347	(115,329)	(7.8%)
Administrative Management	11,181,113	12,590,905	12,423,805	(167,100)	(1.3%)
Fleet Services	3,423,320	3,327,671	2,863,450	(464,221)	(14.0%)
Property Management	3,063,719	1,863,690	2,021,252	157,562	8.5%
Planning, Research and Support	1,058,680	519,822	343,003	(176,819)	(34.0%)
Community Relations and Public Affairs	8,598,188	1,487,591	982,002	(505,589)	(34.0%)
Internal Affairs	2,361,702	2,261,861	2,400,252	138,391	6.1%
Training	4,363,795	3,940,769	5,321,437	1,380,668	35.0%
Expenditures by Activity Total	42,091,655	32,727,584	32,680,979	(46,605)	(0.1%)
Other Program Funding Sources					
Grants					
Body-Worn Camera Policy and Implementation Program	5,109	0	0	0	0.0%
Caring for Denver Co-Responder Expansion	0	1,615,537	146,867	(1,468,670)	(90.9%)
CDOT: Distracted Driving Enforcement	39,387	43,012	0	(43,012)	(100.0%)
CDOT: DUI Enforcement	268,820	201,980	0	(201,980)	(100.0%)
CDOT: Focused Speed Enforcement	70,117	52,485	0	(52,485)	(100.0%)
CDOT: Pedestrian Safety	61,772	63,893	0	(63,893)	(100.0%)
Click It or Ticket	4,402	0	0	0	0.0%
Community Based Crime Reduction Program	48,882	543,490	474,853	(68,637)	(12.6%)
COPS Community Policing and Development	0	20,700	0	(20,700)	(100.0%)
Countering Violent Extremism Grant Program	163,807	0	0	0	0.0%
Coverdell Forensic - State	41,064	104,631	0	(104,631)	(100.0%)
DNA Backlog Reduction	144,368	318,826	135,419	(183,407)	(57.5%)
Drug Recognition Certification Nights	0	8,000	0	(8,000)	(100.0%)
Forensic DNA Laboratory Efficiency Improvement and Capacity Enhancement Program	265,393	337,591	329,294	(8,297)	(2.5%)

	2019	2020	2021	\$	%
Police Administration (3511000)	Actuals	Appropriated	Recommended	Change	Change
Gray and Black Market Marijuana Enforcement	0	979,375	489,688	(489,687)	(50.0%)
H.I.D.T.A.	718,960	970,461	866,938	(103,523)	(10.7%)
Internet Crimes Against Children	9,709	0	0	0	0.0%
Justice Assistance Grant	334,974	371,987	417,815	45,828	12.3%
Juvenile LEA Program	6,554	24,231	0	(24,231)	(100.0%)
Latent Print Identification	46,482	0	0	0	0.0%
Optimal Extraction Methods of THC From Infused Products	38,016	0	0	0	0.0%
Project Safe Neighborhoods	56,686	141,400	0	(141,400)	(100.0%)
Prosecuting Cold Cases	0	100,000	20,000	(80,000)	(80.0%)
Supplemental Coronavirus Emergency Relief	0	679,510	679,510	0	0.0%
Support Team Assisted Response (STAR) Pilot Program	0	190,796	17,345	(173,451)	(90.9%)
Total	2,324,501	6,767,905	3,577,729	(3,190,176)	(47.1%)
General Government SRF					
Planned Capital Equipment	0	320,586	0	(320,586)	(100.0%)
Public Safety SRF					
Police/Fire Pension	19,931,077	21,883,430	22,799,635	916,205	4.2%
Other Program Funding Sources Total	22,255,578	28,971,921	26,377,364	(2,594,557)	(9.0%)
Total Program Expenditures	64,347,234	61,699,505	59,058,343	(2,641,162)	(4.3%)
Personnel Complement (Budgeted)					
Administrative Management	105.44	109.00	104.00	(5.00)	(4.6%)
Chief of Police	27.25	27.50	31.50	4.00	14.5%
Community Relations and Public Affairs	66.50	10.75	6.75	(4.00)	(37.2%)
Financial Services	10.00	9.00	5.00	(4.00)	(44.4%)
Fleet Services	37.00	37.00	32.00	(5.00)	(13.5%)
Internal Affairs	18.00	17.00	17.00	0.00	0.0%
Planning, Research and Support	4.00	4.00	3.00	(1.00)	(25.0%)
Property Management	41.75	21.00	22.00	1.00	4.8%
Training	25.00	27.00	36.00	9.00	33.3%
Personnel Complement (Budgeted) Total	334.94	262.25	257.25	(5.00)	(1.9%)
Other Program Funds FTE					
Grants					
Caring for Denver Co-Responder Expansion	0.00	7.00	0.00	(7.00)	(100.0%)
Community Based Crime Reduction Program	0.00	1.00	1.75	0.75	75.0%
Countering Violent Extremism Grant Program	0.69	0.00	0.00	0.00	0.0%
DNA Backlog Reduction	1.00	1.50	1.50	0.00	0.0%
Forensic DNA Laboratory Efficiency Improvement and Capacity Enhancement Program	0.00	3.00	3.00	0.00	0.0%

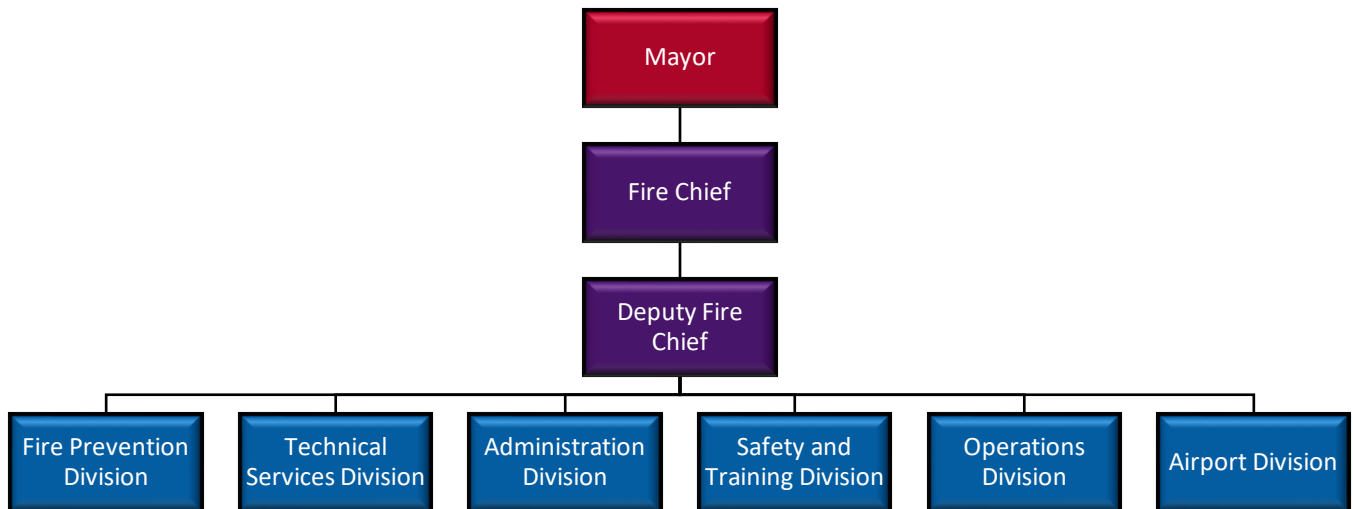
	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Police Administration (3511000)					
H.I.D.T.A.	3.00	1.00	1.00	0.00	0.0%
Justice Assistance Grant	0.00	1.50	1.50	0.00	0.0%
Total	4.69	15.00	8.75	(6.25)	(41.7%)
Public Safety SRF					
Police/Fire Pension	1.00	1.00	1.00	0.00	0.0%
Other Program Funds FTE Total	5.69	16.00	9.75	(6.25)	(39.1%)
Total Personnel Complement	340.63	278.25	267.00	(11.25)	(4.0%)
Revenue					
Licenses and Permits	254,546	290,000	225,000	(65,000)	(22.4%)
Fines and Forfeits	1,336	2,000	0	(2,000)	(100.0%)
Charges for Services	789,673	829,037	833,000	3,963	0.5%
Miscellaneous Other	208,530	43,500	110,500	67,000	154.0%
Revenue Total	1,254,084	1,164,537	1,168,500	3,963	0.3%
Furlough Savings			(310,006)		
Vacancy Savings			(488,019)		

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Police Investigations (3512000)					
Expenditures by Type					
Personnel Services	195,382,882	83,094,392	67,788,652	(15,305,740)	(18.4%)
Services and Supplies	8,397,648	6,350,735	7,990,809	1,640,074	25.8%
Capital Equipment	252,663	125,102	0	(125,102)	(100.0%)
Internal Services and Misc.	6,367	3,600	3,600	0	0.0%
Restricted Budget	0	4,351,483	0	(4,351,483)	(100.0%)
Expenditures by Type Total	204,039,560	93,925,312	75,783,061	(18,142,251)	(19.3%)
Expenditures by Activity					
Deputy Chief Operations	577,306	1,173,569	0	(1,173,569)	(100.0%)
Patrol Districts	120,020,566	0	0	0	0.0%
Special Operations	19,676,599	20,439,600	21,632,231	1,192,631	5.8%
Major Crimes	15,601,566	15,199,124	16,924,269	1,725,145	11.4%
Airport	19,478,595	0	0	0	0.0%
Photo Traffic Enforcement	2,618,599	2,615,227	3,230,712	615,485	23.5%
Investigative Services	20,666,605	19,503,252	21,306,943	1,803,691	9.2%
Crisis Services	1,203,612	1,329,618	1,318,075	(11,543)	(0.9%)
Forensics and Evidence	3,400	8,746,547	8,629,363	(117,184)	(1.3%)
Police Recruits	4,192,712	6,348,039	2,741,468	(3,606,571)	(56.8%)
Police Airport Operations	0	18,570,336	0	(18,570,336)	(100.0%)

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Police Investigations (3512000)					
Expenditures by Activity Total	204,039,560	93,925,312	75,783,061	(18,142,251)	(19.3%)
Other Program Funding Sources					
Public Safety SRF					
Police/Fire Pension	0	0	0	0	0.0%
General Government SRF					
Internal Billings and Reimbursements	0	0	18,590,248	18,590,248	0.0%
Other Program Funding Sources Total		0	18,590,248	18,590,248	0.0%
Total Program Expenditures	204,039,560	93,925,312	94,373,309	447,997	0.5%
Personnel Complement (Budgeted)					
Airport	132.00	0.00	0.00	0.00	0.0%
Crisis Services	16.00	16.00	14.00	(2.00)	(12.5%)
Deputy Chief Operations	3.00	0.00	0.00	0.00	0.0%
Forensics and Evidence	0.00	65.50	63.50	(2.00)	(3.1%)
Investigative Services	128.50	139.00	148.50	9.50	6.8%
Major Crimes	113.00	107.00	118.00	11.00	10.3%
Patrol Districts	1,012.25	0.00	0.00	0.00	0.0%
Photo Traffic Enforcement	20.50	20.50	19.50	(1.00)	(4.9%)
Special Operations	152.88	143.88	148.51	4.63	3.2%
Police Airport Operations	0.00	132.00	0.00	(132.00)	(100.0%)
Personnel Complement (Budgeted) Total	1,578.13	623.88	512.01	(111.87)	(17.9%)
Other Program Funds FTE					
General Government SRF					
Internal Billings and Reimbursements	0.00	0.00	132.00	132.00	0.0%
Total Personnel Complement	1,578.13	623.88	644.01	20.13	3.2%
Revenue					
Fines and Forfeits	4,714,704	4,739,764	4,940,000	200,236	4.2%
Charges for Services	23,821,652	159,125	170,000	10,875	6.8%
Internal Service and Indirect Cost	0	19,945,336	1,747,700	(18,197,636)	(91.2%)
Miscellaneous Other	1,752,695	520,000	580,185	60,185	11.6%
Revenue Total	30,289,051	25,364,225	7,437,885	(17,926,340)	(70.7%)
Furlough Savings			(345,226)		
Vacancy Savings			(538,073)		

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Police Patrol Districts (3513000)					
Expenditures by Type					
Personnel Services	0	121,070,128	119,482,885	(1,587,243)	(1.3%)

	2019	2020	2021	\$	%
Police Patrol Districts (3513000)	Actuals	Appropriated	Recommended	Change	Change
Services and Supplies	0	1,222,550	1,581,800	359,250	29.4%
Capital Equipment	0	3,250	0	(3,250)	(100.0%)
Restricted Budget	0	5,283,541	0	(5,283,541)	(100.0%)
Expenditures by Type Total		127,579,469	121,064,685	(6,514,784)	(5.1%)
Expenditures by Activity					
Police Patrol Districts	0	127,579,469	121,064,685	(6,514,784)	(5.1%)
Other Program Funding Sources					
Public Safety SRF					
Police Donations	72,105	4,583	4,583	0	0.0%
Police Equestrian Patrol	1,450	2,488	2,488	0	0.0%
Police K-9 Unit	10,200	2,043	2,043	0	0.0%
Total	83,755	9,114	9,114	0	0.0%
Total Program Expenditures	83,755	127,588,583	121,073,799	(6,514,784)	(5.1%)
Personnel Complement (Budgeted)					
Police Patrol Districts	0.00	1,067.25	1,009.63	(57.63)	(5.4%)
Total Personnel Complement	0.00	1,067.25	1,009.63	(57.63)	(5.4%)
Revenue					
Charges for Services	0	1,500	1,500	0	0.0%
Internal Service and Indirect Cost	0	1,612,990	1,979,703	366,713	22.7%
Revenue Total		1,614,490	1,981,203	366,713	22.7%
Furlough Savings			(50,802)		
Vacancy Savings			(82,915)		



Mission

The Denver Fire Department is dedicated to: providing quality, timely, and professional emergency services to those who live in, work in, and visit the City and County of Denver; respecting each other through trust, pride, diversity, integrity, and training; and working together to achieve the highest levels of preparedness, prevention, and community involvement with a dedication to purpose.

Department Summary

Established in 1866, the Denver Fire Department (DFD) provides services to the citizens who live, work, and visit the City and County of Denver providing fire suppression, emergency medical services, technical rescue, hazardous materials response, water and high angle rescue. The department currently has over 1,000 paid firefighters supporting daily fire/rescue and medical operations. There are 39 fully staffed firehouses supporting fire and emergency calls within the City and supporting fire and emergency calls to the City of Glendale, City of Sheridan, City of Englewood, and the Skyline Fire District. The Department also has five fully staffed firehouses located at Denver International Airport.

For more information please visit the Denver Fire Department website at <https://www.denvergov.org/content/denvergov/en/fire-department-home.html>.

Services

The **Fire Prevention Division** provides for fire and building code enforcement, public safety, and research and testing of new materials and technology. Recently, the division has become more extensively involved with enforcement of hazardous materials ordinances and codes.

The **Technical Services Division** contains five groups encompassing Fire Dispatch/Communications; Fleet Management; Facility Maintenance, Warehouse Operations, and the Line Shop. The Dispatch group, which acts as an integral part of the 911 call system, dispatches, tracks and monitors all communications for more than 100,000 emergency service calls annually and operates the emergency warning systems. Fleet Management is a full-service facility, responsible for all repair and maintenance of all fire equipment and vehicles from inception, design, and construction. The Facility Maintenance group is responsible for ongoing service and maintenance of hundreds of thousands of square feet of property and building space. The group also oversees the acquisition, design, and construction of new facilities for the department. Warehouse Operations manages the inventory and distribution of firefighter uniforms and protective gear, specialized firefighting equipment, medical supplies, and other necessary items required for fire emergency response. The Line Shop maintains the electrical needs for the department and provides specialized support for the electrical systems at the 911 Combined Communications Center and the 72-siren emergency warning system.

The **Administration Services Division** supports all department employees in the areas of peer support, benefits and payroll, personnel management, risk management, records, and internal investigations. This division also manages the Fire Arson Investigation unit, that is charged with investigating and determining the cause of fires. In addition, this division oversees recruitment and the Youth Fire Stop Prevention and Intervention program, which aims to prevent misuse of fire by youth in our community.

The **Safety and Training Division** prepares and equips all members of the department, including new recruits, with the knowledge, skills, and abilities to perform their duties safely and effectively. The Rocky Mountain Fire Academy, founded in 1986, serves as a hub for the Training Division and features a five-story drill tower and live burn building where realistic fire scenarios and evolutions are practiced. The division oversees research and development and is continually ensuring that the department has cutting-edge equipment. Additionally, it maintains and manages the department's wellness program that helps the City's firefighters stay healthy and fit.

The **Suppression Operations Division** is responsible for the day-to-day provision of emergency services to citizens. Members assigned to the Operations Division respond to all calls for emergency medical assistance, auto accidents, suppression of structure fires, and major disasters within the City and County of Denver, while providing mutual aid to surrounding communities. The members of the Operations Division act as an all-hazards response agency responding to citizen calls for assistance, regardless of the nature, providing a safety blanket that allows the City to maintain high standards and quality of life.

Airport Rescue Fire Fighting (ARFF) Division provides emergency services for the Denver International Airport (DEN) and the surrounding area. These duties include aircraft accident mitigation, evacuation and rescue, fire suppression, emergency medical services (EMS), hazardous materials response, fire prevention and inspections, and training related to Federal Aviation Administration Regulations Part 139 and Denver Fire Department requirements.

Strategies

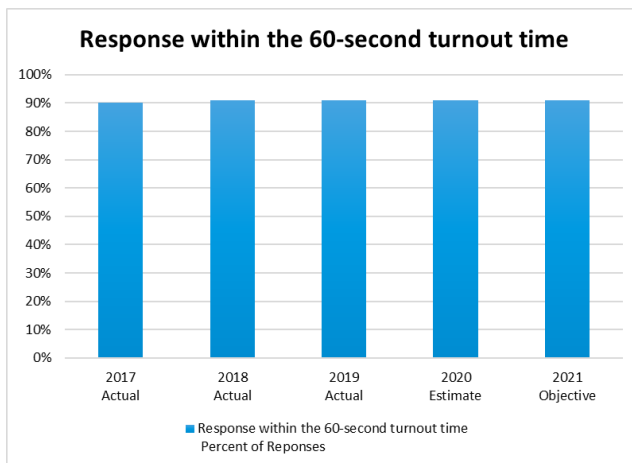
Continue to evaluate turnout and response times through active management and oversight to identify possible improvements of instances when turnout times were greater than 60 seconds and response times were greater than four minutes. In addition, leverage global positioning system (GPS) technology to identify the exact location of an emergency which will assist in maintaining response times to under four minutes.

Provide efficient and timely annual inspections through dedicated fire personnel to ensure that buildings comply with standards that affect life safety and protection of buildings from fire.

Provide continuing education and training to meet industry standards and ensure firefighters continue to perform at the highest, safest, and most professional level while protecting the residents and business community.

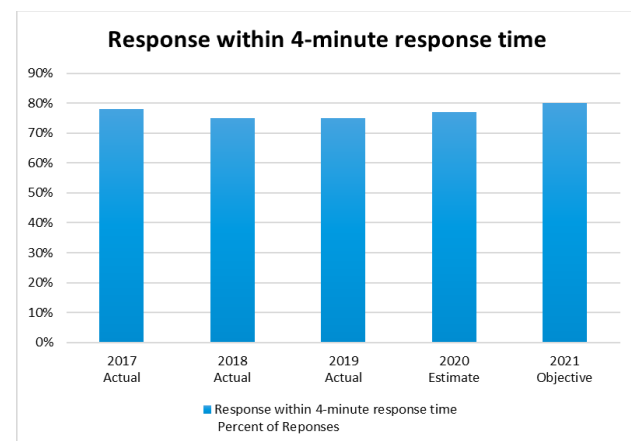
Continuous review of department hiring and scheduling practices to ensure the appropriate complement of full-time equivalents (FTE) are maintained to efficiently operate the fire stations, properly backfill anticipated attrition and reduce overtime expenditures.

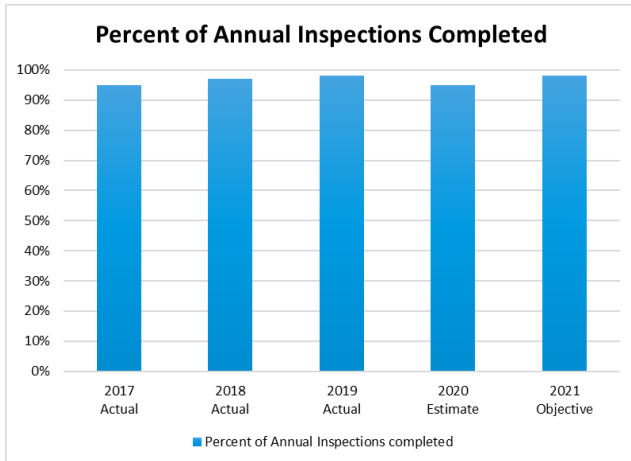
Performance and Program Highlights



A 60-second turnout time for emergency medical incidents and 80-second turnout time for fire incidents as well as a 4-minute response time is the industry standard. Increased population growth, traffic congestion, and road closures due to construction have impacted response times in recent years.

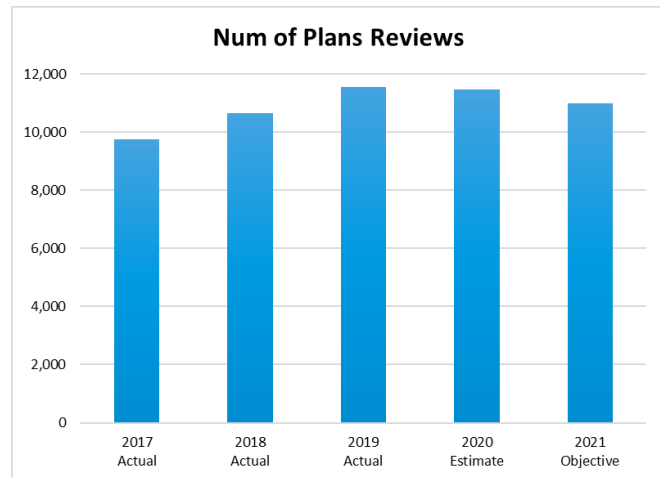
Turnout and Response Times – includes all emergency response calls received by the DFD. **Turnout time** is the time from when a crew is assigned to the time a crew is en route. The **response time** includes the time from when the apparatus is en route until the apparatus has arrived on scene.



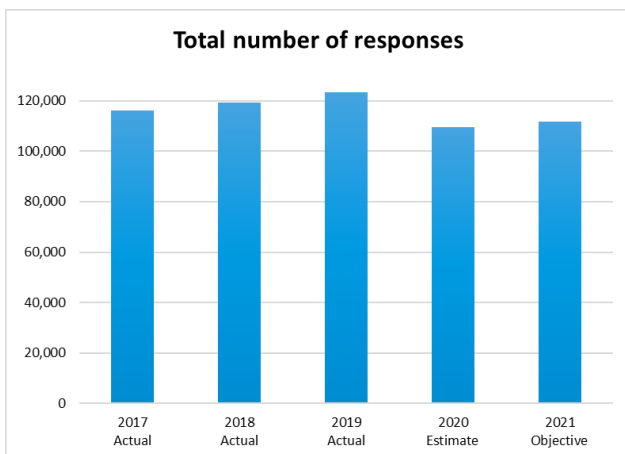


Percent of Annual Inspections Completed – The DFD examines building plans to ensure fire safety standards are met before construction is completed, re-inspects buildings that are currently out of compliance, and issues occupancy permits. Since 2018, annual inspections have remained flat and one hundred percent of annual inspections cannot be completed due to fluctuating staffing levels, unoccupied structures, and unreported occupancies.

Plan reviews are performed by Fire Prevention personnel to ensure that buildings comply with standards that affect life safety and protection of a building from fire. The figures shown represent the total **number of plan reviews** logged within the specified year. The plan review target time is dependent on the difficulty of review based on size and complexity of the plan to address customer satisfaction related to turnaround times. This provides a tiered approach to addressing all plan reviews looking to achieve a high percentage of reviews in all tiers.



The **Insurance Service Office (ISO)** collects information from fire protection municipalities to evaluate its capability to respond to structure fires within its community or jurisdiction. The information collected is analyzed and assigned a Public Protection Classification (PPC) from 1 to 10, with 1 representing the highest quality of public protection service. Insurance companies utilize the PPC rating to determine premiums for fire insurance, which can offer lower premiums to jurisdictions with higher quality fire protection services. In 2018, ISO committee members returned to Denver to survey the Department's fire suppression delivery system and awarded the City to a Class 1 rating, effective August 1, 2018.



DFD in collaboration with Denver's 911 Communication Center enhanced the pre-screening process by 911 call takers while maintaining flexibility to cancel or reassign more appropriate emergency response resources as additional information is developed during the call. This enhanced screening process increases service level efficiencies in the deployment of fire apparatus to fire and medical incidents, bomb threats, etc. In 2021, DFD anticipates a two percent increase in total **number of responses** due to the rapid growth of residential and commercial properties within the metro area.

The **emergency medical** services program of the Denver Fire Department provides pre-hospital critical patient care services to the citizens of the City and County of Denver and other communities served. This program, in partnership with Denver Health and Hospital Authority (DHHA), provides fire personnel with medical service training and certification required to provide basic emergency life support services until paramedics can arrive on-scene and is commonly referred as Basic Life Support (BLS) response. A steady increase in the number of medical responses prompted a redesign of DFD's training curriculum in 2017. The new curriculum, provided by DHHA, will ensure fire personnel can assist with more acute and critical medical services and provide the highest level of customer service to those served. In addition, DFD operates a medical unit in the downtown area to increase efficiency of resources during peak service times while providing the ability to easily maneuver through the condensed streets in or the near downtown Denver. This unit responded to approximately 3,200 medical calls in 2019 and is anticipated to respond to over 3,000 medical calls in 2020.

An academy class generally takes 6 months; therefore, classes beginning in the latter part of any given year will have **recruits** which graduate and become sworn firefighters in the following year. The total number of recruits and authorized strength increased in 2019 to accommodate the opening of fire station 39. In 2020, recruit classes and authorized strength have been adjusted to accommodate the addition of five new Emergency Medical Technicians, as well as staffing a truck at Station 35 which is at the Denver International Airport. In 2020, the Denver International Airport delayed the activation of the additional authorized strength for Station 35. Those recruits were assigned to non-airport activities in 2020. This will be revisited in future years as part of the annual budget process contingent upon airport activity. Authorized strength is the total number of uniformed positions approved in the annual budget.

	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Objective
Fire Prevention					
Number of Plan Reviews	9,751	10,641	11,565	11,462	11,000
Percent of Plan Reviews Completed Within Target Timeframe	57%	58%	56%	45%	70%
Insurance Services Office (ISO) Rating	2	1	1	1	1
Fire Operations Support					
Total Number of Responses	116,061	119,287	123,428	109,600	111,800
Total Number of Flame/Smoke Responses	2,250	2,597	3,371	4,200	4,280
Total Number of Medical Responses	81,952	81,263	79,227	73,291	74,800
Number of Budgeted Recruits in a Given Year	48	48	69	39	24

COVID-19 Overview & Statement

The Denver Fire Department is dedicated to:

- Desire to Serve; committing to those we serve with integrity, accountability, and inclusivity.
- Courage to Act; providing quality, timely, and professional emergency services to protect life and property.
- Ability to Perform; working together to maintain the highest standards of mitigation, preparedness, prevention, and community engagement.

The COVID-19 pandemic and its resulting economic challenges have necessitated an increased effort to protect our members and the citizens we serve from viral transmission and its resulting negative health effects, while also diligently focusing on maintaining services we provide to our community with limited financial resources. Despite the current health and budget crisis, we are committed to maintaining our core essential business operations related to life safety and fire mitigation for the Denver community.

COVID-19 Mitigation Strategies

Denver Fire has focused on a plethora of strategies aimed at reducing the negative health impacts to our department and citizens we serve. These measures include:

- Incident Action Plan meetings conducted on a daily or weekly basis, to develop strategies to respond effectively to the health crisis, synchronize operations, and disseminate important protocols, procedures and information to the entire department.
- Equipping our front-line firefighters with personal protective equipment (PPE) such as masks, eye protection, gloves, and medical gowns to reduce exposure and transmission. Enhanced cleaning protocols throughout the department, including standard disinfection schedules for high touch areas of vehicles, facilities, and equipment. Standardized storage and disposal protocols of used and potentially contaminated PPE, and developed symptom reporting and monitoring, such as daily morning temperature checks and online symptom questionnaires.
- Supporting the Pepsi Center community testing site and mobile testing van with Denver Fire resources committed to providing free, efficient, and effective community testing and tracing of COVID-19.
- Redirecting business practices through online channels instead of in-person, allowing us to improve social distancing and meet or exceed health protocols while still maintaining essential services to customers.
- Fire Chief Briefings conducted virtually which relayed important department operational information, budgetary impacts, and improved up-to-date communication to front-line firefighters and command staff.
- Dedicated resources deployed to help staff the Emergency Operations Center to aid in a joint city-wide effort to combat the negative effects of the pandemic.
- Over half of DFD's support staff transitioned to work exclusively from home, or on a modified office schedule, to improve social distancing and health protocol measures, while maintaining customer services and essential business operations.

COVID-19 Performance & Program Highlights

- Due to the closure of businesses and events, Denver Fire does expect revenue to decrease in 2020 from our original projections. Cancellation of concerts, fairs and special events, along with businesses being closed for an extended time has reduced the demand for fire safety permits. We expect a 30 percent (\$450,000) reduction in permit revenue and a 25 percent (\$200,000) reduction in special event program revenue that will not be recovered for 2020. Also, with many businesses being closed for the City's stay at home order, fire safety inspections were not able to be conducted in the first part of the year. These inspections have resumed as of mid-2020. DFD expects to reach the fire safety inspection target of 95 percent completion before the end of the year. Due to these timing effects, revenue collection for 2020 fire inspections is expected to carry over into 2021 for the prior year's activity more than usual.
- Denver Fire has expended approximately \$100,000 in COVID-19 supplies such as gloves, masks, medical gowns, and cleaning supplies. Also, Denver Fire was also recently awarded a \$372,046 FEMA grant which will be used to purchase new state-of-the-art reusable virus protection coveralls for all front-line firefighters, and high-grade disinfection equipment.

Department Budget

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Fire Department Administration	31,349,387	30,809,750	28,084,552	(2,725,198)	(8.8%)
Fire Department Operations	116,096,470	122,486,250	96,074,412	(26,411,838)	(21.6%)
Total	147,445,857	153,296,000	124,158,964	(29,137,036)	(19.0%)
General Fund Expenditures by Type					
Personnel Services	141,762,408	138,953,522	119,639,776	(19,313,746)	(13.9%)
Services and Supplies	5,307,069	4,582,841	4,399,288	(183,553)	(4.0%)
Capital Equipment	332,480	42,309	114,400	72,091	170.4%
Internal Services and Misc.	43,900	5,500	5,500	0	0.0%
Restricted Budget	0	9,711,828	0	(9,711,828)	(100.0%)
Total	147,445,857	153,296,000	124,158,964	(29,137,036)	(19.0%)
Total General Fund	147,445,857	153,296,000	124,158,964	(29,137,036)	(19.0%)
General Fund Revenue					
Licenses and Permits	2,682,700	1,990,000	1,990,000	0	0.0%
Charges for Services	35,586,687	34,659,693	16,370,210	(18,289,483)	(52.8%)
Miscellaneous Other	46,166	35,942	35,942	0	0.0%
Total	38,315,552	36,685,635	18,396,152	(18,289,483)	(49.9%)
Special Revenue Funds Expenditures					
Public Safety	26,785,230	28,777,311	30,703,922	1,926,611	6.7%
General Government	0	0	19,923,107	19,923,107	0.0%
Total Special Revenue Funds	26,785,230	28,777,311	50,627,029	21,849,718	75.9%
Grants					
Grants	346,272	16,164	8,082	(8,082)	(50.0%)
Total Grants	346,272	16,164	8,082	(8,082)	(50.0%)
Personnel Complement					
General Fund Operations - Civilian	45.58	47.00	43.00	(4.00)	(8.5%)
General Fund Operations - Uniform	1,047.00	1,062.00	926.00	(136.00)	(12.8%)
Total	1,092.58	1,109.00	969.00	(140.00)	(12.6%)

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
Special Revenue Funds					
General Government - Uniform	0.00	0.00	134.00	134.00	0.0%
Public Safety - Civilian	2.00	2.00	5.00	3.00	150.0%
Public Safety - Uniform	0.00	0.00	7.00	7.00	0.0%
Total	2.00	2.00	146.00	144.00	7,200.0%
Total Personnel Complement	1,094.58	1,111.00	1,115.00	4.00	0.4%

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-year Reductions

Due to the COVID-19 impact on the economy in 2020, the Denver Fire Department implemented \$11,046,800 in mid-year reductions, including the following savings:

- \$9,581,800 in personnel services, primarily achieved by not filling vacant positions and moving more uniform staff into fire suppression positions that normally serve more support functions. Additionally, COVID-19 caused the cancellation of recruit classes resulting in 2020 savings.
- \$1,465,000 in services and supplies, achieved by reducing spending on discretionary office supplies and general equipment. Additionally, the cancellation of recruit classes resulted in a reduction in spending on equipment.

Additionally, Denver Fire Department reduced their 2020 revenue by \$1,352,600 to reflect current economic changes that affected permitting, inspections, and community programs.

Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line. The Department resubmitted some of these budget reductions again for 2021 in addition to other reductions described in the Significant Budget Changes section below.

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agencywide		
• An increase to personnel services due to salary increases as a result of the Collective Bargaining Agreement (CBA).	0.00	4,268,700
Fire Administration		
• An increase in personnel services due to the restoration of a one-time staffing reduction in 2020 to the Line Shop.	0.00	132,700
• A temporary decrease in personnel services due to a reduction in administrative overtime.	0.00	(1,090,300)
• A temporary decrease in personnel services due to the reduction of fire recruits from 48 to 24 in 2021.	0.00	(816,300)
• A temporary decrease in personnel services due to freezing three uniform Technicians. These positions will not be filled in 2021, and the workload will be redistributed to existing staff.	0.00	(379,000)
• A temporary decrease in personnel services due to freezing one non-uniform Accounting Supervisor. This position will not be filled in 2021, and the workload will be redistributed to existing staff.	(1.00)	(139,900)

2021 Impact Description

	FTEs	Dollars
• A temporary decrease in personnel services due to moving one Staff Assistant to the Rocky Mountain Fire Academy SRF and one Senior Accountant to the Wildlife SRF.	(2.00)	(187,300)
• An increase in services and supplies to restore budget that was temporarily moved from Administration to Operations. This is offset by a decrease in Operations.	0.00	300,000
• An increase in services and supplies to restore budget that was temporarily moved to capital equipment in 2020. This is offset by a decrease in capital equipment.	0.00	16,500
• A temporary decrease in supplies and services due to reducing general administrative office supplies.	0.00	(840,000)
• A temporary decrease in supplies and services due to the reduction of new fire recruits from 48 to 24 in 2021.	0.00	(224,000)
• An increase in capital equipment due to the purchase of a Heavy Vehicle Lift to support better vehicle and equipment maintenance and safety.	0.00	68,000
• An increase in capital equipment due to the purchase of rack radios to support communication modernization.	0.00	46,400
• A decrease in capital equipment to reverse a temporary move of budget to services and supplies in 2020. This is offset by an increase in services and supplies.	0.00	(16,500)

Fire Operations

• An increase in personnel services due to the addition of five Emergency Medical Technicians in 2020 to staff the medical unit for a full year. The positions were created at the end of 2019 after the 2020 budget book was finalized.	5.00	320,100
• A decrease in personnel services to transfer positions that are dedicated to providing direct services to DEN to a new "Internal Billings & Reimbursement SRF". All expenditures and revenue associated with these positions have also moved to the new SRF. This will not result in a change in service delivery.	(134.00)	(19,922,400)
• A temporary decrease in personnel services due to uniform vacancy savings through natural attrition due to cancelling the scheduled recruit classes in 2020 as a result of COVID-19. Workload will be redistributed to existing staff in 2021.	0.00	(3,589,500)
• A temporary decrease in personnel services due to the reassignment of support uniform staff to Suppression to reduce overtime costs.	0.00	(2,584,000)
• A temporary decrease in personnel services due to reducing leave payout to better align with actual expenditures and to assist with meeting 2021 budget reductions.	0.00	(1,500,000)
• A temporary decrease in personnel services due to moving eight positions: four Shift Commanders, one Executive Assistant, one Assistant Chief, one Division Chief, and one Captain to the Wildlands Special Revenue Fund.	(8.00)	(1,367,700)
• A decrease in personnel services due to the one-time 2020 expansion for EMT services to staff the medical unit. This team was converted to five full-time EMT's during 2020 which is accounted for in 2021.	0.00	(397,800)
• A decrease in personnel services due to the one-time 2020 expansion for an airport firefighter recruit class.	0.00	(311,500)
• An increase in services and supplies to restore budget that was temporarily moved to capital equipment in 2020. This is offset by a decrease in capital equipment.	0.00	25,900
• A temporary decrease in supplies and services as a part of the 2021 budget reductions.	0.00	(400,000)
• A decrease in services and supplies to restore budget that was temporarily moved to Operations from Administration. This is offset by an increase in Administration.	0.00	(300,000)
• A decrease in services and supplies due to the one-time 2020 expansion to purchase recruit supplies for the airport recruit class.	0.00	(140,000)

2021 Impact Description

	FTEs	Dollars
• A decrease in services and supplies due to a reduction in contracted service with Denver Health.	0.00	(86,100)
• A decrease in supplies and services due to moving all costs associated with services provided to the Denver Airport to a new Special Revenue Fund.	0.00	(700)
• A decrease in capital equipment to reverse a temporary move of budget to services and supplies in 2020. This is offset by an increase in services and supplies.	0.00	(25,900)

SRFs

• An increase in personnel services due to the creation of a new "Internal Services Billings & Reimbursement" SRF to administer the budget, including both expenditures and revenues, for the Denver Airport program. This will not result in a change in service delivery.	134.00	19,923,100
• An increase in personnel services due to moving nine positions, one Senior Accountant, four Shift Commanders, one Executive Assistant, one Assistant Chief, one Division Chief, and one Captain from the General Fund to the Wildlife SRF.	9.00	1,315,700
• An increase in personnel services due to an increase in the Fire and Police Pension contributions as a result of the 2020 House Bill 20-1044.	0.00	550,100
• An increase in personnel services do to moving one Staff Assistant from the General Fund to the Rocky Mountain Fire Academy SRF.	1.00	83,300

Grants

• A decrease in grant revenue due to the completion of the paramedic program in mid-2021.	0.00	(8,100)
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Revenue

• An increase in revenue due to partial recovery in revenue sources such as permitting, inspections, and community programming.	0.00	262,500
• A decrease in revenue due to moving all Denver Airport related costs and revenue to a new Special Revenue Fund.	0.00	(18,100,500)
• A decrease in revenue due to the one-time payment in 2020 for the recruit class for additional Denver Airport support.	0.00	(451,500)

The budgeted vacancy savings is \$166,033.

The budgeted furlough savings is \$114,079.

Budget Detail

	2019	2020	2021	\$	%
Fire Department Administration (3521000)	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Type					
Personnel Services	28,625,990	25,482,379	25,577,974	95,595	0.4%
Services and Supplies	2,493,737	2,159,239	2,386,678	227,439	10.5%
Capital Equipment	185,759	16,455	114,400	97,945	595.2%
Internal Services and Misc.	43,900	5,500	5,500	0	0.0%
Restricted Budget	0	3,146,177	0	(3,146,177)	(100.0%)
Expenditures by Type Total	31,349,387	30,809,750	28,084,552	(2,725,198)	(8.8%)
Expenditures by Activity					
Fire Prevention	9,634,065	13,582,649	9,955,012	(3,627,637)	(26.7%)

	2019	2020	2021	\$	%
Fire Department Administration (3521000)	Actuals	Appropriated	Recommended	Change	Change
Technical Services	6,551,488	6,011,610	6,102,981	91,371	1.5%
Administration Services	4,804,618	4,230,979	4,100,568	(130,411)	(3.1%)
Safety and Training	6,217,425	2,368,347	3,277,092	908,745	38.4%
Arson	1,666,078	2,197,477	2,139,418	(58,059)	(2.6%)
Fleet Management	2,475,714	2,418,688	2,509,481	90,793	3.8%
Expenditures by Activity Total	31,349,387	30,809,750	28,084,552	(2,725,198)	(8.8%)
Other Program Funding Sources					
Grants					
FEMA Assistance to Firefighters	126,344	0	0	0	0.0%
Generator Grant at DFD Headquarters	219,928	0	0	0	0.0%
Paramedic Training Program	0	16,164	8,082	(8,082)	(50.0%)
Total	346,272	16,164	8,082	(8,082)	(50.0%)
Public Safety SRF					
Fire Prevention/Investigation Donations	23,218	18,915	18,915	0	0.0%
Police/Fire Pension	24,294,920	25,787,115	26,253,633	466,518	1.8%
Rocky Mountain Fire Academy	78,111	75,000	158,606	83,606	111.5%
Wildland Fire Reimb Fee Program	0	0	99,002	99,002	0.0%
Total	24,396,250	25,881,030	26,530,156	649,126	2.5%
Other Program Funding Sources Total	24,742,522	25,897,194	26,538,238	641,044	2.5%
Total Program Expenditures	56,091,908	56,706,944	54,622,790	(2,084,154)	(3.7%)
Personnel Complement (Budgeted)					
Administration Services	22.75	22.00	20.00	(2.00)	(9.1%)
Arson	17.00	17.00	17.00	0.00	0.0%
Fire Prevention	75.25	73.00	73.00	0.00	0.0%
Fleet Management	18.00	18.00	18.00	0.00	0.0%
Safety and Training	13.00	13.00	12.00	(1.00)	(7.7%)
Technical Services	40.58	40.00	40.00	0.00	0.0%
Personnel Complement (Budgeted) Total	186.58	183.00	180.00	(3.00)	(1.6%)
Other Program Funds FTE					
Public Safety SRF					
Rocky Mountain Fire Academy	0.00	0.00	1.00	1.00	0.0%
Wildland Fire Reimb Fee Program	0.00	0.00	1.00	1.00	0.0%
Total	0.00	0.00	2.00	2.00	0.0%
Total Personnel Complement	186.58	183.00	182.00	(1.00)	(0.5%)
Revenue					
Licenses and Permits	2,682,700	1,990,000	1,990,000	0	0.0%
Charges for Services	17,238,894	16,107,688	16,370,210	262,522	1.6%

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Fire Department Administration (3521000)					
Miscellaneous Other	51,689	0	0	0	0.0%
Revenue Total	19,973,283	18,097,688	18,360,210	262,522	1.5%

Furlough Savings			(111,417)		
Vacancy Savings			(152,789)		

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Fire Department Operations (3522000)					
Expenditures by Type					
Personnel Services	113,136,418	113,471,143	94,061,802	(19,409,341)	(17.1%)
Services and Supplies	2,813,332	2,423,602	2,012,610	(410,992)	(17.0%)
Capital Equipment	146,720	25,854	0	(25,854)	(100.0%)
Restricted Budget	0	6,565,651	0	(6,565,651)	(100.0%)
Expenditures by Type Total	116,096,470	122,486,250	96,074,412	(26,411,838)	(21.6%)

Expenditures by Activity					
Suppression	97,735,864	102,999,385	96,074,412	(6,924,973)	(6.7%)
Recruits	508,449	564,224	0	(564,224)	(100.0%)
Airport	17,852,157	18,922,641	0	(18,922,641)	(100.0%)
Expenditures by Activity Total	116,096,470	122,486,250	96,074,412	(26,411,838)	(21.6%)

Other Program Funding Sources

General Government SRF

Internal Billings and Reimbursements	0	0	19,923,107	19,923,107	0.0%
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Public Safety SRF

Wildland Fire Reimb Fee Program	2,388,979	2,896,281	4,173,766	1,277,485	44.1%
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Other Program Funding Sources Total	2,388,979	2,896,281	24,096,873	21,200,592	732.0%
Total Program Expenditures	118,485,450	125,382,531	120,171,285	(5,211,246)	(4.2%)

Personnel Complement (Budgeted)

Airport	119.00	134.00	0.00	(134.00)	(100.0%)
Suppression	787.00	792.00	789.00	(3.00)	(0.4%)

Personnel Complement (Budgeted) Total	906.00	926.00	789.00	(137.00)	(14.8%)
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Other Program Funds FTE

General Government SRF

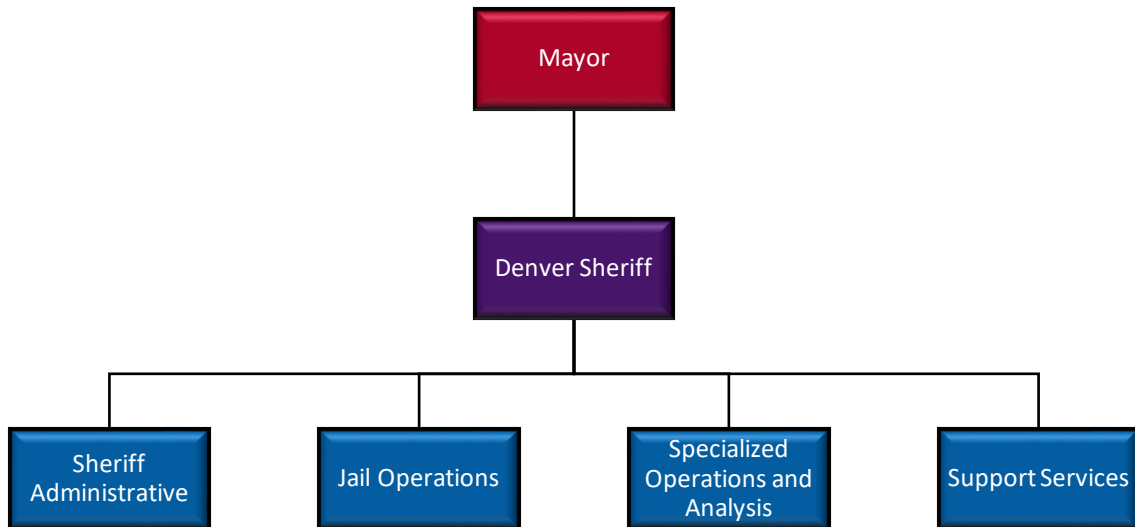
Internal Billings and Reimbursements	0.00	0.00	134.00	134.00	0.0%
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Public Safety SRF

Wildland Fire Reimb Fee Program	2.00	2.00	10.00	8.00	400.0%
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Total Personnel Complement	908.00	928.00	933.00	5.00	0.5%
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Fire Department Operations (3522000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Revenue					
Charges for Services	18,347,793	18,552,005	0	(18,552,005)	(100.0%)
Miscellaneous Other	(5,524)	35,942	35,942	0	0.0%
Revenue Total	18,342,269	18,587,947	35,942	(18,552,005)	(99.8%)
Vacancy Savings			(13,244)		
Furlough Savings			(2,662)		



Mission

To provide safe and secure custody for those placed in our care and to perform all of our duties in a manner that is responsive to the needs of our diverse community.

Department Summary

The Denver Sheriff Department (DSD) is the largest Sheriff Department in the State of Colorado and is responsible for the care, custody, and transport of inmates for the City and County of Denver. The Denver Sheriff Department is comprised of over 1,100 uniformed and non-uniformed staff overseeing many diverse divisions and operations including two jail facilities, security for the district and county court systems, state inmate transportation, extradition duties, fugitive and K-9 units, a vehicle impound facility, work release facility and security at Denver Health & Medical Center.

The Denver Sheriff Department is Triple Crown certified, accredited by the ACA, NCCHC, and CALEA.

For more information, please visit the Denver Sheriff Department at <https://www.denvergov.org/content/denvergov/en/sheriff-department.html>.

Services

The Denver Sheriff Department is comprised of the following areas:

Sheriff Administration provides executive leadership for the Denver Sheriff Department (DSD) and manages community engagement, communications, and inmate programs. In 2020, the Conduct Review Office functions moved to the Executive Director of Safety's Office under the newly formed Public Integrity Division to allow for third party oversight of DSD investigations.

- The **Sheriff** is the Chief Executive Officer of the DSD and oversees the administration of department-wide initiatives, including community engagement.
- **Inmate Programs** strives to improve the success of community reentry by providing direct service programs and resources to inmates that address a wide spectrum of needs through a case management approach, including mental health services, life skills training programs, as well as working in partnership with contractors and volunteers that support inmates with programs and resources that aid in rehabilitation and building a successful transition back into the community.
- **Denver Health Contract** provides a central mechanism for planning and analyzing expenses associated with medical and behavioral health care provided to inmates by Denver Health Medical Center (DHMC). In addition to providing on-site medical care (including mental health services) at both Denver jails, inmates also receive care at DHMC in a specialized locked unit.

Jail Operations operates and maintains a safe and secure environment for inmates and staff at the Denver County Jail and the Downtown Detention Center (DDC) including intake, classification, release, records, maintenance, and food services. Both facilities also provide quality medical services through contract services with DHMC.

- The **Downtown Detention Center** (DDC) is the intake detention facility for all individuals arrested in Denver. Arrestees are booked, identified and arraigned, then either released on bond or processed for custody. The DDC is also the detention facility for inmates awaiting trial on felony, misdemeanor, and city ordinance violations and is often used to temporarily house inmates for other law enforcement jurisdictions.
- The **Denver County Jail** (COJL) primarily holds all sentenced males and all pre-sentenced and sentenced female inmates for misdemeanor and city ordinance violations. Sentenced felons are transported to the State Department of Corrections.

- **Jail Support** manages the intake and release processes, inmate records, and oversees housing classification of inmates to ensure appropriate and safe housing is maintained.

Specialized Operations and Analysis manages specialized services and programs including training and recruitment, formal security review the vehicle impound facility, court services, the Correctional Care Medical Facility (CCMF), data and technology management, as well as professional standards. In 2020, the Internal Affairs functions moved to the Executive Director of Safety's Office under the newly formed Public Integrity Division to allow for third party oversight of DSD investigations.

- **Administration** provides oversight and administrative support to the division.
- **Training and Recruitment** manages training for new recruits and existing staff including the development and inclusion of curriculum in alignment with best practices and accreditation standards.
- **Vehicle Impound Facility** provides a secure location for abandoned and confiscated vehicles and for vehicles impounded by law enforcement and other supporting agencies through the intake, storage, security, release and disposal of confiscated or abandoned property.
- **Court Services** provides a safe and secure environment within courtroom settings for the public, inmates, in addition to the court and jail staff. This program transports incarcerated defendants between courtroom and detention facilities, transports inmates to and from institutions designated by the courts and extradites offenders from other jurisdictions.
- The **Civil Unit** in Court Services is responsible for conducting a multitude of assignments including eviction noticing and safety oversight, processing and delivering services which include temporary and "fixed term" restraining orders, mental health pickups, child pickups, and judicial foreclosures.
- The **Correctional Care Medical Facility** provides quality healthcare services to detainees in a secure environment at Denver Health Medical Center.
- The **Technology Management Unit**, which includes the Data Science Unit, provides administration and oversight of technical systems, data development, and maintenance throughout the department.
- **Professional Standards** manages the accreditation and internal assessment functions of the department to proactively identify opportunities for improvement and ensure compliance with accreditation standards and applicable legal requirements.

Support Services includes the Grievance and Incident Review Team which administers the grievance handling process and evaluates incidents to identify learning opportunities for staff. Support Services also includes Security, which is assessed through a formal role and review process the department has established to work in tandem with the Operations Division, as well as K-9 functions, which are performed by a specialized unit of trained and certified canines and their handlers that promotes the security of DSD facilities.

Strategies

Provide safety and security for staff and inmates placed in our care by employing best practices in inmate management and rehabilitation that support trust, transparency, and accountability.

Support employees by providing staff with the resources and tools necessary to be successful and engaged.

Improve safety, respect, and rehabilitation practices for inmates by using data analytics to strengthen evidence-based programs.

Build strong partnerships with the community by developing techniques to effectively engage them and incorporate their input.

Performance and Program Highlights

	2017 <u>Actual</u>	2018 <u>Actual</u>	2019 <u>Actual</u>	2020 <u>Estimate</u>	2021 <u>Objective</u>
Recidivism	38%	38%	38%	32%	35%
Percent of staff completing in-service training	100%	100%	97%	100%	100%
Number of officers completing crisis intervention training	147	91	120	40	60
Number of budgeted recruits in given year	120	120	95	60	60
Recruit graduation rate	90%	90%	75%	78%	80%
Percent of enrolled inmates graduating from GED	6%	7%	8%	2%	7%
Number of participants in GED classes	451	580	365	260	250
Number of inmates involved in Job Readiness Program	200	327	171	166	150
Percent of enrolled inmates graduating from RISE program	65%	73%	65%	63%	63%
Number of vehicles impounded	15,402	14,673	14,247	10,000	11,000
Percent of vehicles released to owners or auctioned	96%	98%	95%	95%	95%

Recidivism is defined as a new DSD booking within one year of the inmate's last DSD incarceration release. Given the circumstances of COVID-19, the recidivism rate is anticipated to be historically low. It is not anticipated that the same circumstances will be experienced in 2021.

In-service training refreshes DSD employees regarding departmental policies and legal requirements related to daily job duties. All deputies complete 40 hours of in-service training while leadership completes 34 hours, which was increased in 2019 from 24 hours. Civilians with inmate contact receive 40 hours of annual in-service training, while civilians with no inmate contact receive 16 hours of annual in-service training. In 2019, three percent of staff did not attend due to various forms of leave such as FMLA and military leave. It is anticipated that one hundred percent will complete training in 2020 and 2021.

Crisis Intervention Training (CIT) is designed to give staff the necessary skills to identify and de-escalate situations where verbal de-escalation skills are a better alternative to physical force. CIT is provided to all new recruits within one year of graduation and current employees are required to complete an annual refresher course. The number completing the full training in a given year is influenced by the number of expected recruits in the previous year. The reduction in 2020 results from a decrease to the number of recruits enrolled in the academy during 2019.

An academy class generally lasts four months with a field training program lasting five weeks. Therefore, classes beginning the latter part of any given year will have recruits which graduate and become sworn deputies in the following year. The total number of **budgeted recruits** has decreased since 2018 to align with the number of actual recruits DSD is able to recruit in a year. The Sheriff academy's **recruit graduation rate** is dependent upon class size. Lower unemployment rates and candidate eligibility have contributed to the decrease in recruit class sizes in recent years and therefore each recruit represents a larger portion of the whole and each dropout has a greater effect on this rate.

The DSD has one of the few GED State Certified testing programs within a jail facility. The **percent of enrolled inmates graduating from GED classes** and the number of participants enrolled is driven by the department's concerted effort to stabilize the GED class availability for all inmates.

The number of inmates involved in the **Job Readiness Program** includes inmates that are released from the County Jail who attend Job Readiness classes, flagger training classes, and justice-friendly employer mini job-fairs. The program includes resume classes, job readiness skills and felon-friendly employers. Decreased jail population has a direct impact on the participation in these programs.

The **Recovery in a Secure Environment (RISE)** programs are alcohol and addictions housing units offering counseling and classes to program male and female participants. DSD expects participation to remain flat and continues to work with contract partners to improve data collection and program success measures, which is expected to provide actionable information to better deploy resources.

The Vehicle Impound Facility (VIF) serves as the primary receiving point for **vehicles impounded** by the City and County of Denver. The **number of vehicles impounded** represents the total volume of vehicles delivered and received by the abandoned vehicle unit. The **percent of vehicles released to owners or auctioned** indicates the proportion of the number of vehicles impounded that are ultimately reclaimed by their owner or sold at auction.

COVID- 19 Overview & Statement

The mission of the Denver Sheriff Department (DSD) is to provide safe and secure custody for those placed in our care and to perform all duties in a manner that is responsive to the needs of our diverse community. The COVID pandemic, the resulting economic challenges, and the recovery efforts have created complex issues for the Department. Despite the challenges, and in partnership with the community and collaboration with our criminal justice partners, DSD remains committed to the recovery efforts and maintaining a safe, secure, and healthy environment.

DSD's response to the COVID-19 pandemic includes operational and policy changes to meet the mission and aid in recovery. The DSD partnered with criminal justice stakeholders to address the needs of those in the care and custody of DSD. Through the COVID pandemic there was a drastic reduction of the jail population that allowed the Department to meet the CDC recommended social distancing guidelines and maintain a healthy jail environment. The average daily population was 1,886 in 2019 and the average daily population hit a low of 950 inmates in July 2020. From March 2020 to July 2020 the average population was down 45 percent. The following are some of the strategies to actively reduce the jail population:

- The most significant driver of the jail population reductions was a considerable decrease in new bookings, averaging over 100 per day in 2019 to 33 per day in the early stages of the pandemic.
- Early release efforts employed by justice stakeholders included:

- The Department of Safety (DOS) produced data for DSD sentenced populations to provide strategic direction.
- Reviewing individuals with 45 days or less on their projected release date for consideration of early release by the District Attorney (DA), City Attorney (CAO), Public Defender and both County and District Courts.
 - The overwhelming majority of those serving 45 days or less were released early without objection from the DA or CAO.
 - The Courts and DSD expedited the mittimus' and releases.
- The DOS and DSD tracked those in custody 60 years old and older daily. This high-risk population was considered for Personal Recognizance (PR) release when possible.
- Those in custody for only GS, ordinance, petty offense and traffic offenses were recommended and processed for immediate PR release.
- While the Courts were shut down there were no remands taken into custody. This accounted for approximately 100 bookings per week.

The DSD created a policy to provide a COVID test all incoming inmates. Through August 2020, approximately 8,100 tests have been administered. Additionally, the Department created a dashboard to track and report out the number of COVID positive inmates on a weekly basis. The DSD eliminated the fee for video visitation to provide more access between inmates and their family and friends.

The DSD also adjusted other operations to respond to and alleviate some of the community impacts of COVID and the ensuing economic challenges. Through policy, the DSD suspended evictions on March 14, 2020 and the suspension was lifted on July 1, 2020. This assisted those in the community suffering from the economic impacts because of COVID.

Department Budget

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Sheriff Administration	23,406,767	22,324,935	22,874,887	549,952	2.5%
Sheriff Jail Operations	89,238,179	93,436,820	90,335,183	(3,101,637)	(3.3%)
Sheriff Specialized Operations and Analysis	31,688,904	32,943,533	32,480,033	(463,500)	(1.4%)
Sheriff Support Services	2,104,435	2,525,152	2,573,730	48,578	1.9%
Total	146,438,285	151,230,440	148,263,833	(2,966,607)	(2.0%)
General Fund Expenditures by Type					
Personnel Services	116,133,860	115,231,545	118,267,021	3,035,476	2.6%
Services and Supplies	29,918,497	28,612,256	29,654,634	1,042,378	3.6%
Capital Equipment	311,082	160,286	248,154	87,868	54.8%
Internal Services and Misc.	74,845	92,012	94,024	2,012	2.2%
Restricted Budget	0	7,134,341	0	(7,134,341)	(100.0%)
Total	146,438,285	151,230,440	148,263,833	(2,966,607)	(2.0%)
Total General Fund	146,438,285	151,230,440	148,263,833	(2,966,607)	(2.0%)

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
General Fund Revenue					
Charges for Services	2,886,259	2,126,524	2,566,144	439,620	20.7%
Miscellaneous Other	81,761	0	0	0	0.0%
Total	2,968,021	2,126,524	2,566,144	439,620	20.7%
Special Revenue Funds Expenditures					
General Government	0	176,065	0	(176,065)	(100.0%)
Public Safety	4,131,712	3,474,390	3,274,244	(200,146)	(5.8%)
Total Special Revenue Funds	4,131,712	3,650,455	3,274,244	(376,211)	(10.3%)
Grants					
Grants	45,752	64,925	64,925	0	0.0%
Total Grants	45,752	64,925	64,925	0	0.0%
Personnel Complement					
General Fund Operations - Civilian	260.75	245.58	212.75	(32.83)	(13.4%)
General Fund Operations - Uniform	848.77	857.86	859.53	1.67	0.2%
Total	1,109.52	1,103.44	1,072.28	(31.16)	(2.8%)
Special Revenue Funds					
Public Safety - Civilian	7.80	6.80	6.80	0.00	0.0%
Public Safety - Uniform	13.00	13.00	13.00	0.00	0.0%
Total	20.80	19.80	19.80	0.00	0.0%
Total Personnel Complement	1,130.32	1,123.24	1,092.08	(31.16)	(2.8%)

Programmatic Changes

Mid-Year Savings and 2020 Revenue Change

Due to the impact of COVID-19 on the economy in 2020, the Denver Sheriff Department implemented \$7,134,341 in mid-year reductions, including the following savings:

- \$6,481,934 in personnel services, primarily achieved through uniform vacancy savings due to being under authorized strength, reduced overtime spending due to closing housing pods because of the significant decline in the inmate population and requiring civilian staff to take eight unpaid furlough days.
- \$560,395 in services and supplies achieved by reducing the inmate food budget to align with actual spending, given the significant reduction in the inmate population.
- \$92,012 in internal services achieved by aligning billing budget with actual spending.

Additionally, DSD reduced its 2020 revenue projection by \$1,196,476 primarily due to the observed year-to-date impact of COVID-19 on vehicle towing and storage activity. This represents a 36 percent decrease from DSD's original 2020 revenue projection.

Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line. The Department resubmitted some of these budget reductions again for 2021 in addition to other reductions described in the Significant Budget Changes section, below.

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agencywide		
• An increase in personnel services for uniform raises due to the Collective Bargaining Agreement. The raises were implemented in 2020 but were not budgeted because the bargaining agreement was not final at the time the 2020 budget was adopted.	0.00	5,669,300
• A decrease in personnel services to temporarily align budget with the minimum number of deputies required to occupy essential posts. This reduction assumes the inmate population trends observed in 2020 will continue into 2021.	0.00	(4,500,000)
• A decrease in personnel services due to the implementation of a citywide retirement Special Incentive Program (SIP). Employees enrolled in the SIP retired from the City on August 31, 2020. These positions will not be backfilled in 2021.	(5.00)	(513,600)
• A decrease in personnel services due to uniform employees participating in the SIP program in 2021. The SIP amount will be achieved through agencywide vacancy savings.	0.00	(488,000)
• A decrease in personnel services to freeze two Electricians and one Facility Maintenance Technician. The maintenance responsibilities of these positions will be absorbed by existing staff.	(3.00)	(245,100)
• An increase in services and supplies due to the restoration of budget temporarily moved to capital equipment in 2020 for one-time purchases. This is offset by a decrease in capital equipment.	0.00	160,300
• A decrease in capital equipment due to the reversal of a temporary budget move to services and supplies in 2020. This is offset by an increase in services and supplies.	0.00	(160,300)
Administration		
• A decrease in personnel services to freeze a vacant position in Inmate Programs. The responsibilities of these positions will be absorbed by existing staff.	(1.00)	(81,400)
• An increase in services and supplies due to merit and market-based salary adjustments for the Denver Health and Hospital Authority staff providing services within Denver's jails.	0.00	744,500
• An increase in services and supplies to replace medical equipment in the jail that is past its lifespan.	0.00	26,800
• A decrease in services and supplies due to a reduction in professional services dollars for Denver Health services in the jails. This reduction is feasible in 2021 due to the current inmate population trends.	0.00	(627,500)
• A decrease in internal services due to a reduction in billings budget, which DSD anticipates will not be required in 2021.	0.00	(90,000)
Jail Operations		
• An increase in personnel services due to the annualization of an Administrator I overseeing mental health services that was partially budgeted in 2020.	0.17	22,500
• A decrease in personnel services due to the continued closure of jail housing pods. DSD began closing housing pods in 2020 when the inmate population substantially declined, primarily due to the City's response to COVID-19. The department anticipates being able to maintain a low inmate population in 2021, allowing for continued pod closures and personnel savings.	0.00	(1,300,000)

2021 Impact Description

	FTEs	Dollars
• A decrease in personnel services due to removing two posts in Building 21 at the County Jail. These posts have been underutilized due to the reduced inmate population.	0.00	(855,000)
• A decrease in personnel services due to closing DSD's Work Release Program and transitioning inmates eligible for work release to the Sheriff's Home Detention Program. Shifting resources in this manner allows for continued support to inmates while generating overtime savings in the jails by redistributing deputy roles across other posts.	0.00	(336,000)
• A decrease in personnel services to freeze two vacant ASA IIIs and one vacant Judicial Assistant IV that provide administrative support in the Downtown Detention Centers. The responsibilities of these positions will be absorbed by existing staff.	(3.00)	(210,300)
• A decrease in FTE to continue holding vacant two ASA IIIs that were initially frozen in the 2020 budget. In 2020, only the budget was reduced, whereas the FTE decrease is also reflected in 2021. Responsibilities of these positions will continue to be absorbed by existing staff.	(2.00)	0
• An increase in capital equipment to purchase 130 body cameras for the Intake and Emergency Response Units.	0.00	248,200

Specialized Operations and Analysis

• An increase in personnel services due to the annualization of four Court Deputies that were partially budgeted in 2020.	1.67	159,700
• A decrease in personnel services due to the consolidation of all National Crime Information Center (NCIC) Agents in Public Safety departments under the 911 Division of the Executive Director of Safety (EDOS). This resulted in moving seven NCIC agents previously budgeted in DSD to the EDOS appropriation in 2021. No change in service delivery.	(7.00)	(522,500)
• A decrease in personnel services to freeze two vacant Management Analyst Supervisors and one vacant Senior Statistical Researcher in the Professional Standards Unit. The responsibilities of these positions will be absorbed by existing staff.	(3.00)	(396,300)
• A decrease in personnel services to freeze vacant positions: one Associate Statistical Researcher, one Senior Statistical Researcher, and one ASA IV in the Technology Management Unit. The responsibilities of these positions will be absorbed by existing staff.	(3.00)	(266,800)
• A decrease in personnel services to freeze three vacant Vehicle Impound Clerks and one vacant ASA IV at the Vehicle Impound Facility. The responsibilities of these positions will be absorbed by existing staff.	(4.00)	(238,300)
• A decrease in personnel services to freeze a vacant Manager in the Assessment and Inspection Unit. The responsibilities of this position will be absorbed by existing staff.	(1.00)	(126,100)
• A decrease in personnel services to freeze one Staff Assistant in the Training Academy. The responsibilities of this position will be absorbed by existing staff.	(1.00)	(78,000)
• A decrease in personnel services due to reduced overtime budget, resulting in fewer service hours at the Vehicle Impound Facility. DSD will mitigate the impact by aligning hours of operation with times of day with the greatest customer utilization.	0.00	(21,000)
An increase in services and supplies due to increased cost of equipment for the 2021 recruit classes. The number of budgeted recruits will remain flat with 2020.	0.00	215,800
• An increase in services and supplies due to the restoration of a one-time reduction in 2020 for technology supplies and equipment.	0.00	100,000

2021 Impact Description

Revenue

· An increase in revenue primarily due to projected increases in 2021 for charges associated with vehicle towing and storage at the VIF, as well as civil fees associated with evictions. Note that this is still a significant decrease from 2019 and pre-COVID-19 2020 expectations.	0.00	439,600
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Special Revenue Funds

· A decrease in SRF expenditures due to one-time purchase of body cameras for intake from the Planned Capital Equipment fund in 2020, and a reduction in expenditures in the Inmate Welfare and Recreation Fund and the Inmate Processing Fee Fund to align expenditures with projected revenue.	0.00	(361,600)
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The budgeted vacancy savings is \$626,106.

The budgeted furlough savings is \$399,643

Budget Detail

Sheriff Administration (3533000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	2,762,830	2,087,785	2,621,965	534,180	25.6%
Services and Supplies	20,564,801	20,099,081	20,242,898	143,817	0.7%
Capital Equipment	4,315	0	0	0	0.0%
Internal Services and Misc.	74,821	60,024	10,024	(50,000)	(83.3%)
Restricted Budget	0	78,045	0	(78,045)	(100.0%)
Expenditures by Type Total	23,406,767	22,324,935	22,874,887	549,952	2.5%
Expenditures by Activity					
DSD Administration	0	1	0	(1)	(100.0%)
Sheriff	1,765,387	1,853,708	2,433,287	579,579	31.3%
Conduct Review Office	725,197	0	0	0	0.0%
Inmate Programs	499,607	531,575	448,132	(83,443)	(15.7%)
Denver Health Contracts	20,416,575	19,939,651	19,993,468	53,817	0.3%
Expenditures by Activity Total	23,406,767	22,324,935	22,874,887	549,952	2.5%
Other Program Funding Sources					
Grants					
Edward Byrne Memorial Justice Assistance Grant Program	39,589	64,925	64,925	0	0.0%
Jail Medicated Assisted Treatment	6,164	0	0	0	0.0%
Total	45,752	64,925	64,925	0	0.0%
Public Safety SRF					
Inmate Processing Fees	240,312	132,300	128,500	(3,800)	(2.9%)
Sheriff Inmate Welfare and Recreation Fund	1,858,716	1,163,741	1,085,825	(77,916)	(6.7%)
Sheriff Regional Service	2,032,685	2,178,349	2,059,919	(118,430)	(5.4%)

Sheriff Administration (3533000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Total	4,131,712	3,474,390	3,274,244	(200,146)	(5.8%)
General Government SRF					
Planned Capital Equipment	0	176,065	0	(176,065)	(100.0%)
Other Program Funding Sources Total	4,177,464	3,715,380	3,339,169	(376,211)	(10.1%)
Total Program Expenditures	27,584,231	26,040,315	26,214,056	173,741	0.7%
Personnel Complement (Budgeted)					
Conduct Review Office	9.00	0.00	0.00	0.00	0.0%
Inmate Programs	4.75	4.75	3.75	(1.00)	(21.1%)
Sheriff	5.00	12.00	15.00	3.00	25.0%
Personnel Complement (Budgeted) Total	18.75	16.75	18.75	2.00	11.9%
Other Program Funds FTE					
Grants					
Edward Byrne Memorial Justice Assistance Grant Program	1.00	0.00	0.00	0.00	0.0%
Public Safety SRF					
Sheriff Inmate Welfare and Recreation Fund	1.80	1.80	1.80	0.00	0.0%
Sheriff Regional Service	18.00	18.00	18.00	0.00	0.0%
Total	19.80	19.80	19.80	0.00	0.0%
Other Program Funds FTE Total	20.80	19.80	19.80	0.00	0.0%
Total Personnel Complement	39.55	36.55	38.55	2.00	5.5%
Revenue					
Charges for Services	341,519	0	0	0	0.0%
Furlough Savings			(32,227)		
Vacancy Savings			(43,049)		

Sheriff Jail Operations (3534000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	82,237,913	83,840,628	83,759,771	(80,857)	(0.1%)
Services and Supplies	6,854,438	5,586,306	6,258,258	671,952	12.0%
Capital Equipment	145,804	33,346	248,154	214,808	644.2%
Internal Services and Misc.	24	16,988	69,000	52,012	306.2%
Restricted Budget	0	3,959,552	0	(3,959,552)	(100.0%)
Expenditures by Type Total	89,238,179	93,436,820	90,335,183	(3,101,637)	(3.3%)

Sheriff Jail Operations (3534000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Activity					
Jail Operations	4,552,270	4,913,700	5,086,903	173,203	3.5%
County Jail	31,030,565	32,011,059	29,273,615	(2,737,444)	(8.6%)
Jail Support	9,441,435	17,902,871	18,829,859	926,988	5.2%
Downtown Detention Center	44,213,909	38,609,190	35,660,759	(2,948,431)	(7.6%)
Community Corrections Security	0	0	1,484,047	1,484,047	0.0%
Expenditures by Activity Total	89,238,179	93,436,820	90,335,183	(3,101,637)	(3.3%)
Total Program Expenditures	89,238,179	93,436,820	90,335,183	(3,101,637)	(3.3%)
Personnel Complement (Budgeted)					
Community Corrections Security	0.00	0.00	15.00	15.00	0.0%
County Jail	248.85	279.92	268.92	(11.00)	(3.9%)
Downtown Detention Center	343.00	344.35	335.85	(8.50)	(2.5%)
Jail Operations	2.00	3.00	3.00	0.00	0.0%
Jail Support	193.92	196.75	187.42	(9.33)	(4.7%)
Personnel Complement (Budgeted) Total	787.77	824.02	810.19	(13.83)	(1.7%)
Total Personnel Complement	787.77	824.02	810.19	(13.83)	(1.7%)
Revenue					
Charges for Services	50,590	417,500	410,000	(7,500)	(1.8%)
Miscellaneous Other	(5,676)	0	0	0	0.0%
Revenue Total	44,914	417,500	410,000	(7,500)	(1.8%)
Furlough Savings			(248,876)		
Vacancy Savings			(396,605)		

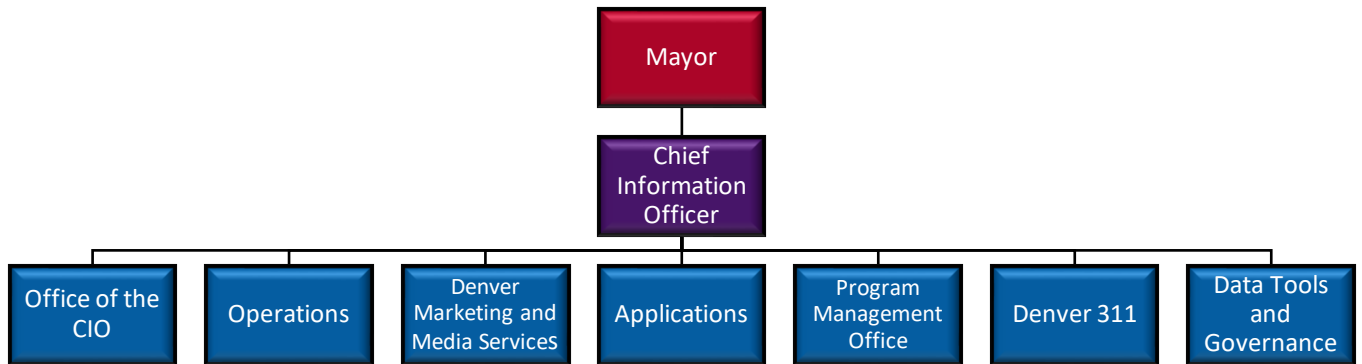
Sheriff Specialized Operations and Analysis (3535000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	29,918,478	27,648,884	30,174,756	2,525,872	9.1%
Services and Supplies	1,624,339	2,063,668	2,290,277	226,609	11.0%
Capital Equipment	146,087	126,940	0	(126,940)	(100.0%)
Internal Services and Misc.	0	15,000	15,000	0	0.0%
Restricted Budget	0	3,089,041	0	(3,089,041)	(100.0%)
Expenditures by Type Total	31,688,904	32,943,533	32,480,033	(463,500)	(1.4%)
Expenditures by Activity					
Administration	1,776,995	863,064	917,170	54,106	6.3%
Training and Recruitment	4,073,162	7,645,964	7,723,261	77,297	1.0%
Internal Affairs	2,183,671	(1)	0	1	(100.0%)

Sheriff Specialized Operations and Analysis (3535000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Vehicle Impound Facility	3,520,530	3,921,011	2,893,374	(1,027,637)	(26.2%)
Court Services and Civil	10,643,848	11,467,244	12,120,059	652,815	5.7%
Correctional Care Medical Facility (CCMF)	6,269,160	5,848,995	6,228,206	379,211	6.5%
Technology Management Unit	1,741,794	1,698,328	1,348,811	(349,517)	(20.6%)
Professional Standards	1,479,745	1,498,928	1,249,152	(249,776)	(16.7%)
Expenditures by Activity Total	31,688,904	32,943,533	32,480,033	(463,500)	(1.4%)
Total Program Expenditures	31,688,904	32,943,533	32,480,033	(463,500)	(1.4%)
Personnel Complement (Budgeted)					
Administration	8.00	4.00	5.00	1.00	25.0%
Correctional Care Medical Facility (CCMF)	56.00	55.00	55.00	0.00	0.0%
Court Services and Civil	89.00	97.67	98.34	0.67	0.7%
Internal Affairs	20.00	0.00	0.00	0.00	0.0%
Professional Standards	15.00	14.00	12.00	(2.00)	(14.3%)
Technology Management Unit	13.00	13.00	8.00	(5.00)	(38.5%)
Training and Recruitment	40.00	22.00	21.00	(1.00)	(4.5%)
Vehicle Impound Facility	46.00	44.00	31.00	(13.00)	(29.5%)
Personnel Complement (Budgeted) Total	287.00	249.67	230.34	(19.33)	(7.7%)
Total Personnel Complement	287.00	249.67	230.34	(19.33)	(7.7%)
Revenue					
Charges for Services	2,494,150	1,709,024	2,156,144	447,120	26.2%
Miscellaneous Other	87,438	0	0	0	0.0%
Revenue Total	2,581,588	1,709,024	2,156,144	447,120	26.2%
Furlough Savings			(111,730)		
Vacancy Savings			(176,153)		

Sheriff Support Services (3536000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	1,214,639	1,654,248	1,710,529	56,281	3.4%
Services and Supplies	874,920	863,201	863,201	0	0.0%
Capital Equipment	14,876	0	0	0	0.0%
Restricted Budget	0	7,703	0	(7,703)	(100.0%)
Expenditures by Type Total	2,104,435	2,525,152	2,573,730	48,578	1.9%
Expenditures by Activity					
Support Services	2,104,435	2,525,152	2,573,730	48,578	1.9%

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Sheriff Support Services (3536000)					
Total Program Expenditures	2,104,435	2,525,152	2,573,730	48,578	1.9%
Personnel Complement (Budgeted)					
Support Services	16.00	13.00	13.00	0.00	0.0%
Total Personnel Complement	16.00	13.00	13.00	0.00	0.0%
Furlough Savings			(6,810)		
Vacancy Savings			(10,299)		

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Mission

To improve city performance.

Department Summary

Denver Technology Services (TS) is the central information technology department for the City and County of Denver. The agency provides technology infrastructure, development, support, and solutions to all city departments, as well as management of 911 system communications and Denver's 311 non-emergency contact center. Through its Denver Marketing and Media Services division, the department is working to enhance the customer experience by aligning digital technologies with citywide marketing and communications efforts.

For more information, visit the Technology Services website at <https://www.denvergov.org/technologyservices>

Services

The **Office of the Chief Information Officer (CIO)** is responsible for the overall strategy, policy direction, and management of Technology Services.

The **Operations** team provides the engineering and maintenance of city technology infrastructure, data storage, and converged networks. The team is responsible for planning and implementing new infrastructure as well as ongoing maintenance and enhancements. The Operations team also provides voice system and end-user device support as well as 911 Computer Aided Dispatch (CAD) support to Denver 911 and communication and voice radio systems management for first responders and other city agencies.

Denver Marketing and Media Services (DMMS) and 311 enhance the customer experience citywide by aligning digital technologies with traditional marketing and communications efforts and strives to connect residents with a seamless, accessible way to navigate city services. DMMS manages and promotes the City's brand identity, website, digital marketing platforms, and Denver 8 TV, the City's municipal television station. This team also includes **Denver 311**, which 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. DMMS provides marketing and video production resources to city agencies and departments and administration of the City's cable franchise and public education access agreements.

The **Applications** team provides software solutions that increase efficiency, automate processes, improve customer service, and achieve city objectives. Applications partners with city agencies/departments to assess technology needs, identify solutions, ensure regulatory compliance, and validate that expectations are met. From citywide platforms to business-specific tools, Applications handles the procurement, development, implementation, integration, quality assurance/testing, maintenance, and support for more than 300 applications, including their underlying systems and databases.

The **Program Management Office (PMO)** serves city departments and agencies by delivering project support and establishing policies, procedures, financial tracking, and standardized methodologies for the efficient and successful delivery of approved projects. This team includes the intake team which vets and gathers high level information on any new technology requests from internal and external city agencies. These requests become projects, backlog items, work orders or other related dispositions.

The **Data Tools & Governance** team connects both internal and external customers to information and services by providing the access, framework, tools, and expertise required to fully leverage the city's data and information assets. Additionally, this team is responsible for the city's cyber security posture, including controls, defenses and governance needed to respond to cyber threats and vulnerabilities. This team is dedicated to transforming Denver's access to and use of data to drive strategy, policy, and operations.

Strategies

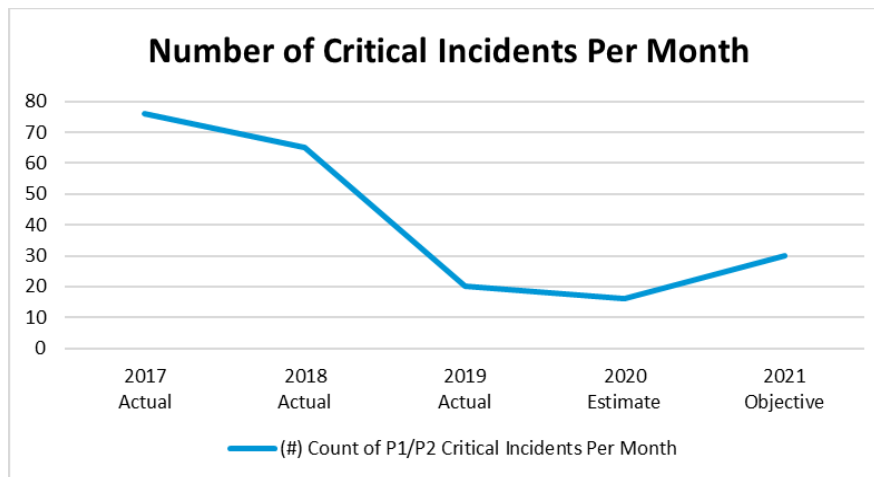
Reliability: Technology works as expected. TS will ensure technology works as expected by investing in hardware and software; establish an appropriate mix of internal talent and external resources to manage the City's large technology footprint; and allow for continued investment in current platforms.

Innovation: Technology improves operational performance. TS will improve city performance by investing in technologies that automate services, revolutionize employee efficiency, and improve how residents and customers interact with their local government.

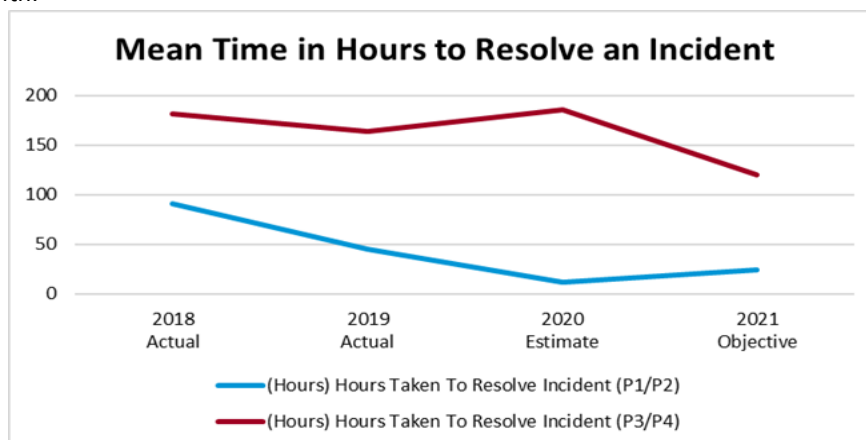
Access: Technology connects customers to information and services. TS will improve resident and business interactions with the City by moving more services online and improving the digital experience to provide better community engagement.

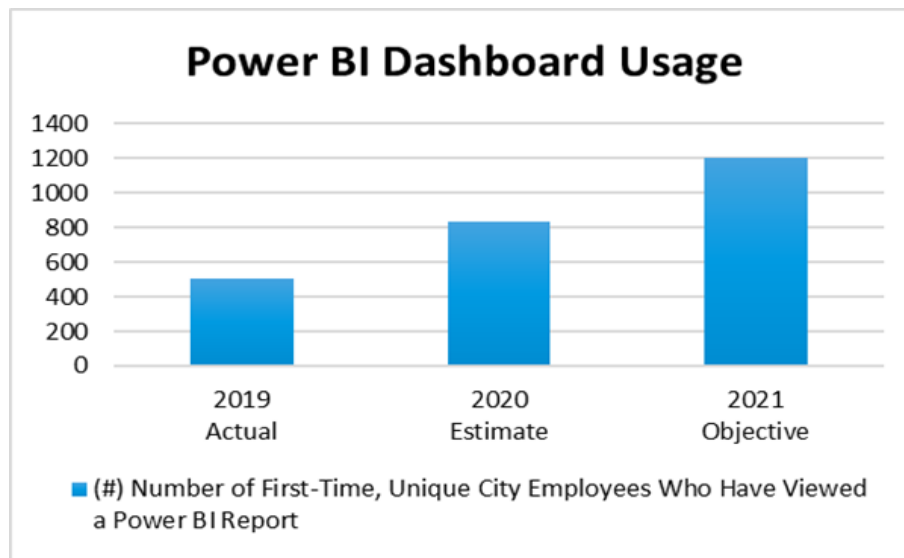
Partnership: Forward-thinking collaboration with customers. TS will enhance Technology Services' role as a partner to city agencies through the business relationship management program, project delivery, and meeting customer needs as they evolve by understanding their operations.

Performance and Program Highlights

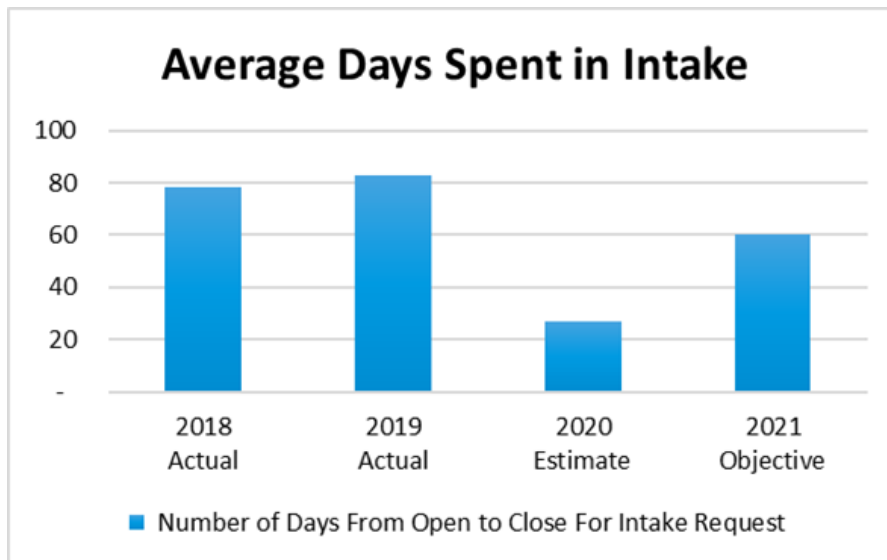


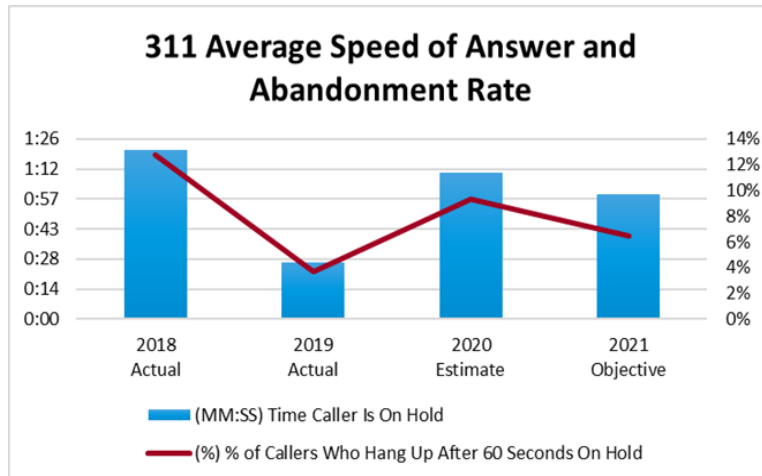
To measure Reliability, TS uses **Number of Critical Incidents Per Month** and the **Mean Time in Hours to Resolve an Incident**. Technology Services classifies an incident as an IT system or application not working correctly for a few people (minor incident) to a large group (major incident). Since 2018 TS has cut the amount of time it takes to resolve a major incident by 85 percent and the number of major incidents by 75 percent. The objective for 2021 is to continue to have less than 30 incidents per month.



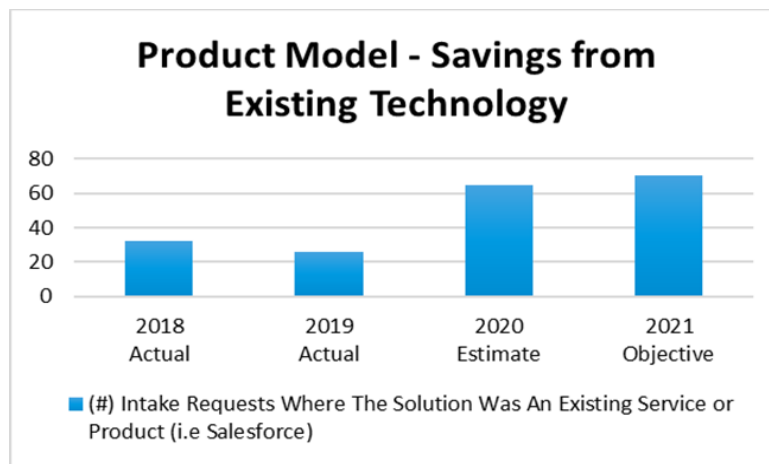


To measure Partnership, TS tracks the number of unique city employees who have visited a Power BI Report (**Power BI Dashboard Usage**) and the number of days a request spends in the TS intake process (**Average Days Spent in Intake**). The more quickly a project request moves through the intake process, the faster an agency is able to implement a technology solution.

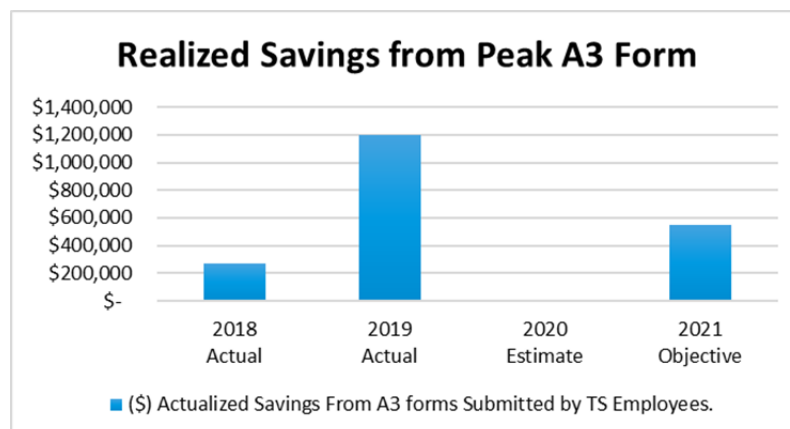




To measure Access, TS uses the percentage of callers who hang up after waiting on hold for a minute (**Abandonment Rate After 60 Seconds**) and the time the caller must remain on hold before connecting with a person (**Average Speed of Answer**).



To measure Innovation, TS uses **Savings from Using Existing Technologies**, which is measured by the number of intake requests where the solution was an existing service or product, and **Realized Savings from Peak A3 Forms**, actualized savings from innovation forms submitted by TS employees. Given the agency's focused support on work from home infrastructure and EOC operations as a result of COVID-19, it is not anticipated that TS employees will have the capacity to submit innovations on Peak A3 Forms in 2020, but TS does expect the numbers to rise again in 2021.



COVID-19 Overview and Statement

Technology Services' focus is on maintaining a virtual workforce, preventing and responding to escalating cybersecurity threats, digitizing services, reaching residents with inclusive, targeted marketing campaigns, improving the digital experience for residents and businesses, and retaining employees.

COVID-19 Mitigation Strategies

In 2020, Technology Services fulfilled their mission to improve city performance by supporting the virtualization of the City's workforce, protecting city data, and reaching residents and businesses with information on the ongoing public health crisis. The Information Security & Data team created dashboards and scorecards to inform the EOC and Long-Term Recovery Committee decision-making, provided revenue projections, and allowed the secure work of a remote workforce. Denver Marketing and Media Services provided centralized locations for information on the web and social media as well as ongoing press conference coverage and support for the City's response to COVID-19.

TS took decisive action early by eliminating paid interns and freezing hiring. TS also cut their training program and delayed application upgrades and equipment replacements. Older equipment and applications are more of cybersecurity risk, and an uptick in outages (an application being down) and tickets for broken equipment are expected.

Technology Services' focus for 2020 and 2021 includes supporting online services, communicating consistently, and the secure use of data. TS has invested in opportunities where residents and businesses can interact with the City online, rather than in city buildings, and ensuring the City is communicating around the pandemic consistently and inclusively. To provide more digital services, an increase in maintenance and licensing costs allows the City to operate as usual and give employees the tools they need to do their jobs.

For Denver Marketing & Media Services (DMMS), reductions to professional services budgets limit the department's ability to supplement FTE bandwidth for video production, graphic design, and marketing campaign support. To address these impacts, marketing and video content and DMMS priority projects through 2021 will focus on the following citywide topics only:

- COVID-19 public health and safety
- Race and social justice
- Homelessness and housing
- Social safety net – examples: food access, youth violence prevention, economic crisis relief and support for local businesses
- Public Safety

In addition, DMMS is prioritizing maturing and evolving the City's digital marketing platforms and experiences to ensure residents and businesses can easily engage with information and services during this time of crisis. These platforms include the Denvergov.org web content management system (CMS) and Salesforce Marketing Cloud.

COVID-19 Performance & Program Highlights

Since March, TS' focus has been to enable the workforce to run the City virtually, including the deployment of hardware and collaboration tools. TS utilized Coronavirus Relief Fund (CARES Act) funding to purchase \$1.5 million worth of laptops, and \$500K for additional telework needs, including equipment, virtual collaboration tools and licensing, and cybersecurity needs.

DMMS has worked 24/7 to meet the demand for emergency response messaging and content related to COVID-19. The majority of the DMMS team hold positions in the Emergency Operations Center's (EOC) Joint Information Center (JIC) and, likewise, the majority of the work output from DMMS is centered on public information related to the pandemic. The department oversees the strategy and work of the COVID-19 Long-term Recovery (LTR) Marketing/Communications Workgroup and supports several Economic Recovery and Relief (ERRC) committees. DMMS will continue to lead citywide

marketing/communications campaigns addressing both the ongoing public health and safety guidance for COVID-19, and also the long-term recovery and economic impacts. The department will leverage FEMA for eligible reimbursements.

Department Budget

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Denver Marketing and Media Services	4,142,010	4,135,697	5,860,655	1,724,958	41.7%
Office of the Chief Information Officer	1,644,136	1,474,602	2,367,538	892,936	60.6%
Operations	34,350,866	36,617,015	31,621,834	(4,995,181)	(13.6%)
Applications Development	31,567,302	35,914,914	27,661,913	(8,253,001)	(23.0%)
Program and Project Management	0	0	2,819,733	2,819,733	0.0%
Data Tools and Governance	0	0	5,330,324	5,330,324	0.0%
Denver 311	2,456,864	2,591,223	0	(2,591,223)	(100.0%)
Total	74,161,178	80,733,451	75,661,997	(5,071,454)	(6.3%)
General Fund Expenditures by Type					
Personnel Services	39,022,301	39,679,207	38,005,570	(1,673,637)	(4.2%)
Services and Supplies	33,332,085	36,422,751	37,554,724	1,131,973	3.1%
Capital Equipment	1,713,512	102,600	13,500	(89,100)	(86.8%)
Internal Services and Misc.	93,280	88,203	88,203	0	0.0%
Restricted Budget	0	4,440,690	0	(4,440,690)	(100.0%)
Total	74,161,178	80,733,451	75,661,997	(5,071,454)	(6.3%)
Total General Fund	74,161,178	80,733,451	75,661,997	(5,071,454)	(6.3%)
General Fund Revenue					
Licenses and Permits	6,976,941	6,419,905	6,509,412	89,507	1.4%
Charges for Services	444,344	1,204,593	1,204,593	0	0.0%
Miscellaneous Other	400,835	974,000	371,306	(602,694)	(61.9%)
Total	7,822,120	8,598,498	8,085,311	(513,187)	(6.0%)
Special Revenue Funds Expenditures					
General Government	787,366	1,850,030	1,559,993	(290,037)	(15.7%)
Total Special Revenue Funds	787,366	1,850,030	1,559,993	(290,037)	(15.7%)
Personnel Complement					
General Fund Operations - Civilian	330.64	326.64	298.64	(28.00)	(8.6%)
General Government - Civilian	1.00	1.00	1.00	0.00	0.0%

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
Total	331.64	327.64	299.64	(28.00)	(8.5%)
Total Personnel Complement	331.64	327.64	299.64	(28.00)	(8.5%)
Capital Improvements					
Capital Improvements		11,238,013	6,380,312	(4,857,701)	(43.2%)
Total		11,238,013	6,380,312	(4,857,701)	(43.2%)

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-year Reductions

Due to the COVID-19 impact on the economy in 2020, Technology Services implemented \$4,440,690 in mid-year reductions, including the following savings:

- \$1,923,687 in personnel services, primarily achieved by not filling vacant positions, requiring staff to take eight unpaid furlough days, and eliminating intern positions.
- \$2,517,003 in services and supplies, achieved by reducing spending on training, professional services and equipment.

Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line. The Department resubmitted some of these budget reductions again for 2021 in addition to other reductions described in the Significant Budget Changes section below.

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Agencywide		
• A decrease in personnel services due to the implementation of a citywide retirement special incentive program. Employees enrolled in the special incentive program retired from the City on August 31, 2020. These positions will not be backfilled in 2021.	(6.00)	(719,300)
• A decrease in personnel services to freeze a Mayoral Appointee position that is budgeted in TS and will not be filled in 2021.	(1.00)	(76,300)
Denver Marketing and Media Services & 311		
• An increase in personnel services due to the transfer of Denver 311 positions to align with current organizational structure.	39.10	2,524,400
• A decrease in personnel services due to freezing vacant positions, including a Television Engineer, three 311 Customer Service Agents, and two 311 Customer Service Agent Leads. Workload will be distributed to existing staff.	(6.00)	(459,800)
• An increase in services and supplies to restore budget that was moved to purchase one-time capital equipment in 2020. This is offset by a decrease in capital equipment.	0.00	82,000
• An increase in services and supplies due to the transfer of Denver 311 budget to DMMS to align with current organizational structure.	0.00	62,400
• A decrease in services and supplies due to a reduction in professional services and equipment, reducing DMMS capacity to supplement FTE bandwidth for video production and design services.	0.00	(125,600)
• An increase in capital equipment due to the transfer of Denver 311 budget to align with current organizational structure.	0.00	2,500
• A decrease in capital equipment due to budget temporarily moving from services and supplies in 2020. This is offset by an increase in services and supplies.	0.00	(82,000)
• An increase in internal services due to the transfer of Denver 311 budget to align with current organizational structure.	0.00	2,000

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
Office of the Chief Information Officer		
• An increase in personnel services due to the transfer of two Staff Assistant positions from Applications to align with current organizational structure.	2.00	203,100
• A decrease in personnel services due to freezing a vacant Staff Assistant position. Workload will be distributed to existing staff.	(1.00)	(95,200)
• An increase in services and supplies due to the transfer of budget from Applications to align with current organizational structure.	0.00	1,468,700
• A decrease in services and supplies due to reductions in training, professional services, and official functions. Fewer professional development opportunities for staff may impact employee morale and result in less employee engagement.	0.00	(610,000)
Operations		
• A decrease in personnel services due to the transfer of positions to Data Tools and Governance to align with current organizational structure.	(12.00)	(1,840,300)
• A decrease in personnel services due to freezing an IT Developer Senior, an IT Technician Lead, and IT Systems Architect. Workload will be distributed to existing staff.	(3.00)	(397,700)
• An increase in services and supplies due to an increase in operations maintenance and licensing contracts.	0.00	291,700
• A decrease in services and supplies due to the transfer of budget to Data Tools and Governance to align with current organizational structure.	0.00	(1,699,000)
• A decrease in services and supplies for infrastructure operating budget reductions, including reductions in the number of city-owned phones, video retention, and redundant circuits.	0.00	(961,000)
• A decrease in services and supplies due to a reduction in professional services, which could result in an increased workload for Technology Services staff.	0.00	(200,000)
Applications		
• A decrease in personnel services due to the transfer of positions to the Program Management Office to align with current organizational structure.	(21.00)	(3,533,400)
• A decrease in personnel services due to the transfer of positions to Data Tools and Governance to align with current organizational structure.	(10.00)	(1,540,900)
• A decrease in personnel services due to freezing a vacant IT Director, two IT Developers, two IT Administrators, and an IT Systems Analyst. Workload will be distributed to other staff.	(6.00)	(902,600)
• A decrease in personnel services due to the transfer of two Staff Assistant positions to the Office of the Chief Information Officer to align with current organizational structure.	(2.00)	(203,100)
• An increase in services and supplies due to increases in applications maintenance and licensing contracts.	0.00	1,033,300
• A decrease in services and supplies due to the transfer of budget to the Office of the Chief Information Officer to align with current organizational structure.	0.00	(1,468,700)
• A decrease in services and supplies due to maintenance and licensing savings identified as part of an application rationalization effort to reduce the number of applications that need to be supported.	0.00	(1,251,000)
• A decrease in services and supplies due to reductions in professional services, which may result in an increased workload for Technology Services staff.	0.00	(100,000)
• A decrease in services and supplies due to the transfer of budget to the Program Management Office to align with current organizational structure.	0.00	(8,500)
Program and Project Management		
• An increase in personnel services due to the transfer of positions from Applications to align with current organizational structure.	21.00	3,533,400

2021 Impact Description

	FTEs	Dollars
• A decrease in personnel services due to the expiration of three limited Project Manager positions in 2020.	(3.00)	(525,200)
• A decrease in personnel services due to freezing a vacant IT Systems Analyst position. Workload will be distributed to existing staff.	(1.00)	(158,600)
• An increase in services and supplies due to the transfer of budget from Applications to align with current organizational structure.	0.00	8,500

Data Tools and Governance

• An increase in personnel services due to the transfer of positions from Operations to align with current organizational structure.	12.00	1,840,300
• An increase in personnel services due to the transfer of positions from Applications to align with current organizational structure.	10.00	1,540,900
• A decrease in personnel services due to freezing a vacant IT Manager position. Workload will be distributed to existing staff.	(1.00)	(214,600)
• An increase in services and supplies due to the transfer of security budget from Operations to align with current organizational structure.	0.00	1,699,000
• An increase in services and supplies due to increases in data and security licensing and maintenance contracts.	0.00	578,000
• A decrease in services and supplies due to maintenance and licensing savings identified as part of an application rationalization effort to reduce the number of applications that need to be supported.	0.00	(140,000)

Denver 311

• A decrease in personnel services due to the transfer of positions to Denver Marketing and Media Services to align with current organizational structure.	(39.10)	(2,524,400)
• A decrease in services and supplies due to the transfer of budget to Denver Marketing and Media Services to align with current organizational structure.	0.00	(62,400)
• A decrease in capital equipment due to the transfer of budget to Denver Marketing and Media Services to align with current organizational structure.	0.00	(2,500)
• A decrease in internal services due to the transfer of budget to Denver Marketing and Media Services to align with current organizational structure.	0.00	(2,000)

Revenue

• A decrease in revenue due to one-time transfers in 2020 from the Capital Improvement Fund (CIF) to the General Fund from savings from completed technology projects.	0.00	(602,700)
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Capital

• A decrease in capital due to a one-time reduction to the Innovation Fund. The Innovation Fund will not fund new investments in 2021 but will continue to govern and manage existing technology projects.	0.00	(2,500,000)
• A decrease in capital due to a one-time reduction in user component (PC) replacement in 2021. This impact is offset by the use of Coronavirus Relief Funds in 2020 for laptop purchases.	0.00	(1,175,000)
• A decrease in capital due to a one-time reduction in technology infrastructure replacement funding.	0.00	(475,200)
• A decrease in capital due to a one-time reduction in funding for application system upgrades in 2021.	0.00	(231,600)
• A decrease in capital due to a one-time reduction in radio replacement funding in 2021.	0.00	(176,300)

The budgeted vacancy savings is \$1,469,846.

The budgeted furlough savings is \$960,498.

Budget Detail

Denver Marketing and Media Services (3041000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	2,907,225	3,208,994	5,060,447	1,851,453	57.7%
Services and Supplies	939,729	566,873	789,673	222,800	39.3%
Capital Equipment	288,629	82,000	2,500	(79,500)	(97.0%)
Internal Services and Misc.	6,426	6,085	8,035	1,950	32.0%
Restricted Budget	0	271,745	0	(271,745)	(100.0%)
Expenditures by Type Total	4,142,010	4,135,697	5,860,655	1,724,958	41.7%
Expenditures by Activity					
TS Marketing Services	664,689	760,338	1,308,959	548,621	72.2%
TS Media Services	1,280,312	1,331,506	2,331,774	1,000,268	75.1%
Content Acquisition and Distribution	428,059	397,647	0	(397,647)	(100.0%)
Cable Franchising	280,018	214,921	0	(214,921)	(100.0%)
Marketing Services	845,931	809,585	0	(809,585)	(100.0%)
Creative Services	325,808	237,343	0	(237,343)	(100.0%)
Web Services	317,192	384,357	0	(384,357)	(100.0%)
TS 311 City Services Center	0	0	2,219,922	2,219,922	0.0%
Expenditures by Activity Total	4,142,010	4,135,697	5,860,655	1,724,958	41.7%
Other Program Funding Sources					
General Government SRF					
Public Access TV Support	380,559	1,800,030	1,460,000	(340,030)	(18.9%)
Technology Services Fund	29,977	50,000	100,000	50,000	100.0%
Total	410,536	1,850,030	1,560,000	(290,030)	(15.7%)
Total Program Expenditures	4,552,546	5,985,727	7,420,655	1,434,928	24.0%
Personnel Complement (Budgeted)					
Cable Franchising	1.00	1.00	0.00	(1.00)	(100.0%)
Content Acquisition and Distribution	3.00	3.00	0.00	(3.00)	(100.0%)
Creative Services	2.00	2.00	0.00	(2.00)	(100.0%)
Marketing Services	5.00	5.00	0.00	(5.00)	(100.0%)
TS 311 City Services Center	0.00	0.00	33.10	33.10	0.0%
TS Marketing Services	4.00	4.00	9.00	5.00	125.0%
TS Media Services	13.54	13.54	19.54	6.00	44.3%
Web Services	3.00	3.00	0.00	(3.00)	(100.0%)
Personnel Complement (Budgeted) Total	31.54	31.54	61.64	30.10	95.4%
Other Program Funds FTE					
General Government SRF					
Public Access TV Support	1.00	1.00	1.00	0.00	0.0%

Denver Marketing and Media Services (3041000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Total Personnel Complement	32.54	32.54	62.64	30.10	92.5%
Revenue					
Licenses and Permits	6,976,941	6,419,905	6,509,412	89,507	1.4%
Charges for Services	320,534	489,093	489,093	0	0.0%
Miscellaneous Other	(5,490)	0	0	0	0.0%
Revenue Total	7,291,985	6,908,998	6,998,505	89,507	1.3%
Vacancy Savings			(169,427)		
Furlough Savings			(108,700)		

Office of the CIO (3070100)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	677,515	546,623	592,362	45,739	8.4%
Services and Supplies	963,657	405,000	1,762,820	1,357,820	335.3%
Capital Equipment	0	3,100	0	(3,100)	(100.0%)
Internal Services and Misc.	2,964	3,000	12,356	9,356	311.9%
Restricted Budget	0	516,879	0	(516,879)	(100.0%)
Expenditures by Type Total	1,644,136	1,474,602	2,367,538	892,936	60.6%
Expenditures by Activity					
TS Technology Services	1,538,462	1,474,602	2,367,538	892,936	60.6%
Security	83	0	0	0	0.0%
Marketing	105,591	0	0	0	0.0%
Expenditures by Activity Total	1,644,136	1,474,602	2,367,538	892,936	60.6%
Other Program Funding Sources					
Capital Projects Funds					
Other Agency Capital Project	0	11,238,013	6,380,312	(4,857,701)	(43.2%)
Total Program Expenditures	1,644,136	12,712,615	8,747,850	(3,964,765)	(31.2%)
Personnel Complement (Budgeted)					
TS Technology Services	3.00	3.00	3.00	0.00	0.0%
Total Personnel Complement	3.00	3.00	3.00	0.00	0.0%
Revenue					
Charges for Services	7,769	0	0	0	0.0%
Miscellaneous Other	(69)	960,000	357,306	(602,694)	(62.8%)
Revenue Total	7,700	960,000	357,306	(602,694)	(62.8%)
Furlough Savings			(15,343)		
Vacancy Savings			(22,758)		

Operations (3071000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	15,019,053	14,629,337	12,991,666	(1,637,671)	(11.2%)
Services and Supplies	17,886,970	20,555,254	18,591,142	(1,964,112)	(9.6%)
Capital Equipment	1,406,193	10,000	0	(10,000)	(100.0%)
Internal Services and Misc.	38,650	42,952	39,026	(3,926)	(9.1%)
Restricted Budget	0	1,379,472	0	(1,379,472)	(100.0%)
Expenditures by Type Total	34,350,866	36,617,015	31,621,834	(4,995,181)	(13.6%)
Expenditures by Activity					
Security Operations	1,735,542	1,702,207	0	(1,702,207)	(100.0%)
Security and Compliance	2,029,293	2,061,515	0	(2,061,515)	(100.0%)
TS Infra & Operations Mgmt	7,337,151	8,415,213	1,204,175	(7,211,038)	(85.7%)
CTO Operations	202,502	1,201,533	0	(1,201,533)	(100.0%)
TS Services Operations	2,326,803	2,302,765	3,528,333	1,225,568	53.2%
Service Ops - Mobile Device	2,277,729	2,029,805	0	(2,029,805)	(100.0%)
Central Services Technology	320,494	0	0	0	0.0%
TS Client Services	1,268,233	1,344,025	13,472,945	12,128,920	902.4%
Service Ops - Compute	1,786,061	1,952,740	0	(1,952,740)	(100.0%)
Service Ops - Service Desk	1,472,270	1,718,786	0	(1,718,786)	(100.0%)
Service Delivery - Compute	2,740,680	2,672,673	0	(2,672,673)	(100.0%)
TS Agency Services	2,784,871	2,868,824	2,968,417	99,593	3.5%
911 CAD	320,476	356,325	0	(356,325)	(100.0%)
TS Service Engineering	6,382,484	6,605,626	10,447,964	3,842,338	58.2%
Service Delivery - Communications	1,366,277	1,384,978	0	(1,384,978)	(100.0%)
Expenditures by Activity Total	34,350,866	36,617,015	31,621,834	(4,995,181)	(13.6%)
Other Program Funding Sources					
General Government SRF					
Communications Charges	376,830	0	0	0	0.0%
Total Program Expenditures	34,727,696	36,617,015	31,621,834	(4,995,181)	(13.6%)
Personnel Complement (Budgeted)					
911 CAD	2.00	2.00	0.00	(2.00)	(100.0%)
Central Services Technology	1.00	0.00	0.00	0.00	0.0%
CTO Operations	0.00	1.00	0.00	(1.00)	(100.0%)
Security and Compliance	13.00	13.00	0.00	(13.00)	(100.0%)
Security Operations	5.00	0.00	0.00	0.00	0.0%
Service Delivery - Communications	8.00	8.00	0.00	(8.00)	(100.0%)
Service Delivery - Compute	8.00	8.00	0.00	(8.00)	(100.0%)
Service Ops - Compute	10.00	12.00	0.00	(12.00)	(100.0%)
Service Ops - Mobile Device	2.00	2.00	0.00	(2.00)	(100.0%)

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Operations (3071000)					
Service Ops - Service Desk	16.00	16.00	0.00	(16.00)	(100.0%)
TS Agency Services	14.00	14.00	15.00	1.00	7.1%
TS Client Services	8.00	9.00	38.00	29.00	322.2%
TS Infra & Operations Mgmt	5.00	6.00	3.00	(3.00)	(50.0%)
TS Service Engineering	8.00	8.00	22.00	14.00	175.0%
TS Services Operations	21.00	19.00	24.00	5.00	26.3%
Personnel Complement (Budgeted) Total	121.00	118.00	102.00	(16.00)	(13.6%)
Total Personnel Complement	121.00	118.00	102.00	(16.00)	(13.6%)
Revenue					
Charges for Services	115,931	715,500	715,500	0	0.0%
Miscellaneous Other	406,176	14,000	14,000	0	0.0%
Revenue Total	522,107	729,500	729,500	0	0.0%
Vacancy Savings			(508,897)		
Furlough Savings			(331,761)		

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Applications (3074000)					
Expenditures by Type					
Personnel Services	18,024,555	18,875,123	13,381,705	(5,493,418)	(29.1%)
Services and Supplies	13,479,951	14,833,224	14,258,148	(575,076)	(3.9%)
Capital Equipment	18,690	5,000	5,000	0	0.0%
Internal Services and Misc.	44,106	34,216	17,060	(17,156)	(50.1%)
Restricted Budget	0	2,167,351	0	(2,167,351)	(100.0%)
Expenditures by Type Total	31,567,302	35,914,914	27,661,913	(8,253,001)	(23.0%)
Expenditures by Activity					
Project Management Office	2,341,750	2,919,568	0	(2,919,568)	(100.0%)
Administration	207,175	192,935	0	(192,935)	(100.0%)
TS Application Services	3,147,116	5,429,119	1,086,872	(4,342,247)	(80.0%)
Applications Planning Engage	98,126	245,110	0	(245,110)	(100.0%)
TS Application Planning	10,999,019	11,479,621	12,423,937	944,316	8.2%
Applications Build Connect	8,381	0	0	0	0.0%
Office of the Chief Data Officer	1,591,844	1,647,068	0	(1,647,068)	(100.0%)
Information Security	0	0	0	0	0.0%
Data Tools and Governance	0	0	0	0	0.0%
TS Application Development	7,213,065	7,804,405	7,736,576	(67,829)	(0.9%)
Applications Build Inc Dev	192	0	0	0	0.0%
TS Application Management	5,824,485	6,053,267	6,414,528	361,261	6.0%

Applications (3074000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
TS Application Services Support	136,149	143,821	0	(143,821)	(100.0%)
Expenditures by Activity Total	31,567,302	35,914,914	27,661,913	(8,253,001)	(23.0%)
Total Program Expenditures	31,567,302	35,914,914	27,661,913	(8,253,001)	(23.0%)
Personnel Complement (Budgeted)					
Administration	2.00	2.00	0.00	(2.00)	(100.0%)
Applications Build Connect	10.00	0.00	0.00	0.00	0.0%
Applications Build Inc Dev	11.00	0.00	0.00	0.00	0.0%
Applications Planning Engage	15.00	2.00	0.00	(2.00)	(100.0%)
Office of the Chief Data Officer	8.00	11.00	0.00	(11.00)	(100.0%)
Project Management Office	16.00	17.00	0.00	(17.00)	(100.0%)
TS Application Development	17.00	34.00	31.00	(3.00)	(8.8%)
TS Application Management	17.00	30.00	33.00	3.00	10.0%
TS Application Planning	18.00	31.00	28.00	(3.00)	(9.7%)
TS Application Services	6.00	7.00	2.00	(5.00)	(71.4%)
TS Application Services Support	16.00	1.00	0.00	(1.00)	(100.0%)
Personnel Complement (Budgeted) Total	136.00	135.00	94.00	(41.00)	(30.4%)
Total Personnel Complement	136.00	135.00	94.00	(41.00)	(30.4%)
Revenue					
Charges for Services	110	0	0	0	0.0%
Miscellaneous Other	454	0	0	0	0.0%
Revenue Total	564	0	0	0	0.0%

Vacancy Savings (531,441)

Furlough Savings (347,296)

Program and Project Management (3075000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	0	0	2,803,433	2,803,433	0.0%
Services and Supplies	0	0	8,500	8,500	0.0%
Internal Services and Misc.	0	0	7,800	7,800	0.0%
Expenditures by Type Total		0	2,819,733	2,819,733	0.0%
Expenditures by Activity					
TS Program & Project Management	0	0	2,819,733	2,819,733	0.0%
Total Program Expenditures	0	0	2,819,733	2,819,733	0.0%
Personnel Complement (Budgeted)					
TS Program & Project Management	0.00	0.00	17.00	17.00	0.0%

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Program and Project Management (3075000)					
Total Personnel Complement	0.00	0.00	17.00	17.00	0.0%

Furlough Savings (73,754)

Vacancy Savings (111,784)

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Data Tools and Governance (3076000)					
Expenditures by Type					
Personnel Services	0	0	3,175,957	3,175,957	0.0%
Services and Supplies	0	0	2,144,441	2,144,441	0.0%
Capital Equipment	0	0	6,000	6,000	0.0%
Internal Services and Misc.	0	0	3,926	3,926	0.0%
Expenditures by Type Total		0	5,330,324	5,330,324	0.0%
Expenditures by Activity					
TS Data Tools and Governance	0	0	5,330,324	5,330,324	0.0%
Total Program Expenditures	0	0	5,330,324	5,330,324	0.0%
Personnel Complement (Budgeted)					
TS Data Tools and Governance	0.00	0.00	21.00	21.00	0.0%
Total Personnel Complement	0.00	0.00	21.00	21.00	0.0%

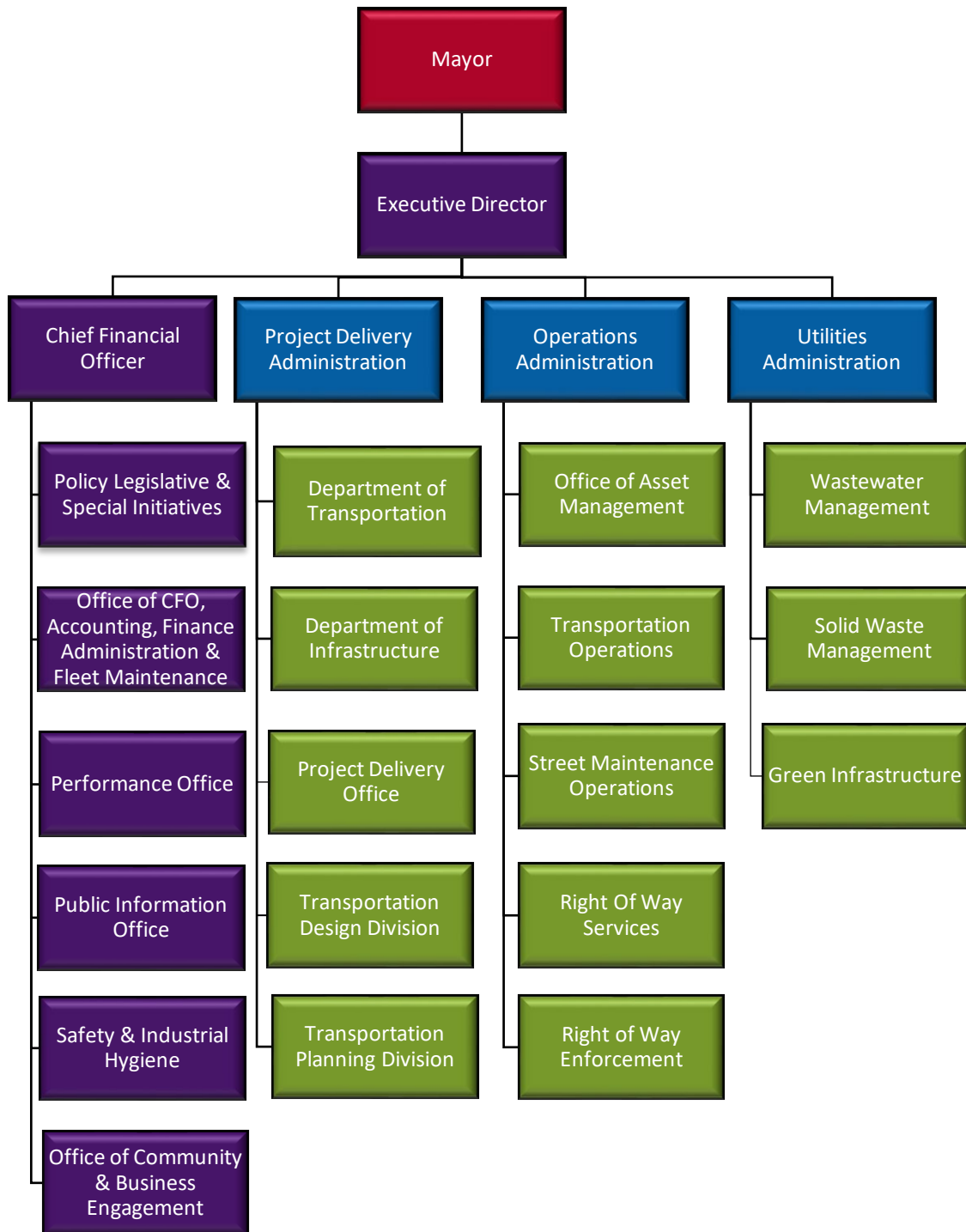
Furlough Savings (83,644)

Vacancy Savings (125,539)

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Denver 311 (3090000)					
Expenditures by Type					
Personnel Services	2,393,953	2,419,130	0	(2,419,130)	(100.0%)
Services and Supplies	61,777	62,400	0	(62,400)	(100.0%)
Capital Equipment	0	2,500	0	(2,500)	(100.0%)
Internal Services and Misc.	1,134	1,950	0	(1,950)	(100.0%)
Restricted Budget	0	105,243	0	(105,243)	(100.0%)
Expenditures by Type Total	2,456,864	2,591,223	0	(2,591,223)	(100.0%)
Expenditures by Activity					
311 Customer Service Center	2,456,864	2,591,223	0	(2,591,223)	(100.0%)
Total Program Expenditures	2,456,864	2,591,223	0	(2,591,223)	(100.0%)

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Denver 311 (3090000)					
Personnel Complement (Budgeted)					
311 Customer Service Center	39.10	39.10	0.00	(39.10)	(100.0%)
Total Personnel Complement	39.10	39.10	0.00	(39.10)	(100.0%)
Revenue					
Miscellaneous Other	(236)	0	0	0	0.0%

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Mission

The Department of Transportation and Infrastructure, through its employees, enhances the quality of life in Denver by efficiently delivering effective, high quality, safe and equitable public infrastructure and services.

Department Summary

Denver Department of Transportation and Infrastructure (DOTI) delivers services that help to define and improve the quality of life in Denver. The Department's vision is to be the ideal Transportation and Infrastructure department in the country. DOTI is responsible for road maintenance and repair, residential trash, recycling and compost collection, design and construction of streets, bridges, public buildings, and storm and sanitary sewers, mobility and parking services, oversight and regulation of use of the public right-of-way, and implementation of the DOTI Environmental Management System (EMS). For more information, please visit the DOTI website at <https://www.denvergov.org/content/denvergov/en/transportation-infrastructure.html>.

Denver is embarking on a new era of mobility choice aimed at addressing growth while maintaining an unmatched quality of life. To keep up with the pace of expansion, DOTI is organized to bolster the following seven core functions:

- Planning
- Design
- Construction
- Operations
- Maintenance
- Regulatory Oversight
- Enforcement

The Department structure ensures the timely execution of capital project delivery in public spaces and accelerates the delivery of mobility infrastructures and services. Specific elements of DOTI's internal organization are stated below.

The services and projects DOTI administers are organized into three distinct administrations: Project Delivery, Operations, and Utilities. These administrations are overseen by the Office of the Executive Director and have the primary responsibility for ensuring that the Department's core functions are executed.

Services

Executive Office

The **Office of the Executive Director (ED)** provides department-wide oversight, coordination, policy development, and financial management. Other responsibilities include construction procurement, oversight of all city-owned facilities, and on- and off-street parking collections.

There are six offices housed within the Office of the Executive Director that report directly to the Executive Director:

The **Office of the Chief Financial Officer (OCFO)** is responsible for budgeting, accounting and procurement activities. The Office is responsible for managing an analytical framework for the Department and ensuring an environment with strong internal controls. The OCFO also oversees Fleet Management, which maintains more than 2,200 vehicles and pieces of capital equipment.

The **Office of Policy, Legislative Affairs and Special Initiatives (OPLASI)** develops departmental and city policies and regulations in coordination with the Mayor's Office, community stakeholders and partners, small business leaders, investors, and others. OPLASI also is tasked with collaborating with City Council regarding any city ordinances and/or resolutions concerning DOTI projects and community outreach, and it provides support and guidance for special DOTI initiatives. OPLASI leads the Department's internal efforts to expand equity and inclusion in the delivery of city programs, services, and opportunities.

Notably, in collaboration with DOTI's Office of Community and Business Engagement, OPLASI supports the identification and encouragement of opportunities for small and minority and women owned businesses in contracting and workforce development. Additionally, OPLASI supports DOTI's prioritization of investments through an equity lens to support the City and County of Denver's values of equity, diversity and inclusion.

The **Performance Office** integrates process improvements to optimize the delivery of services and projects. Using data and analytical methodologies in alignment with the Mayor's Peak Performance Vision, this Office enables DOTI leadership to understand performance and promote innovation within DOTI.

The **Public Information Office** provides media relations, marketing, print and digital social media, website maintenance, and strategic public communications to inform the public of the Department's programs and initiatives.

The **Safety and Industrial Hygiene Office** oversees the safety environment of the Department and its employees including developing, completing safety investigations, and managing modified duty and reasonable accommodations.

The **Office of Community and Business Engagement (OCBE)** is a new office within the Denver Department of Transportation and Infrastructure (DOTI). OCBE was developed to be the primary public outreach and engagement arm of DOTI. The OCBE's mission is to inform, consult, involve, collaborate and partner with our internal partners and community stakeholders through effective, efficient and replicable community and business engagement.

Project Delivery Administration

The **Project Delivery Administration (PDA)** is responsible for the full spectrum of planning, design, and construction activities for the Department of Transportation and Infrastructure's Capital Projects and Programs Citywide. The Project Delivery Administration includes five main divisions: Department of Transportation, Department of Infrastructure, the Project Delivery Office, Transportation Planning Division and the Transportation Design Division.

The **Department of Transportation (DOT)** includes a planning, design and build team focused on Denver's safety, mobility and transportation initiatives for pedestrian, bicycle, transit, freight and vehicles. In 2018, Denver voters passed a charter amendment creating the Department of Transportation and Infrastructure. In approving this measure, voters "better equipped DOTI to address our neighborhoods' mobility needs, reduce congestion and take on the gaps in our transit system," as stated by Mayor Hancock in November 2019. DOTI will maintain a focus in equitable transit solutions to advance the Denver Moves Transit plan by improving safety, increasing mobility options, managing and mitigating congestion, and addressing climate change.

This team leverages local and regional stakeholders to develop long-range transportation plans to support the implementation of projects, programs, and services. Current planning initiatives include: Transit and Vision Zero Programs. For more information on Vision Zero please visit the website: www.denvergov.org/visionzero.

The **Department of Infrastructure** provides engineering and project management for three main focus areas within the Project Delivery Administration: Interagency including facility renovations, repairs and construction; and multi-faceted parks and recreation projects; Bridge including repair, maintenance and installation of new bridge infrastructure, and Environmental including new and replacement storm, sanitary, waterway and green infrastructure projects.

The **Project Delivery Office** provides program implementation and support for major efforts across DOTI for example Neighborhood Bikeways, 16th Street Mall, Elevate Denver Bond Program, the Convention Center Expansion, etc. This team also provides support to the plan, design and build functions across both the Transportation and Infrastructure sections of the PDA.

The **Transportation Planning Division** develops plans for the local and regional movement of people and goods. It leverages local and regional stakeholders to develop long-range transportation and infrastructure plans, and plans for the implementation of projects, programs, and services. Current planning initiatives under this division include: pedestrian,

bicycle, transit, freight, shared mobility, and the Smart Cities and Vision Zero Programs. For more information on Vision Zero please visit the website: www.denvergov.org/visionzero

The **Transportation Design Division** is responsible for advancing projects from the planning level recommendations through design. This division provides direct neighborhood coordination with local communities via community design. The Design team also has the area engineer program which identifies roadway improvements through signal, signing and striping modifications and improvements to ensure mobility for all roadway users.

Operations Administration

The **Operations Administration** oversees the day-to-day maintenance activities and operations in the City's Right of Way ensuring that all assets are in a state of good repair for Denver residents. The Operations Administration includes several divisions: Transportation Operations, Street Maintenance Operations, Right-of-Way Services and Right-of-Way Enforcement.

Transportation Operations is responsible for the operation, maintenance, installation and emergency repair of traffic control devices. The agency maintains a fiber optic communication network providing services to DOTI, the City's Information Technology Department, and the Denver Police Department. The division also operates the Transportation Management Center and is responsible for signals, electronics repair, utility locates, sign installation, sign manufacturing, and pavement markings. Additionally, the division manages the City's contract for electricity services.

Street Maintenance Operations manages the City's 2,005 centerline miles of roadway and 5,507 alleys to ensure mobility, safety, and ADA compliance for residents and visitors. Street Maintenance is responsible for filling potholes, repaving streets, sweeping streets, and removing snow from public streets, sidewalks, and alleys. The division also manages the City's asphalt plant, which provides asphalt for city work to resurface and maintain Denver city streets and alleys.

Right-of-Way Services (ROWS) is responsible for determining required improvements and reviewing plans for regulatory compliance in the areas of transportation, survey and right-of-way management. It also provides inspection and permits for construction of all development projects and the use of the City's right-of-way that facilitate safe access and mobility for all modes.

Right-of-Way Enforcement (ROWE) enhances compliance on the Right of Way by delivering effective, safe, and high-quality services to the residents and visitors of Denver. ROWE ensures Code Compliance within the City and County of Denver's Right of Way.

Utilities Administration

The **Utilities Administration** serves the community by providing sewer, stormwater and solid waste operations. The Utilities Administration includes two divisions: Wastewater Management and Solid Waste Management, supported by the Office of Green Infrastructure and the Office of Analytics.

Wastewater Management Division oversees all aspects of wastewater functions, including the construction, operation, and maintenance of the City's sanitary and stormwater conveyance systems. This Division implements City wastewater policies, establishes cost controls and fees used to support operational requirements and capital improvements projects, and responds to customer inquiries.

Solid Waste Management Division provides trash collection service, recycling, and composting for single family Denver homes and multi-family dwellings with up to seven units, municipal facilities, and Denver Public Schools. The Division's Graffiti Removal Program removes graffiti from private and commercial property and in the public Right-of-Way. The Keep Denver Beautiful campaign is housed in this agency.

Office of Green Infrastructure focuses on policies, programs and projects that promote natural infrastructure elements that create a healthier environment and a more resilient, livable city for all Denver residents.

Office of Analytics assists the Administration in using data to drive improvements to business practices, develops innovations to increase operational efficiencies and collaborates with other City Departments to coordinate projects with a city-wide impact.

Strategies

Strategic Focus Areas

DOTI has developed a strategic framework to clearly identify the vision, align efforts, and establish certain goals that encourage the efficient delivery of projects and services. These times require that DOTI be a nimble organization, capable of change, flexible, and focused on supporting the City of Denver. This strategic framework reflects DOTI's commitment to perform and move in the direction of the Department's vision and to achieve the outlined mission. The four strategic focus areas that inform DOTI's work and commitment are:

1. Invest in Our People
2. Operate with Discipline
3. Use Data to Drive Decisions
4. Deliver Results

It is with these strategic focus areas in mind that DOTI, through all three administrations, performs its core functions.

Goals

DOTI has established goals to realize the vision to be the ideal transportation and infrastructure department in the country. DOTI's goals include:

- **Employee Safety:** Reduce the number of employee injuries and vehicular incidents by 20%
- **Project Delivery:** Achieve 90% completion rate for all projects within schedule and budget
- **Customer Service:** Respond to public inquiries effectively:
 - First Call Resolution: 40%
 - Days to Close: 3 days
 - Cases over 90 days old: <200
- **Sustainability:** Improve employee wellness through increased wellness participation and reduce environmental impact by reducing commuting and idling.
 - Avoid 30,000+ commuter miles per month
 - Reduce vehicle idling events by 10%
 - Increase wellness participation by 10 percentage points
- **Mobility Action Plan:** In July 2017, Mayor Hancock released Denver's Mobility Action Plan, which calls for investing \$2 billion in mobility projects and programming between 2018 and 2030. The plan calls for more than 40 specific tactical actions and aims to:
 - Reduce single-occupant vehicle commuters to 50 percent and increase the percentage of bike/pedestrian commuters to 15 percent.
 - Increase the percentage of transit commuters to 15 percent.
 - Reduce to zero the annual number of traffic fatalities, serious injuries, and major crashes by fully implementing the Vision Zero program.
 - Protect the climate, improve public health, and increase Denver's ability to reduce greenhouse gas emissions 80 percent by 2050.

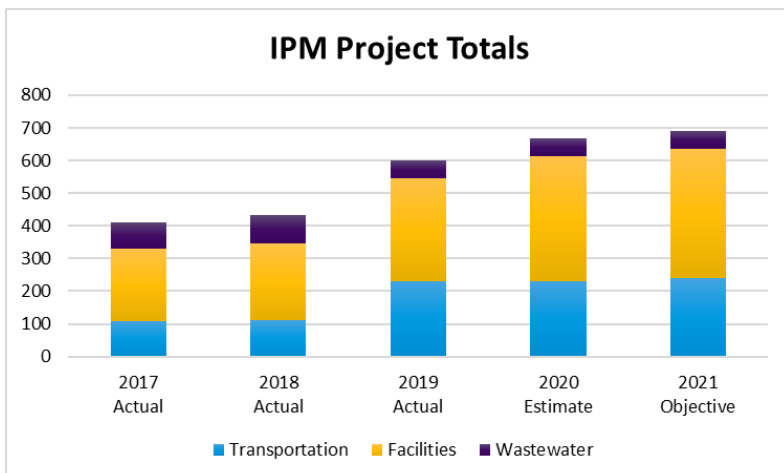
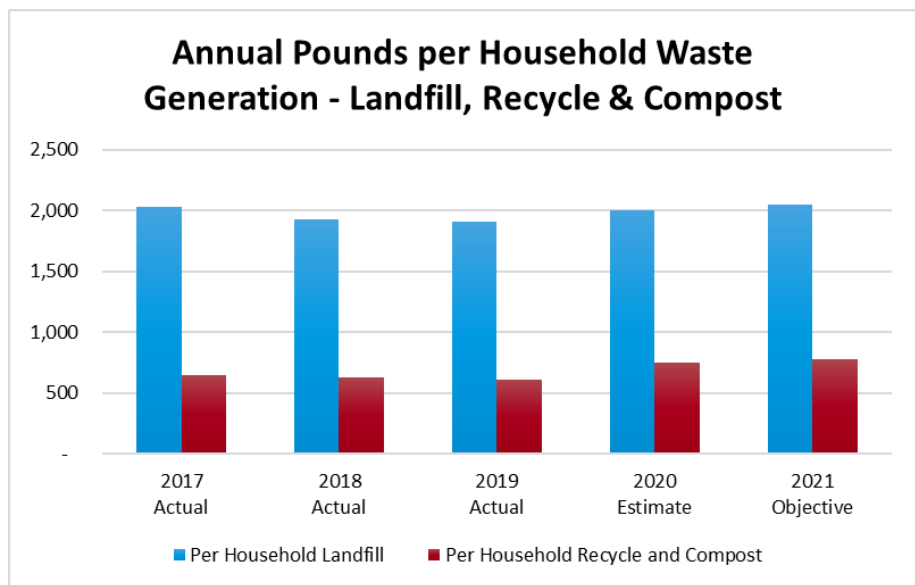
- Eliminate barriers and increase access to smart technologies and mobility services for everyone, including low-income residents, underserved neighborhoods, and people with disabilities.
- Improve and streamline funding, project implementation, the City’s organizational structure, and public involvement in decision-making.
- The full plan is available online at <https://www.denvergov.org/content/denvergov/en/mayors-office/programs-initiatives/mobility-action-plan.html>

Performance and Program Highlights

Denver is working to **increase its diversion of waste** from **landfills** by increasing **recycling** and **composting**.

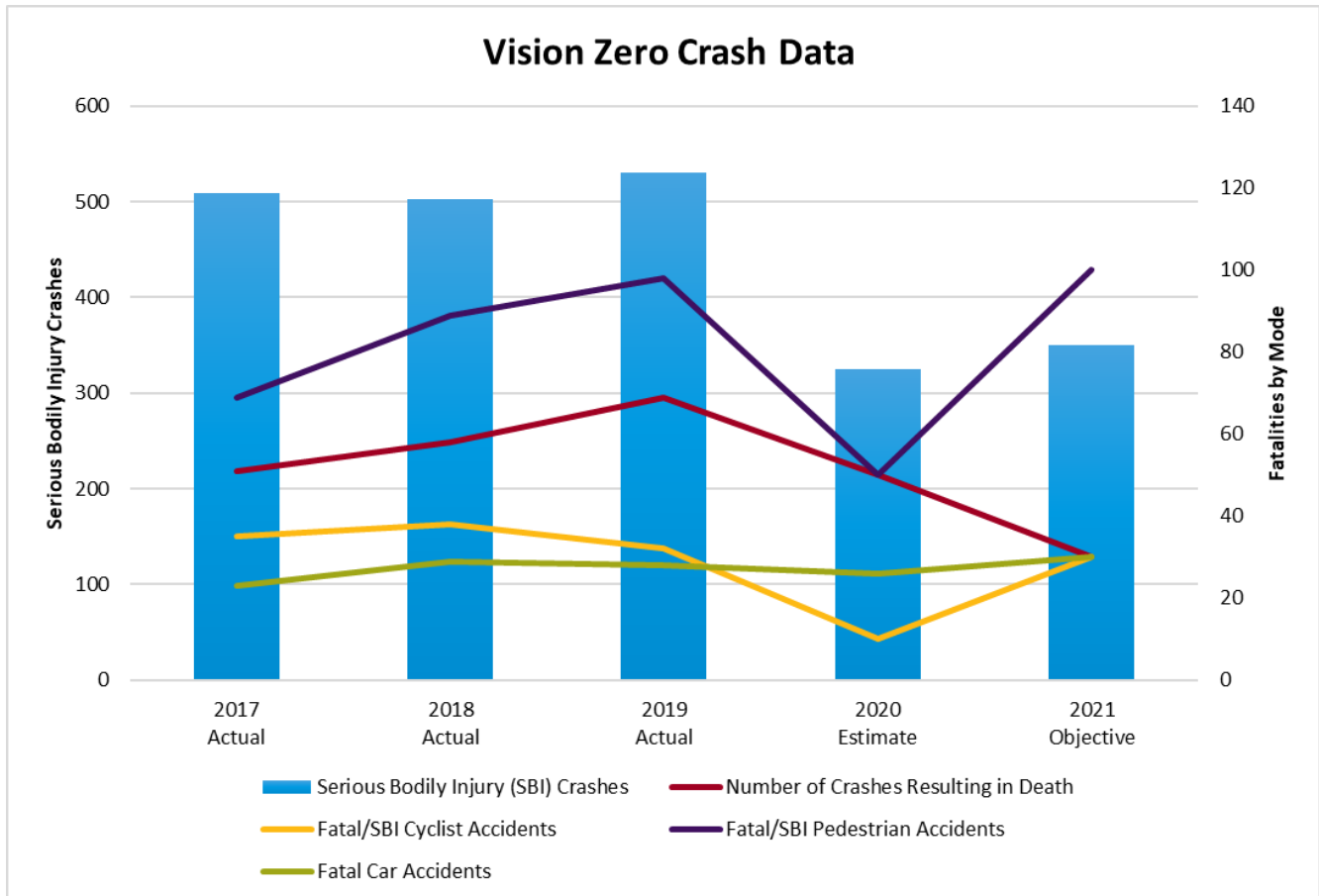
Tons of trash produced is expected to increase in 2021 to 190,000 tons per year. In 2020, we are expecting 50,000 tons of recycling and 12,000 tons of compostable materials. Recycling is expected to level out at 50,000 and Compost is expected to increase in 2021 due to adding a twelfth route. As the population of Denver has grown, so has the number of homes serviced.

The amount of waste generated per household had been constant for a few years, however the stay at home order and work at home trend has started an upward trend in waste from residential households.



Infrastructure Projects Managed projects managed by DOTI have continued to increase from over 600 projects in 2019 and are anticipated to approach 700 total projects by 2021 for transportation, facilities, and wastewater on an annual basis.

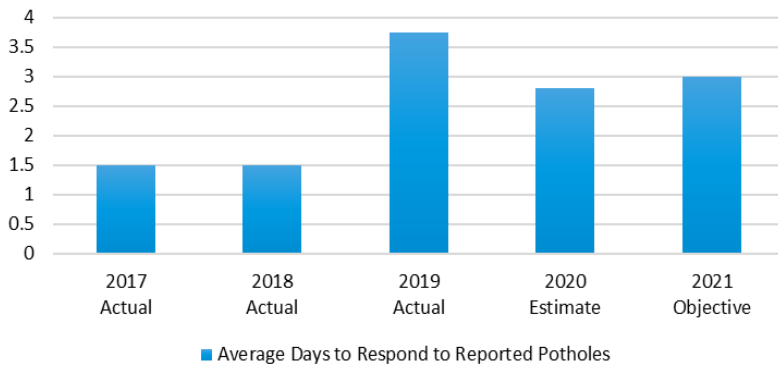
Traffic deaths and serious injuries are unacceptable and preventable, and safety must be the most important consideration for every Denver street. With the implementation of **Vision Zero**, the goal is to have zero transportation-related deaths in Denver by 2030. The total number of crashes resulting in death/serious bodily injury (SBI) are a result of any accident type, including crashes between motorists and crashes between motorists and bicyclist or pedestrians. DOTI continues to create a Vision Zero program with dedicated staff. By committing an initial \$2 million in the program's first year and up to \$3 million subsequent annual investments to Vision Zero projects and programs, the City will be able to effectively implement many of the goals in this Plan.



The Fundamental Principles of a Meaningful Vision Zero Commitment are core to DOTI's successful Vision Zero efforts:

1. Traffic deaths and severe injuries are acknowledged to be preventable.
2. Human life and health are prioritized within all aspects of the transportation system.
3. Acknowledgement that human error is inevitable, and transportation systems should be forgiving.
4. Safety work should focus on systems-level changes above influencing individual behavior.
5. Mitigation of speed is recognized and prioritized as the fundamental factor in crash severity.

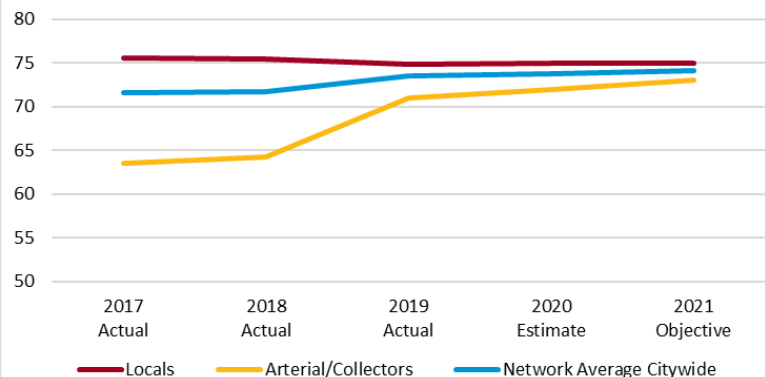
Average Days to Respond to Reported Potholes



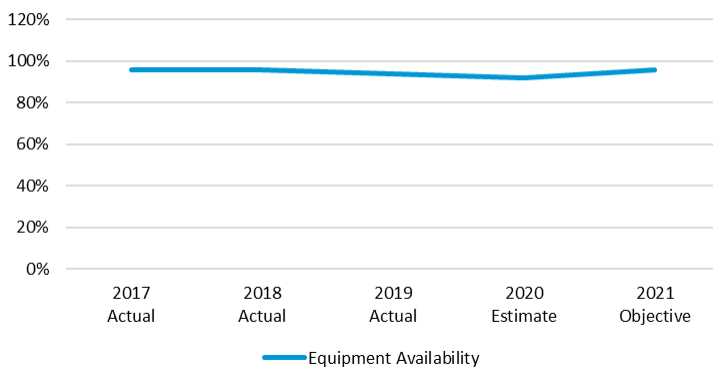
Average Pothole Request Response Time is the amount of time it takes from when a pothole is reported to when it is repaired. The average pothole response time was 1.5 days in 2018 and 3.7 days in 2019. Our objective for 2020 is a 3-day average response time with our current time at 2.7 days. Due to a reduction in travel in 2020 possibly causing a reduced number of reported potholes, we anticipate an uptick in reported potholes for 2021. 2020 Budget reductions reduce pothole response time late winter and early spring during the peak season for pothole repairs. Street Maintenance will maintain the objective of a 3-day average in 2021 which will meet DOTI goals for average response time.

Pavement Condition Index (PCI) is a measure of street condition on a zero to 100 scale. A network value above 75 is considered good. The PCI for local streets has been above this value thanks to the addition of voter approved funding. The composite PCI was 73.5 in 2019.

Pavement Condition Index



Equipment Availability



Equipment Availability is the equipment is available to the users during a specified time. A generally accepted industry benchmark is an availability rate of 95 percent or better across the entire fleet. A high availability rate ensures vehicles and equipment can be used for operations and delivery of services. Equipment availability for 2019 was 95% and is expected to be maintained at or near the industry benchmark going forward.

Mayor's Office of the National Western Center

The vision of the **Mayor's Office of the National Western Center (NWCO)** is for the National Western Center to be the global destination for education and agri-business innovation. It oversees the City's role in the transformation of this historic site into a year-round destination and regional asset. While NWCO is budgeted in the Department of Transportation and Infrastructure, the Mayor has assigned responsibility for the design, planning and construction of the National Western Center to the Mayor's Office of the National Western Center per Executive Order 141.

The transformation of the National Western campus will include significant public and private investment to physically update the site and facilities. At an estimated 250-acres at full build-out, the National Western Center will support Denver's global standing as an innovative hub for solving global food production and security issues. The planning, design and implementation effort will bolster a variety of opportunities through the involvement of partners including the Western Stock Show Association, Colorado State University, the Denver Museum of Nature & Science, and History Colorado. The Mayor's Office of the National Western Center continues to meet and inform the surrounding neighbors and business community as well as other stakeholders from the surrounding Globeville, Elyria-Swansea, and River North neighborhoods. More information can be found at <http://www.nationalwesterncenter.com>.



Capital Construction Program

The current focus of the Mayor's Office of the National Western Center is to deliver Phases 1 & 2 of the campus. This encompasses neighborhood connectivity, river access, and the stockyards, as well as a new livestock center and equestrian center. The Mayor's Office of the National Western Center is employing the following strategies to complete these phases:

- Delivering the capital build program within the defined budget and on schedule while maintaining fiscal transparency and respecting funders' investments.
- Designing the campus and its facilities to reflect the desired characteristics including accessibility, functionality, security, historic preservation, and sustainability.
- Ensuring that capital build activities consider and integrate with ongoing Stock Show operations and events.

- Meaningfully engaging and activating the community to improve quality of life and to integrate the adjacent communities into the campus and vice versa.
- Fostering innovation, entrepreneurship and ingenuity across the program.

Future Phases

The National Western Center Master Plan established a long-range vision, guiding principles, and goals for the redevelopment of the National Western campus. The plan contemplates future phases beyond the current construction program including a new arena and a new exhibition hall. While future phases are unfunded, the City, in accordance with the 2017 National Western Center Framework Agreement, is committed to explore design, construction and financing options for the full build-out of the campus.

COVID-19 Mitigation Strategies

Construction activities at the National Western Center have continued during the COVID-19 global pandemic providing critical employment opportunities to the Denver community during this challenging economic time. Future debt issuances and the associated construction activities will be adjusted accordingly based on the City's financial health.

2020 Budget Impact of COVID-19 and Mid-year Reductions

Due to the COVID-19 impact on the economy in 2020, the Mayor's Office of the National Western Center implemented \$214,000 in mid-year reductions, including the following savings:

- \$58,000 in personnel services, primarily achieved by excess vacancy savings and requiring staff to take eight unpaid furlough days.
- \$156,000 in services and supplies, primarily achieved by reducing professional services associated with project management and technical content work for the Triangle Project, which was postponed in mid-2020. Additional reductions to the budgets for travel and official functions occurred as well.

COVID- 19 Overview & Statement

DOTI's mission is to enhance the quality of life in Denver, through its employees, by efficiently delivering effective, high-quality, safe and equitable public infrastructure and services. DOTI's employees and this mission have been impacted by the cascading effects of the COVID-19 pandemic. This emergency, the resulting economic challenges, and our response and recovery efforts have disrupted the trending improvements that DOTI has experienced over the past few years. Despite these challenges, DOTI has maintained continuity of business operations and is committed to achieving its strategic goals and delivering on its commitments.

DOTI's response to the COVID-19 pandemic includes operational and policy changes to aid in recovery. Examples include implementation of the Temporary Patio Expansion Program to support social distancing requirements for businesses that want to remain open, and temporary closure of some local streets throughout Denver to allow for greater access to recreational spaces. DOTI's project delivery approach has also been designed to minimize delay and accelerate project delivery, in an effort to promote local economic recovery.

The COVID-19 pandemic has added strain to infrastructure project delivery, maintenance programs, and service delivery. In particular, department vacancies and reductions in overtime have created challenges to meeting level of service targets for field maintenance operations. DOTI's 311-driven customer service demand dropped during the first two full months of COVID-19 due to the State's Stay at Home Order, but it has since recovered to pre-COVID-19 levels while staffing levels have decreased. This has resulted in an increasing backlog of cases that are over 90 days of age. Recycling and composting tonnage have increased 21% over 2019 tonnage; this has created challenges for both staff and equipment. Extra trash pickup level of service was reduced from every 4 weeks to every 8 weeks because of staff and equipment resource constraints. Fleet availability has decreased by approximately 3 percent, which has an impact on DOTI and other city agencies.

COVID-19 Mitigation Strategies

DOTI has taken action to mitigate the spread of COVID-19 among staff. The DOTI COVID-19 Strikeforce provides departmental guidance, resolves conflicts arising through application of protective measures, and monitors performance issues. This team developed and issued near-term guidance to staff to clarify communications channels, protective measures, and return to workplace strategies that will support the department through the entirety of the COVID-19 recovery effort. Additional DOTI COVID-19 mitigation strategies include the following:

- Successful implementation of remote working for approximately 370 staff to maintain strict adherence to social distancing guidance
- Implementation of virtual employee townhalls to communicate guidance, budget impacts, and other operational and strategic initiatives
- Implementation of technology and process innovations to supplement departmental communication, data management, and accountability among a decentralized workforce
- Shifted DOTI's community outreach and business processes to virtual platforms and methods to minimize physical contact with customers and stakeholders.

In addition, DOTI was heavily involved in supporting the Emergency Operations Center and the Joint Information Center. The Fleet Logistics Operation also manages a medical supply and PPE cache for distribution to partners and shelters.

DOTI has reduced its 2020 revenue forecast from parking enforcement, meter collections, and parking lots due to stay at home orders. Additionally, DOTI has experienced expenditure reductions resulting from vacancies, reductions in overtime, and deferred fleet equipment replacements. These revenue and expenditure reductions have had impacts to maintaining essential services.

DOTI's 2021 goals will preserve essential programs and services to minimize impacts to residents and the public. The acceleration of capital projects over three years will minimize project delays and create opportunity for \$93.8M in small business contract utilization. These expenditures will support Vision Zero, maintain asset condition, and allow continued progress toward strategic mobility goals. Process improvements expanded online customer service, and data management will be essential elements to sustaining DOTI programs and services.

Department Budget

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
General Fund Expenditures by Agency					
Office of the Executive Director	35,775,151	39,006,817	36,914,494	(2,092,323)	(5.4%)
National Western Center Office	1,910,327	2,433,527	1,179,878	(1,253,649)	(51.5%)
Utilities/Solid Waste	24,232,264	26,912,385	24,068,374	(2,844,011)	(10.6%)
Department of Transportation Project Delivery	20,445,350	21,663,979	15,782,250	(5,881,729)	(27.1%)
Department of Transportation Operations	56,715,903	59,675,685	50,240,035	(9,435,650)	(15.8%)
Total	139,078,995	149,692,393	128,185,031	(21,507,362)	(14.4%)
General Fund Expenditures by Type					
Personnel Services	90,782,098	91,829,990	87,965,203	(3,864,787)	(4.2%)
Services and Supplies	47,692,771	44,623,867	40,027,468	(4,596,399)	(10.3%)
Capital Equipment	510,068	583,520	26,397	(557,123)	(95.5%)
Internal Services and Misc.	94,059	191,913	165,963	(25,950)	(13.5%)

Transportation & Infrastructure Department **5000000**

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
Restricted Budget	0	12,463,103	0	(12,463,103)	(100.0%)
Total	139,078,995	149,692,393	128,185,031	(21,507,362)	(14.4%)
Total General Fund	139,078,995	149,692,393	128,185,031	(21,507,362)	(14.4%)
General Fund Revenue					
Licenses and Permits	22,471,591	21,673,200	15,231,494	(6,441,706)	(29.7%)
Fines and Forfeits	23,737,312	13,835,325	19,484,836	5,649,511	40.8%
Interest Income	6	0	0	0	0.0%
Charges for Services	30,602,197	20,411,990	24,381,510	3,969,520	19.4%
Internal Service and Indirect Cost	39,451	0	0	0	0.0%
Miscellaneous Other	24,617,434	21,099,295	23,512,993	2,413,698	11.4%
Total	101,467,990	77,019,810	82,610,833	5,591,023	7.3%
Internal Service Funds Expenditures by Agency					
Asphalt Plant	10,438,450	9,292,366	9,247,941	(44,425)	(0.5%)
Total	10,438,450	9,292,366	9,247,941	(44,425)	(0.5%)
Internal Service Funds Expenditures by Type					
Personnel Services	678,681	806,104	761,679	(44,425)	(5.5%)
Services and Supplies	8,188,530	8,246,514	8,319,514	73,000	0.9%
Capital Equipment	1,504,570	73,000	0	(73,000)	(100.0%)
Internal Services and Misc.	66,669	166,748	166,748	0	0.0%
Total Internal Service Funds	10,438,450	9,292,366	9,247,941	(44,425)	(0.5%)
Internal Service Funds Revenue					
Charges for Services	9,057,074	9,500,000	9,500,000	0	0.0%
Miscellaneous Other	188	0	0	0	0.0%
Total Internal Service Funds Revenue	9,057,262	9,500,000	9,500,000	0	0.0%
Enterprise Fund Expenditures by Agency					
Wastewater Management	117,452,470	141,673,467	133,320,026	(8,353,441)	(5.9%)
Total	117,452,470	141,673,467	133,320,026	(8,353,441)	(5.9%)
Enterprise Fund Expenditures by Type					
Personnel Services	30,359,841	34,533,017	33,890,101	(642,916)	(1.9%)
Services and Supplies	62,343,963	75,572,350	70,428,812	(5,143,538)	(6.8%)
Capital Equipment	1,832,936	3,467,380	1,050,000	(2,417,380)	(69.7%)
Internal Services and Misc.	22,915,730	28,100,720	27,951,113	(149,607)	(0.5%)

Transportation & Infrastructure Department **5000000**

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Variance	% Variance
Total Enterprise Funds	117,452,470	141,673,467	133,320,026	(8,353,441)	(5.9%)
Enterprise Fund Revenue					
Property	176,977	160,000	160,000	0	0.0%
Interest Income	2,618,946	2,201,496	1,362,968	(838,528)	(38.1%)
Charges for Services	171,826,333	179,880,053	179,721,052	(159,001)	(0.1%)
Miscellaneous Other	298,579	111,155	0	(111,155)	(100.0%)
Total Enterprise Funds Revenue	174,920,836	182,352,704	181,244,020	(1,108,684)	(0.6%)
Special Revenue Funds Expenditures					
General Government	31,929,707	13,985,521	11,736,663	(2,248,858)	(16.1%)
Total Special Revenue Funds	31,929,707	13,985,521	11,736,663	(2,248,858)	(16.1%)
Grants					
Capital Grants	34,663,180	35,870,988	14,817,737	(21,053,251)	(58.7%)
Grants	2,351,853	1,939,570	871,231	(1,068,339)	(55.1%)
Total Grants	37,015,033	37,810,558	15,688,968	(22,121,590)	(58.5%)
Personnel Complement					
Asphalt Plant - Civilian	8.00	8.00	8.00	0.00	0.0%
General Fund Operations - Civilian	1,085.11	1,107.69	1,013.19	(94.50)	(8.5%)
General Government - Civilian	15.00	19.00	18.65	(0.35)	(1.8%)
Grant/Other Capital Funds - Civilian	1.00	3.00	3.00	0.00	0.0%
Wastewater Management - Civilian	323.38	330.05	324.05	(6.00)	(1.8%)
Total	1,432.49	1,467.74	1,366.89	(100.85)	(6.9%)
Total Personnel Complement	1,432.49	1,467.74	1,366.89	(100.85)	(6.9%)
Capital Improvements*					
Capital Improvements		105,008,665	87,225,532	(17,783,133)	(16.9%)
Bond Project Funds		188,110,754	169,916,347	(18,194,407)	(9.7%)
Grant/Other Capital Funds		28,222,226	123,806,393	95,584,167	338.7%
Entertainment and Cultural Capital Funds		247,775	0	(247,775)	(100.0%)
Wastewater Management		39,650,000	51,074,587	11,424,587	28.8%
Total		361,239,420	432,022,859	70,783,439	19.6%

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

Programmatic Changes

2020 Budget Impact of COVID-19 and Mid-year Reductions

Due to the impact of COVID-19 on the economy in 2020, the Department of Transportation and Infrastructure (DOTI) implemented \$12,463,105 in mid-year reductions, including the following savings:

- \$8,396,536 in personnel services, primarily achieved by not filling vacant positions in the Executive Director's Office, Transportation Operations, and Utilities, a reduction in overtime, as well as requiring staff to take eight unpaid furlough days. Due to DOTI's streamlining of office operations, redeploying existing staff to align with the reduction in enforcement, and some reduced volume, there have not been major impacts to services in 2020.
- \$4,036,569 in services and supplies achieved by reducing discretionary spending on travel, training, office supplies and a reduction in stockpile inventory in warehousing and stockrooms.
- \$30,000 in capital equipment achieved by deferring replacement of computer equipment

Please note that because these were mid-year savings, these savings were sequestered in the 2020 budget and are reflected in the 'restricted budget' line. The Department resubmitted many of these budget reductions again for 2021 in addition to other reductions described in the Significant Budget Changes section below.

Additionally, DOTI reduced its 2020 revenue projection by \$26,954,651 due to the observed year-to-date impact of COVID-19 on parking fees and fines related to meters, on and off-street parking activity. This represents a 26 percent decrease from DOTI's original 2020 projection in these revenue streams.

2021 Impact Description

Agencywide

	<u>FTEs</u>	<u>Dollars</u>
• A temporary reduction in personnel due to charging the salary portion of positions for time spent supporting the delivery of GO Bond and CIP projects to the Elevate Denver Bond program and Capital Improvement Program for 2021. There are no impacts to planned projects as a result of this financial action.	0.00	(4,852,100)
• A decrease in personnel services due to the implementation of a citywide retirement Special Incentive Program (SIP). Employees enrolled in the SIP retired from the City on August 31, 2020. These positions will not be backfilled in 2021.	(27.00)	(2,191,000)
• A decrease in personnel services to freeze a Mayoral Appointee position that is budgeted in DOTI and will not be filled in 2021.	(1.00)	(163,100)
• A continuation in personnel to convert a Traffic Signal Technician Supervisor, a Traffic Operations Technician, three Traffic Signal Technician's and two Utility Worker's from limited positions to permanent, unlimited FTE due to the ongoing nature of their work.	0.00	0
• A net increase in services and supplies to restore budget that was temporarily moved to capital equipment in 2020. This is offset by a decrease in capital equipment.	0.00	499,600
• A net decrease in services and supplies due to one-time purchases in 2020 that are not budgeted in 2021, primarily due to the expiration of one-time professional services funding in 2020 associated with the Triangle project, which is currently on pause.	0.00	(1,020,500)
• A decrease in service and supplies due to the reduction of travel, training, dues, licenses, and office supplies.	0.00	(795,800)
• A decrease in service and supplies due to the reduction of technology equipment and supplies related to deferring replacement and upgrades of monitors, laptops and iPads for staff.	0.00	(350,000)
• A decrease in service and supplies due to the reduction of equipment and other tools related to the reduction in street maintenance crews.	0.00	(45,000)

2021 Impact Description

	FTEs	Dollars
• A net decrease in capital equipment to reverse a temporary move of budget to services and supplies in 2020 and one-time purchases in 2020 that is not budgeted in 2021. This is offset by an increase in services and supplies.	0.00	(499,000)
• A decrease in capital equipment due to deferring replacement and upgrades of equipment in the transportation operations unit.	0.00	(90,000)

Office of the Executive Director

• An increase in personnel services and FTE due to merging the North Denver Cornerstone Collaborative (NDCC) and a Mayoral Appointee from Denver Sheriff's Department under the Department of Transportation and Infrastructure (DOTI). A portion of NDCC merged with Denver Economic Development and Opportunity (DEDO). Before merging with DOTI and DEDO, NDCC previously operated within Community Planning and Development (CPD).	6.00	918,800
• An increase in personnel services and FTE due to moving a Public Health Manager and Public Health Manager to DOTI. These individuals support the Vision Zero Program. The positions were previously within the Denver Department of Public Health and Environment (DDPHE).	2.00	253,000
• A decrease in personnel services to freeze one Fleet Maintenance Manager, one Fleet Technician Supervisor, four Fleet Technicians, one Administrative Support Assistant III and to suspend associated overtime budget. These positions will not be filled in 2021 and DOTI will mitigate the impact by transferring responsibilities to existing Fleet staff.	(7.00)	(735,400)
• A decrease in personnel services to freeze one Associate Management Analyst, one Program Coordinator, one Marketing and Communication Professional II, one Contract Administrator, one Senior Accountant, one Administrative Support Assistant III and one Staff Assistant. The responsibilities of these positions will be absorbed by existing staff in the CFO Finance and Administration Unit.	(7.00)	(645,600)
• An increase in services and supplies due to the merging of NDCC to DOTI.	0.00	359,600
• A decrease in services and supplies due to a reduction in Fleet associated budget including auto supplies, auto materials, tools, and the contract associated with outsourcing some repair and maintenance of equipment.	0.00	(1,319,700)
• A decrease in service and supplies due to a reduction in the Executive Director's Office professional services specifically related to neighborhood events and community outreach efforts. The overall impact to existing commitments, initiatives, programs and support operations will be medium to low. A remaining budget will allow for business to continue while still preserving financial stability and delivering equity and inclusiveness.	0.00	(613,000)
• A decrease in services and supplies due to a reduction in the Fleet fuel budget associated with a reduction in fuel contract pricing.	0.00	(415,500)
• An increase in internal services due to merging the North Denver Cornerstone Collaborative (NDCC) within the Department of Transportation and Infrastructure (DOTI).	0.00	1,800

Utilities - Solid Waste

• An increase in personnel services due to the annualization of the 2020 mid-year start of Recycling and Composting Program positions.	11.50	873,400
• A decrease in personnel services of Recycling and Composting Program positions due to freezing all twenty-three Equipment Operators due to the delay in expanding the program in 2021.	(23.00)	(1,606,700)
• A decrease in personnel services to freeze two Equipment Operators, two Maintenance Technicians, three Utility Workers and one Administrative Support Supervisor along with associated on-call budget. DOTI will shift these position's responsibilities to existing staff in the Solid Waste Unit and will result in minimal impact.	(8.00)	(690,100)

<u>2021 Impact Description</u>	<u>FTEs</u>	<u>Dollars</u>
• A decrease in services and supplies due to a reduction in tools and equipment budget associated with Solid Waste.	0.00	(400,000)
• A decrease in services and supplies due to a delay in trash and recycle bin replacement budget within Solid Waste.	0.00	(300,000)
• A decrease in services and supplies due to a reduction in professional service budget associated with Recycling and Composting consultant and contractors.	0.00	(200,000)
• A decrease in services and supplies due to a reduction in community education services, large item pickup, and employee uniform budget due to holding positions vacant.	0.00	(323,500)
Department of Transportation - Project Delivery		
• An increase in personnel services due to moving a Senior City Planner and an Associate City Planner from an expired grant in Community Planning and Development to the general fund.	2.00	214,100
• A decrease in personnel services to freeze one Operational Supervisor, one Equipment Operator, two Traffic Signal Technicians and one Right of Way Agent. The responsibilities of these positions will be absorbed by existing staff.	(5.00)	(369,300)
• A decrease in services and supplies to reduce professional services expenses associated with delivering GO Bond and CIP projects. These costs will be programmed in the Elevate Denver Bond program and CIP in 2021.	0.00	(1,272,200)
Department of Transportation - Operations		
• An increase in personnel due to the annualization of three engineering positions which were created mid-2020.	1.00	161,600
• A decrease in personnel services to freeze one Fleet Maintenance Manager, eight Equipment Operators, seven Utility Workers and one Staff Assistant in addition to the associated on-call budget. DOTI will shift position responsibilities to existing staff in the Street Maintenance Unit.	(17.00)	(1,403,000)
• A decrease in personnel services to freeze one Manager, one Administrator, one IT Communications Technician, one Project Inspector, one Vehicle Boot Investigator, five Right of Way Enforcement Agents, and one Staff Assistant in various areas throughout Transportation Operations. DOTI will shift position responsibilities to existing staff with minimal impact to residents or revenue collection.	(11.00)	(1,120,800)
• A decrease in personnel services to freeze three Traffic Operations Technicians, two Traffic Signal Technicians, two Staff Engineers, one Senior Utility Worker and one Administrative Support Assistant. DOTI will shift position responsibilities to existing staff in the Transportation Operations with minimal impact.	(9.00)	(691,700)
• A decrease in personnel services due to the reduction in overtime budget.	0.00	(238,500)
• A decrease in personnel services due to the abolishment of a vacant limited Project Inspector and a vacant limited Traffic Operations Technician ending in 2020.	(2.00)	(178,700)
• A decrease in services and supplies due to the reduction of the vendor contract associated with parking violation citations. This reduction aligns with the reduction in revenue anticipated in 2021.	0.00	(1,205,200)
• A decrease in services and supplies due to the reduction of materials, supplies, and equipment related to deferring replacement of meter equipment, upgrades of monitors, laptops and tablets for staff and stockpile materials for snow removal and street maintenance.	0.00	(893,200)
• A decrease in services and supplies due to a reduction in professional services to align budget to historical actuals across Transportation Operations.	0.00	(355,200)
Special Revenue Funds		
• An increase in personnel services and FTE due to adding an additional Equipment Operator to the Compost Fund to support a twelfth route.	1.00	72,200

2021 Impact Description

	<u>FTEs</u>	<u>Dollars</u>
• An increase in service and supplies associated with tipping fees in the Composting Fund.	0.00	50,000
• A decrease in anticipated expenditures associated with the Fleet Replacement Fund.	0.00	(2,350,000)

Grants

• A net decrease in personnel and FTE associated with grants ending in mid-2021.	(1.35)	(125,400)
• A net decrease in grants predominately associated with the decreased grant funds available with Platte to Park Hill grant; 56th & Pena CDOT IGA; and the RTD Free Metroride Bus Feasibility Study.	0.00	(14,906,200)

The general fund budgeted vacancy savings is \$3,357,272.

The general fund budgeted furlough savings is \$2,235,900.

2021 Impact Description

Internal Service Fund - Asphalt Plant

	<u>FTEs</u>	<u>Dollars</u>
• A net increase in services and supplies to restore budget that was temporarily moved to capital equipment in 2020. This is offset by a decrease in capital equipment.	0.00	73,000
• A net decrease in capital equipment to reverse a temporary move of budget to services and supplies in 2020 and a one-time purchase in 2020 that is not budgeted in 2021. This is offset by an increase in services and supplies.	0.00	(73,000)

The internal service fund budgeted vacancy savings is \$0.

The internal service fund budgeted furlough savings is \$17,190.

2021 Impact Description

Enterprise Fund - Wastewater

	<u>FTEs</u>	<u>Dollars</u>
• An increase in personnel services to add one Engineer Architect Supervisor previously limited and omitted from the 2020 budget. The conversion to switch the position to unlimited and permanently add to the enterprise fund was approved with 2020 budget.	1.00	185,300
• An increase in personnel services to add one Project Inspector Supervisor to the Infrastructure-Wastewater team to support project inspection functions across teams.	1.00	103,500
• An increase in personnel services to add one Water Quality Investigator needed to maintain compliance with Denver's Municipal Separate Storm Sewer System Permit held with the Colorado Department of Public Health and Environment.	1.00	80,500
• An increase in personnel services to add one Staff Assistant to DOTI-Infrastructure Team to support project delivery across the team. The FTE is needed to assist the director with administrative duties which will increase efficiency in project delivery, manage purchasing, state permitting and signatures, scheduling and calendar assistance, and other duties as assigned.	1.00	80,300
• A decrease in personnel services due to the implementation of a citywide retirement Special Incentive Program (SIP). Employees enrolled in the SIP retired from the City on August 31, 2020. These positions will not be backfilled in 2021.	(9.00)	(638,500)
• A decrease in personnel services due to the abolishment of one vacant limited Operations Coordinator ending in 2020.	(1.00)	(112,400)
• An increase in service and supplies associated with the remodel for the Wastewater building to cover additional costs and lease payments in 2021.	0.00	1,200,000
• An increase in service and supplies associated with the replacement of the roof on the Wastewater building.	0.00	250,000
• An increase in service and supplies associated with replacement computers, monitors, laptops, tablets and other related computer equipment.	0.00	210,500

2021 Impact Description

	FTEs	Dollars
• A reduction in service and supplies associated with reducing operating budget and moving it to the Capital Maintenance Fund within the Department of Finance (Capital Planning and Programming).	0.00	(4,263,000)
• A one-time reduction in service and supplies associated with a 2019 encumbrance roll into 2020 budget.	0.00	(1,369,500)
• A reduction in service and supplies within Accounting and Support Services to support the expansions in Administrative Services related to the 2021 increases above.	0.00	(784,800)
• A net decrease in services and supplies due to one-time purchases in 2020 that are not budgeted in 2021.	0.00	(354,300)
• An increase in capital equipment due to one-time replacement fleet purchases in 2021.	0.00	1,050,000
• A decrease in capital equipment due to one-time purchases in 2020 that are not budgeted in 2021.	0.00	(3,459,900)
• A reduction in internal services due to a reduction in billing for services to align budget with historical actuals.	0.00	(189,600)

Revenue

• A net decrease in revenue due to expected decline in permit activity and aligning investment income based on expected cash balance.	0.00	(1,108,700)
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The enterprise fund budgeted vacancy savings is \$0.

The enterprise fund budgeted furlough savings is \$805,667.

Budget Detail

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Office of the Executive Director (5011000)					
Expenditures by Type					
Personnel Services	15,986,854	16,444,262	17,410,797	966,535	5.9%
Services and Supplies	19,694,207	20,196,192	19,456,079	(740,113)	(3.7%)
Capital Equipment	74,648	103,018	20,397	(82,621)	(80.2%)
Internal Services and Misc.	19,442	26,471	27,221	750	2.8%
Restricted Budget	0	2,236,874	0	(2,236,874)	(100.0%)
Expenditures by Type Total	35,775,151	39,006,817	36,914,494	(2,092,323)	(5.4%)
Expenditures by Activity					
Administration	4,634,437	4,920,558	5,219,870	299,312	6.1%
Office of Policy, Legislative Affairs and Special Initiatives	628,887	1,261,818	684,162	(577,656)	(45.8%)
Performance Office	502,503	772,063	736,471	(35,592)	(4.6%)
Public Information Office	451,191	518,732	304,893	(213,839)	(41.2%)
Safety Program	370,555	406,360	351,705	(54,655)	(13.4%)
Office of Business and Community Engagement	0	0	1,545,059	1,545,059	0.0%
Accounting	980,191	1,139,404	699,758	(439,646)	(38.6%)
Research and Analysis	621,523	533,752	811,500	277,748	52.0%
Safety and Loss	0	0	0	0	0.0%
Contract Administration	1,120,902	1,149,831	1,026,464	(123,367)	(10.7%)

	2019	2020	2021	\$	%
Office of the Executive Director (5011000)	Actuals	Appropriated	Recommended	Change	Change
Collections	765,568	825,047	853,954	28,907	3.5%
Fleet Logistics Office	9,732,232	9,794,822	8,734,715	(1,060,107)	(10.8%)
FIN NDCC Support	90,498	90,958	600	(90,358)	(99.3%)
Maintenance	6,731,481	7,964,466	6,604,434	(1,360,032)	(17.1%)
Materials Handling	5,734,337	6,620,550	6,170,978	(449,572)	(6.8%)
Lighting Construction	89,244	242,617	242,617	0	0.0%
Lighting Repair and Maintenance	3,321,601	2,765,839	2,927,314	161,475	5.8%
Expenditures by Activity Total	35,775,151	39,006,817	36,914,494	(2,092,323)	(5.4%)
Other Program Funding Sources					
Capital Grants					
56th and Pena CDOT IGA	0	3,832,000	0	(3,832,000)	(100.0%)
Advanced Transportation and Congestion Management Technologies Deployment	726,478	803,495	803,117	(378)	0.0%
Bluetooth Expansion	0	444,520	190,509	(254,011)	(57.1%)
CCTV Network Upgrade	8,974	261,977	146,327	(115,650)	(44.1%)
Central 70 Environmental Mitigation & Denver Home Improvement Project	28,188	0	0	0	0.0%
Charge Ahead Colorado	0	98,136	68,144	(29,992)	(30.6%)
Confluence Park Bike/Ped Ramps	0	0	0	0	0.0%
Denver Adaptive Pilot	0	157,859	67,654	(90,205)	(57.1%)
Denver ITS CTC Visibility	7,188	0	0	0	0.0%
Denver Moves	10,000	0	0	0	0.0%
DENVER TIP Signal System	136,082	467,160	0	(467,160)	(100.0%)
DENVER TSSIP - 2012	79,796	0	0	0	0.0%
Denver TSSIP - 2015	328,307	1,078,000	0	(1,078,000)	(100.0%)
Denver TSSIP - 2017	1,166,586	2,560,727	750,000	(1,810,727)	(70.7%)
Denver TSSIP Design	18,995	0	0	0	0.0%
Denver-RTD FasTracks	(38,683)	0	0	0	0.0%
DRCOG Bicycle Detection	225,909	346,257	86,565	(259,692)	(75.0%)
DRCOG TIP	5,747,141	6,337,040	4,751,760	(1,585,280)	(25.0%)
Evergreen Road Bridge	438,733	0	0	0	0.0%
FASTER - CDOT Signals	67,018	958,767	2,000,000	1,041,233	108.6%
Federal Blvd CDOT RAMP	8,538,319	850,000	0	(850,000)	(100.0%)
Federal Blvd. Speed & Reliability	0	200,000	500,000	300,000	150.0%
Highway Safety Improvement Program	1,036,382	2,855,188	2,900,000	44,812	1.6%
HLC Underpass	89,667	0	0	0	0.0%
HSIP Havana/Hampden Sidewalk	107,193	0	0	0	0.0%
I-70 Studies	75,000	0	0	0	0.0%
I-70/Central Park Interchange	19,923	0	0	0	0.0%

Office of the Executive Director (5011000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
ITS Systems	0	300,000	300,000	0	0.0%
Multi-Jurisdictional Monitoring and Management	34,999	29,334	120,000	90,666	309.1%
Platte to Park Hill	13,086,382	10,739,419	549,804	(10,189,615)	(94.9%)
Ramp 1-37, Federal Blvd Reconstruction	351,016	0	0	0	0.0%
Recycling Resources Economic Opportunity Program	172,543	77,458	0	(77,458)	(100.0%)
Restoration & Adaptation of Armour & Company Administration Building	0	14,996	0	(14,996)	(100.0%)
RTD Free MetroRide Bus Feasibility Study & Implementation	175,656	884,562	0	(884,562)	(100.0%)
Safe Routes to School	40,997	550,000	200,000	(350,000)	(63.6%)
Safety Hazard Elimination - Traffic Signal Upgrade	361,215	426,681	948,319	521,638	122.3%
Signal Performance System	2,228	300,000	134,000	(166,000)	(55.3%)
Surface Transportation Block Grant	0	50,000	50,000	0	0.0%
TAP_47th & York Crossing	1,493,646	870,106	0	(870,106)	(100.0%)
Variable Messaging Signs	0	377,306	251,538	(125,768)	(33.3%)
Westwood Alley Improvement Project	57,098	0	0	0	0.0%
Total	34,663,180	35,870,988	14,817,737	(21,053,251)	(58.7%)
Grants					
Cancer, Cardiovascular, and Pulmonary Disease Program	0	545,651	589,549	43,898	8.0%
Denver Booster and Seatbelt Engagement	0	0	23,540	23,540	0.0%
Denver Teen Safe Streets	0	24,648	64,572	39,924	162.0%
RAQC Alt Fuel Veh/Equip	204,489	0	0	0	0.0%
SEP - NE Denver Recycling & Training	18,000	0	0	0	0.0%
Total	222,489	570,299	677,661	107,362	18.8%
General Government SRF					
City Neighborhood Partner Project	0	6,000	6,000	0	0.0%
Planned Fleet Fund	30,553,350	11,350,000	9,000,000	(2,350,000)	(20.7%)
Total	30,553,350	11,356,000	9,006,000	(2,350,000)	(20.7%)
Capital Projects Funds*					
05 Bond Justice Center Tranche 2	0	102,523	60,000	(42,523)	(41.5%)
07 Bond - Libraries	0	114,618	0	(114,618)	(100.0%)
07 Bond - Public Safety	0	0	0	0	0.0%
07 Bond-Street,Tran,DOTI sys fac	0	38,050	0	(38,050)	(100.0%)
16th Street Mall Waterline Replacement IGA	0	0	1,350,000	1,350,000	0.0%
40th Avenue Bridge Devolution	0	0	2,000,000	2,000,000	0.0%
Central Branch Library Renovation	0	0	3,993,750	3,993,750	0.0%

Office of the Executive Director (5011000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Central Park Boulevard	0	840,000	840,000	0	0.0%
Central Platte Service Center - 38274	0	10,000	0	(10,000)	(100.0%)
Colorado Convention Center (CCC) Expansion	0	14,453,203	72,031,115	57,577,912	398.4%
Convention Center 2016 Project Bonds - Tax-Exempt	0	1,750,764	74,704	(1,676,060)	(95.7%)
Denver Art Museum Rehabilitation/Improvements	0	75,000	0	(75,000)	(100.0%)
Denver Water/NWC Recycled Water Pipeline IGA	0	90,000	2,500,000	2,410,000	2,677.8%
District Energy	0	0	3,761,000	3,761,000	0.0%
DOTI Annual Programs	0	9,422,000	2,150,000	(7,272,000)	(77.2%)
DOTI Capital Contributions	0	7,435,015	0	(7,435,015)	(100.0%)
DOTI Capital Maintenance	0	46,568,130	44,370,000	(2,198,130)	(4.7%)
DOTI Debt Payments	0	16,178,535	9,502,732	(6,675,803)	(41.3%)
DOTI Improvement Projects	0	24,150,000	21,302,800	(2,847,200)	(11.8%)
DOTI Matching Funds	0	0	0	0	0.0%
East Corridor COP - 38507	0	0	437,000	437,000	0.0%
Elevate Denver General Obligation Bond Fund	0	40,712,196	19,313,907	(21,398,289)	(52.6%)
Elevate Denver GO Bond 2019A	0	18,495,059	9,200,622	(9,294,437)	(50.3%)
Elevate Denver GO Bond 2019C	0	30,932,937	58,392,183	27,459,246	88.8%
Facilities Plan & Mgmt Cap Maintenance	0	6,869,640	6,187,000	(682,640)	(9.9%)
Facility CIP Projects	0	1,820,360	3,713,000	1,892,640	104.0%
National Western Center 2016 Project Bonds	0	3,902,617	0	(3,902,617)	(100.0%)
National Western Center 2016 Project Bonds - Taxable	0	254,748	90,411	(164,337)	(64.5%)
National Western Center 2018A Bonds - Tax-Exempt	0	82,122,381	55,833,939	(26,288,442)	(32.0%)
National Western Center 2018B Bonds - Taxable	0	9,684,861	26,950,581	17,265,720	178.3%
National Western Center CSU Facilities Development Fund	0	4,579,008	21,493,528	16,914,520	369.4%
National Western Cntr Project	0	0	150,000	150,000	0.0%
National Western WSSA Campus Development Fund	0	0	15,000,000	15,000,000	0.0%
Next Step Study Fund	0	250,000	0	(250,000)	(100.0%)
North Fire Station Reimbursement Agreement	0	100,000	0	(100,000)	(100.0%)
Parks and Recreation Capital Contributions	0	390,000	250,000	(140,000)	(35.9%)
Theatres & Arenas Capital Projects	0	247,775	0	(247,775)	(100.0%)
Total	0	321,589,420	380,948,272	59,358,852	18.5%
Other Program Funding Sources Total	65,439,019	369,386,707	405,449,670	36,062,963	9.8%
Total Program Expenditures	101,214,169	408,393,524	442,364,164	33,970,640	8.3%

Transportation & Infrastructure Department **5000000**

	2019	2020	2021	\$	%
Office of the Executive Director (5011000)	Actuals	Appropriated	Recommended	Change	Change
Personnel Complement (Budgeted)					
Administration	25.98	27.98	20.98	(7.00)	(25.0%)
Office of Business and Community Engagement	0.00	0.00	11.00	11.00	0.0%
Office of Policy, Legislative Affairs and Special Initiatives	4.00	6.00	4.00	(2.00)	(33.3%)
Performance Office	3.00	7.00	6.00	(1.00)	(14.3%)
Public Information Office	4.00	4.00	2.00	(2.00)	(50.0%)
Safety Program	4.00	4.00	3.00	(1.00)	(25.0%)
Accounting	7.00	8.00	6.00	(2.00)	(25.0%)
Collections	10.11	7.11	7.11	0.00	0.0%
Contract Administration	9.00	10.00	10.00	0.00	0.0%
FIN NDCC Support	1.00	1.00	0.00	(1.00)	(100.0%)
Fleet Logistics Office	20.00	22.00	20.00	(2.00)	(9.1%)
Research and Analysis	3.00	5.00	7.00	2.00	40.0%
Maintenance	78.00	78.00	71.00	(7.00)	(9.0%)
Lighting Repair and Maintenance	0.00	0.00	1.00	1.00	0.0%
Personnel Complement (Budgeted) Total	169.09	180.09	169.09	(11.00)	(6.1%)
Other Program Funds FTE					
Capital Grants					
Advanced Transportation and Congestion Management Technologies Deployment	1.00	3.00	3.00	0.00	0.0%
Grants					
Cancer, Cardiovascular, and Pulmonary Disease Program	0.00	4.00	2.00	(2.00)	(50.0%)
Denver Booster and Seatbelt Engagement	0.00	0.00	0.32	0.32	0.0%
Denver Teen Safe Streets	0.00	0.00	0.34	0.34	0.0%
Total	0.00	4.00	2.65	(1.35)	(33.7%)
Other Program Funds FTE Total	1.00	7.00	5.65	(1.35)	(19.3%)
Total Personnel Complement	170.09	187.09	174.74	(12.35)	(6.6%)
Revenue					
Fines and Forfeits	284,184	800,000	800,000	0	0.0%
Interest Income	6	0	0	0	0.0%
Charges for Services	4,687,623	2,213,555	2,213,555	0	0.0%
Internal Service and Indirect Cost	39,451	0	0	0	0.0%
Miscellaneous Other	22,718,386	19,386,695	20,300,393	913,698	4.7%
Revenue Total	27,729,650	22,400,250	23,313,948	913,698	4.1%
Furlough Savings			(416,515)		
Vacancy Savings			(624,637)		

*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".

Mayor's Office of the National Western Center (5041000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	1,081,270	1,021,815	1,080,978	59,163	5.8%
Services and Supplies	812,953	1,190,676	96,900	(1,093,776)	(91.9%)
Capital Equipment	14,592	5,000	0	(5,000)	(100.0%)
Internal Services and Misc.	1,512	2,000	2,000	0	0.0%
Restricted Budget	0	214,036	0	(214,036)	(100.0%)
Expenditures by Type Total	1,910,327	2,433,527	1,179,878	(1,253,649)	(51.5%)
Expenditures by Activity					
NWCO Administration	1,910,327	2,433,527	1,179,878	(1,253,649)	(51.5%)
Other Program Funding Sources					
General Government SRF					
National Western Center Campus Management	61,429	325,000	325,000	0	0.0%
Total Program Expenditures	1,971,756	2,758,527	1,504,878	(1,253,649)	(45.4%)
Personnel Complement (Budgeted)					
NWCO Administration	8.00	8.00	8.00	0.00	0.0%
Total Personnel Complement	8.00	8.00	8.00	0.00	0.0%
Furlough Savings			(28,240)		
Vacancy Savings			(43,217)		

Solid Waste (5052000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	15,326,039	14,651,848	14,897,424	245,576	1.7%
Services and Supplies	8,824,671	9,850,523	9,168,300	(682,223)	(6.9%)
Capital Equipment	76,749	169,563	0	(169,563)	(100.0%)
Internal Services and Misc.	4,806	11,350	2,650	(8,700)	(76.7%)
Restricted Budget	0	2,229,101	0	(2,229,101)	(100.0%)
Expenditures by Type Total	24,232,264	26,912,385	24,068,374	(2,844,011)	(10.6%)
Expenditures by Activity					
Administration	2,844,372	1,960,956	1,348,055	(612,901)	(31.3%)
Trash Collection	17,926,763	21,197,980	17,536,773	(3,661,207)	(17.3%)
Large Item Pickup	890,188	1,071,852	1,461,083	389,231	36.3%
Recycling	1,988,072	1,872,920	2,983,732	1,110,812	59.3%
Graffiti Program	431,346	650,147	640,364	(9,783)	(1.5%)
Keep Denver Beautiful	151,522	158,530	98,367	(60,163)	(38.0%)

Transportation & Infrastructure Department **5000000**

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Solid Waste (5052000)					
Expenditures by Activity Total	24,232,264	26,912,385	24,068,374	(2,844,011)	(10.6%)
Other Program Funding Sources					
Grants					
SEP - NE Denver Recycling & Training	15,630	33,333	193,570	160,237	480.7%
General Government SRF					
Composting Fund	1,191,135	1,790,752	1,896,421	105,669	5.9%
Other Program Funding Sources Total	1,206,765	1,824,085	2,089,991	265,906	14.6%
Total Program Expenditures	25,439,029	28,736,470	26,158,365	(2,578,105)	(9.0%)
Personnel Complement (Budgeted)					
Administration	11.33	17.00	13.30	(3.70)	(21.8%)
Graffiti Program	8.00	5.00	5.58	0.58	11.6%
Keep Denver Beautiful	2.00	2.00	1.00	(1.00)	(50.0%)
Large Item Pickup	11.00	14.00	22.91	8.91	63.6%
Recycling	29.00	15.00	37.45	22.45	149.7%
Trash Collection	154.87	172.37	125.63	(46.74)	(27.1%)
Personnel Complement (Budgeted) Total	216.20	225.37	205.87	(19.50)	(8.7%)
Other Program Funds FTE					
General Government SRF					
Composting Fund	11.00	11.00	12.00	1.00	9.1%
Total Personnel Complement	227.20	236.37	217.87	(18.50)	(7.8%)
Revenue					
Charges for Services	514,416	385,000	385,000	0	0.0%
Miscellaneous Other	17,159	0	0	0	0.0%
Revenue Total	531,575	385,000	385,000	0	0.0%
Furlough Savings			(329,188)		
Vacancy Savings			(541,083)		

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Transportation and Mobility Planning (5071000)					
Expenditures by Type					
Personnel Services	15,838,189	18,140,519	15,244,772	(2,895,747)	(16.0%)
Services and Supplies	4,528,918	1,597,071	494,678	(1,102,393)	(69.0%)
Capital Equipment	38,895	73,756	6,000	(67,756)	(91.9%)
Internal Services and Misc.	39,349	36,800	36,800	0	0.0%
Restricted Budget	0	1,815,833	0	(1,815,833)	(100.0%)
Expenditures by Type Total	20,445,350	21,663,979	15,782,250	(5,881,729)	(27.1%)

	2019	2020	2021	\$	%
Transportation and Mobility Planning (5071000)	Actuals	Appropriated	Recommended	Change	Change
Expenditures by Activity					
PDA Transportation Plan	1,204,169	1,990,638	2,621,993	631,355	31.7%
Bikes and Pedestrians	536,942	636,653	0	(636,653)	(100.0%)
Transit	448,669	448,700	0	(448,700)	(100.0%)
PDA Transportation Design	1,167,186	605,149	2,930,914	2,325,765	384.3%
Community Design	506,840	791,927	2,504	(789,423)	(99.7%)
Project Development	2,163,265	2,711,921	2,044	(2,709,877)	(99.9%)
School Crossing Guards	474,306	172,550	0	(172,550)	(100.0%)
PDA Infrastructure Project Management	2,243,527	1,676,992	2,082,989	405,997	24.2%
Facilities	2,872,076	3,049,153	62,231	(2,986,922)	(98.0%)
Transportation	4,410,454	5,244,158	497,142	(4,747,016)	(90.5%)
NDCC Support	979,326	1,388,511	1,860	(1,386,651)	(99.9%)
National Western Center	102	0	0	0	0.0%
PDA Deliver Administration	51,552	441,103	2,734,373	2,293,270	519.9%
Project Implementation	35,467	393,196	41,361	(351,835)	(89.5%)
Project Resource office	2,282,512	961,686	58,507	(903,179)	(93.9%)
PDA Transportation Project Management	1,068,957	1,151,642	4,746,332	3,594,690	312.1%
Expenditures by Activity Total	20,445,350	21,663,979	15,782,250	(5,881,729)	(27.1%)
Total Program Expenditures	20,445,350	21,663,979	15,782,250	(5,881,729)	(27.1%)
Personnel Complement (Budgeted)					
CPM NDCC Support	3.00	0.00	0.00	0.00	0.0%
Bikes and Pedestrians	9.00	6.00	0.00	(6.00)	(100.0%)
Grants	1.00	0.00	0.00	0.00	0.0%
PDA Transportation Plan	5.00	11.58	23.00	11.42	98.6%
Transit	4.00	4.00	0.00	(4.00)	(100.0%)
Community Design	5.00	6.00	0.00	(6.00)	(100.0%)
PDA Transportation Design	3.00	5.00	29.00	24.00	480.0%
Project Development	17.00	21.00	0.00	(21.00)	(100.0%)
Facilities	22.50	23.00	0.00	(23.00)	(100.0%)
NDCC Support	9.00	10.75	0.00	(10.75)	(100.0%)
PDA Infrastructure Project Management	5.00	9.00	35.75	26.75	297.2%
Transportation	40.50	41.00	5.00	(36.00)	(87.8%)
PDA Deliver Administration	1.00	2.00	19.00	17.00	850.0%
Project Implementation	5.00	2.42	0.00	(2.42)	(100.0%)
Project Resource office	2.00	2.00	0.00	(2.00)	(100.0%)
PDA Transportation Project Management	6.00	5.00	37.00	32.00	640.0%
Personnel Complement (Budgeted) Total	138.00	148.75	148.75	0.00	0.0%
Total Personnel Complement	138.00	148.75	148.75	0.00	0.0%

Transportation and Mobility Planning (5071000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Revenue					
Charges for Services	80,534	55,000	55,000	0	0.0%
Miscellaneous Other	(1,369)	0	0	0	0.0%
Revenue Total	79,165	55,000	55,000	0	0.0%
Vacancy Savings			(643,512)		
Furlough Savings			(519,312)		

Transportation Operations (5081000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	42,549,746	41,571,546	39,331,232	(2,240,314)	(5.4%)
Services and Supplies	13,832,022	11,789,405	10,811,511	(977,894)	(8.3%)
Capital Equipment	305,185	232,183	0	(232,183)	(100.0%)
Internal Services and Misc.	28,950	115,292	97,292	(18,000)	(15.6%)
Restricted Budget	0	5,967,259	0	(5,967,259)	(100.0%)
Expenditures by Type Total	56,715,903	59,675,685	50,240,035	(9,435,650)	(15.8%)
Expenditures by Activity					
Inspection	4,787,014	4,920,605	4,210,306	(710,299)	(14.4%)
Traffic Signals/ITS	0	0	0	0	0.0%
Transportation Mgmt Center	1,738,052	1,712,447	1,352,297	(360,150)	(21.0%)
Signals, Signs and Markings	10,680,948	9,897,537	7,524,692	(2,372,845)	(24.0%)
Curbside Management	4,938,920	5,786,597	5,697,861	(88,736)	(1.5%)
Administration	4,660,828	4,876,386	4,029,783	(846,603)	(17.4%)
Customer Service	286,435	283,889	273,350	(10,539)	(3.7%)
Street Resurfacing and Reconstruction	7,341,410	7,250,655	6,182,678	(1,067,977)	(14.7%)
Pothole Patching	1,660,506	1,674,567	1,424,050	(250,517)	(15.0%)
Alley Paving and Grading	0	29,335	27,935	(1,400)	(4.8%)
Street and Alley Sweeping	3,699,187	3,745,336	2,650,216	(1,095,120)	(29.2%)
Concrete Repair and Construction	1,261,382	1,197,575	1,116,056	(81,519)	(6.8%)
Snow Removal	1,365,297	2,936,734	2,546,734	(390,000)	(13.3%)
Survey	1,759,977	1,848,899	1,312,424	(536,475)	(29.0%)
Development Services	407,117	415,949	424,481	8,532	2.1%
Engineering and Regulatory	1,128,612	854,675	691,872	(162,803)	(19.0%)
Permitting and Enforcement	11,000,219	12,244,499	10,597,500	(1,646,999)	(13.5%)
School Crossing Guards	0	0	177,800	177,800	0.0%
Expenditures by Activity Total	56,715,903	59,675,685	50,240,035	(9,435,650)	(15.8%)

Transportation Operations (5081000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Other Program Funding Sources					
General Government SRF					
Sidewalk Repair Revolving Fund	123,793	513,769	509,242	(4,527)	(0.9%)
Total Program Expenditures	56,839,696	60,189,454	50,749,277	(9,440,177)	(15.7%)
Personnel Complement (Budgeted)					
Curbside Management	26.00	23.00	23.00	0.00	0.0%
Signals, Signs and Markings	99.12	103.12	86.12	(17.00)	(16.5%)
Transportation Mgmt Center	19.00	13.00	10.00	(3.00)	(23.1%)
Administration	19.34	43.00	38.00	(5.00)	(11.6%)
Concrete Repair and Construction	18.00	17.00	16.00	(1.00)	(5.9%)
Customer Service	4.00	4.00	4.00	0.00	0.0%
Pothole Patching	26.00	24.00	21.00	(3.00)	(12.5%)
Street and Alley Sweeping	46.00	49.00	39.00	(10.00)	(20.4%)
Street Resurfacing and Reconstruction	122.10	102.10	90.10	(12.00)	(11.8%)
Development Services	3.00	3.00	3.00	0.00	0.0%
Engineering and Regulatory	10.00	6.00	5.00	(1.00)	(16.7%)
Inspection	46.00	45.00	41.00	(4.00)	(8.9%)
Survey	16.00	15.00	12.00	(3.00)	(20.0%)
Permitting and Enforcement	99.26	98.26	93.26	(5.00)	(5.1%)
Personnel Complement (Budgeted) Total	553.82	545.48	481.48	(64.00)	(11.7%)
Other Program Funds FTE					
General Government SRF					
Sidewalk Repair Revolving Fund	4.00	4.00	4.00	0.00	0.0%
Total Personnel Complement	557.82	549.48	485.48	(64.00)	(11.6%)
Revenue					
Licenses and Permits	22,471,591	21,673,200	15,231,494	(6,441,706)	(29.7%)
Fines and Forfeits	23,453,128	13,035,325	18,684,836	5,649,511	43.3%
Charges for Services	25,319,624	17,758,435	21,727,955	3,969,520	22.4%
Miscellaneous Other	1,883,258	1,712,600	3,212,600	1,500,000	87.6%
Revenue Total	73,127,600	54,179,560	58,856,885	4,677,325	8.6%
Furlough Savings			(942,645)		
Vacancy Savings			(1,504,823)		

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Asphalt Plant (67100-5054000)					
Expenditures by Type					
Personnel Services	678,681	806,104	761,679	(44,425)	(5.5%)
Services and Supplies	8,188,530	8,246,514	8,319,514	73,000	0.9%
Capital Equipment	1,504,570	73,000	0	(73,000)	(100.0%)
Internal Services and Misc.	66,669	166,748	166,748	0	0.0%
Expenditures by Type Total	10,438,450	9,292,366	9,247,941	(44,425)	(0.5%)
Expenditures by Activity					
Administration	1,889,838	320,263	318,237	(2,026)	(0.6%)
Production	8,548,612	8,972,103	8,929,704	(42,399)	(0.5%)
Expenditures by Activity Total	10,438,450	9,292,366	9,247,941	(44,425)	(0.5%)
Total Program Expenditures	10,438,450	9,292,366	9,247,941	(44,425)	(0.5%)
Personnel Complement (Budgeted)					
Administration	1.00	1.00	1.00	0.00	0.0%
Production	7.00	7.00	7.00	0.00	0.0%
Personnel Complement (Budgeted) Total	8.00	8.00	8.00	0.00	0.0%
Total Personnel Complement	8.00	8.00	8.00	0.00	0.0%
Revenue					
Charges for Services	9,057,074	9,500,000	9,500,000	0	0.0%
Miscellaneous Other	188	0	0	0	0.0%
Revenue Total	9,057,262	9,500,000	9,500,000	0	0.0%
Furlough Savings			(17,190)		

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Wastewater Administration (72000-5061000)					
Expenditures by Type					
Personnel Services	5,360,434	6,013,394	5,435,498	(577,896)	(9.6%)
Services and Supplies	57,542,454	68,303,329	67,904,516	(398,813)	(0.6%)
Capital Equipment	222,755	2,203,000	15,000	(2,188,000)	(99.3%)
Internal Services and Misc.	22,173,676	25,913,694	25,953,694	40,000	0.2%
Expenditures by Type Total	85,299,319	102,433,417	99,308,708	(3,124,709)	(3.1%)
Expenditures by Activity					
Administrative Services	5,577,536	7,336,991	6,563,322	(773,669)	(10.5%)
Accounting Services	75,433,364	87,094,752	86,739,676	(355,076)	(0.4%)
Customer Services	2,140,365	5,212,329	3,254,791	(1,957,538)	(37.6%)
Support Services	1,525,782	1,998,941	2,007,003	8,062	0.4%
Safety	622,272	790,404	743,916	(46,488)	(5.9%)
Expenditures by Activity Total	85,299,319	102,433,417	99,308,708	(3,124,709)	(3.1%)

Wastewater Administration (72000-5061000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Other Program Funding Sources					
Grants					
Sanderson Gulch Drainage	2,113,735	1,335,938	0	(1,335,938)	(100.0%)
Capital Projects Funds*					
East Corridor COP - 72710	0	0	911,587	911,587	0.0%
Water Quality Capital Projects	0	5,250,000	5,250,000	0	0.0%
WMD Sanitary Capital Improvement	0	5,650,000	12,963,000	7,313,000	129.4%
WMD Storm Capital Improvement	0	28,750,000	31,950,000	3,200,000	11.1%
Total	0	39,650,000	51,074,587	11,424,587	28.8%
Other Program Funding Sources Total	2,113,735	40,985,938	51,074,587	10,088,649	24.6%
Total Program Expenditures	87,413,054	143,419,355	150,383,295	6,963,940	4.9%
Personnel Complement (Budgeted)					
Accounting Services	19.09	19.09	17.09	(2.00)	(10.5%)
Administrative Services	10.00	13.00	4.00	(9.00)	(69.2%)
Customer Services	18.00	19.00	24.00	5.00	26.3%
Safety	6.00	6.00	6.00	0.00	0.0%
Support Services	8.00	9.00	9.00	0.00	0.0%
Personnel Complement (Budgeted) Total	61.09	66.09	60.09	(6.00)	(9.1%)
Total Personnel Complement	61.09	66.09	60.09	(6.00)	(9.1%)
Revenue					
Property	176,977	160,000	160,000	0	0.0%
Interest Income	2,618,946	2,201,496	1,362,968	(838,528)	(38.1%)
Charges for Services	170,002,791	178,780,053	178,719,761	(60,292)	0.0%
Miscellaneous Other	298,579	111,155	0	(111,155)	(100.0%)
Revenue Total	173,097,294	181,252,704	180,242,729	(1,009,975)	(0.6%)

Furlough Savings (130,973)

*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".

Wastewater Operations (72000-5062000)	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Expenditures by Type					
Personnel Services	11,398,435	12,866,370	13,021,735	155,365	1.2%
Services and Supplies	4,182,438	6,243,957	1,697,760	(4,546,197)	(72.8%)
Capital Equipment	1,383,778	1,228,000	1,035,000	(193,000)	(15.7%)
Internal Services and Misc.	625,815	1,509,676	1,509,676	0	0.0%
Expenditures by Type Total	17,590,466	21,848,003	17,264,171	(4,583,832)	(21.0%)

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Wastewater Operations (72000-5062000)					
Expenditures by Activity					
Director of Operations	900,584	855,787	1,101,155	245,368	28.7%
Systems Maintenance	4,669,307	5,898,997	5,914,597	15,600	0.3%
Television Crews	1,351,841	1,357,146	1,816,367	459,221	33.8%
Quality Control	594,021	686,945	585,130	(101,815)	(14.8%)
Laboratory	999,311	1,111,600	771,379	(340,221)	(30.6%)
Construction Operations	6,988,198	9,578,914	4,368,613	(5,210,301)	(54.4%)
Water Quality	2,087,204	2,358,614	2,706,930	348,316	14.8%
Expenditures by Activity Total	17,590,466	21,848,003	17,264,171	(4,583,832)	(21.0%)
Total Program Expenditures	17,590,466	21,848,003	17,264,171	(4,583,832)	(21.0%)
Personnel Complement (Budgeted)					
Construction Operations	32.00	36.00	35.00	(1.00)	(2.8%)
Director of Operations	3.83	3.50	5.50	2.00	57.1%
Laboratory	9.00	9.00	7.00	(2.00)	(22.2%)
Quality Control	7.00	7.00	6.00	(1.00)	(14.3%)
Systems Maintenance	57.00	57.00	54.00	(3.00)	(5.3%)
Television Crews	17.28	15.28	15.28	0.00	0.0%
Water Quality	14.93	14.93	18.93	4.00	26.8%
Personnel Complement (Budgeted) Total	141.04	142.71	141.71	(1.00)	(0.7%)
Total Personnel Complement	141.04	142.71	141.71	(1.00)	(0.7%)
Furlough Savings			(295,797)		

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Right-of-Way Services (72000-5064000)					
Expenditures by Type					
Personnel Services	6,956,208	7,823,559	7,518,725	(304,834)	(3.9%)
Services and Supplies	86,659	332,629	339,829	7,200	2.2%
Capital Equipment	48,124	8,720	0	(8,720)	(100.0%)
Internal Services and Misc.	64,277	609,007	419,400	(189,607)	(31.1%)
Expenditures by Type Total	7,155,268	8,773,915	8,277,954	(495,961)	(5.7%)
Expenditures by Activity					
Administration	304,649	957,644	763,483	(194,161)	(20.3%)
Survey	1,454,075	1,643,121	1,658,163	15,042	0.9%
Inspection	2,255,968	2,580,172	2,446,540	(133,632)	(5.2%)
Development Services	2,173,005	2,267,427	2,236,879	(30,548)	(1.3%)
Permitting and Enforcement	0	20,395	20,395	0	0.0%
Engineering Regulatory and Analytics	967,571	1,305,156	1,152,494	(152,662)	(11.7%)
Expenditures by Activity Total	7,155,268	8,773,915	8,277,954	(495,961)	(5.7%)

	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Right-of-Way Services (72000-5064000)					
Total Program Expenditures	7,155,268	8,773,915	8,277,954	(495,961)	(5.7%)
Personnel Complement (Budgeted)					
Administration	1.00	1.00	1.00	0.00	0.0%
Development Services	16.50	16.00	16.00	0.00	0.0%
Engineering Regulatory and Analytics	6.00	10.00	9.00	(1.00)	(10.0%)
Inspection	24.00	21.50	20.50	(1.00)	(4.7%)
Survey	16.75	15.75	15.75	0.00	0.0%
Personnel Complement (Budgeted) Total	64.25	64.25	62.25	(2.00)	(3.1%)
Total Personnel Complement	64.25	64.25	62.25	(2.00)	(3.1%)
Revenue					
Charges for Services	1,823,492	1,100,000	1,001,291	(98,709)	(9.0%)
Furlough Savings			(186,252)		
	2019 Actuals	2020 Appropriated	2021 Recommended	\$ Change	% Change
Capital Projects Management (72000-5065000)					
Expenditures by Type					
Personnel Services	6,644,765	7,829,694	7,914,143	84,449	1.1%
Services and Supplies	532,412	692,435	486,707	(205,728)	(29.7%)
Capital Equipment	178,279	27,660	0	(27,660)	(100.0%)
Internal Services and Misc.	51,961	68,343	68,343	0	0.0%
Expenditures by Type Total	7,407,418	8,618,132	8,469,193	(148,939)	(1.7%)
Expenditures by Activity					
Administration	2,084,102	2,432,844	2,433,266	422	0.0%
Planning and Design	2,338,861	2,781,868	2,796,961	15,093	0.5%
Construction	2,401,305	2,980,355	2,787,696	(192,659)	(6.5%)
NDCC Support	583,150	423,065	451,270	28,205	6.7%
Expenditures by Activity Total	7,407,418	8,618,132	8,469,193	(148,939)	(1.7%)
Total Program Expenditures	7,407,418	8,618,132	8,469,193	(148,939)	(1.7%)
Personnel Complement (Budgeted)					
Administration	10.00	13.00	16.00	3.00	23.1%
Construction	25.00	24.00	23.00	(1.00)	(4.2%)
NDCC Support	4.00	2.00	3.00	1.00	50.0%
Planning and Design	18.00	18.00	18.00	0.00	0.0%
Personnel Complement (Budgeted) Total	57.00	57.00	60.00	3.00	5.3%
Total Personnel Complement	57.00	57.00	60.00	3.00	5.3%
Revenue					
Charges for Services	50	0	0	0	0.0%
Furlough Savings			(192,645)		

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DENVER
THE MILE HIGH CITY



CITY AND COUNTY OF DENVER
MAYOR'S BUDGET

VOLUME 3

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Overview

Residents and public officials in Denver have long supported capital investments that make Denver the world-class city it is today. The City's Capital Improvement Program (CIP) involves facilitating the development of the Six-Year Capital Improvement Plan, supporting strategic capital planning and implementation efforts with City leadership and departments, managing the City's annual capital budget process, and monitoring capital expenditures for effective use of financial resources. A capital improvement is a project or effort that maintains, improves, or constructs a City asset or infrastructure, such as buildings, transportation networks, parks and recreation facilities, water and sewer systems, and public art. The City owns over 300 buildings throughout Denver, ranging from office and maintenance facilities, fire and police stations, branch libraries, recreation centers, performing arts venues, and shelters. There are over 2,350 miles of streets with bridges, traffic signals, bike lanes, and sidewalks and 26,000 acres of urban and mountain parks.

2020-2021 Capital Improvement Program Strategies

As the City faces financial challenges and uncertainty because of the public health pandemic, the Capital Improvements Program (CIP) remains financially stable. The CIP used the following strategies to guide the approach to financial planning in 2020 and 2021.

- Preserve financial stability through healthy reserves and citywide savings measures
- Support a sustainable economic recovery by providing jobs through delivery of capital projects
- Deliver a more equitable City by prioritizing investments in historically marginalized communities
- Continue to maintain existing assets for use by future generations
- Advance multi-year commitments to complete mobility networks and protect parks and open spaces

As the City's operating budget is experiencing severe revenue loss, the CIP demonstrates a balanced level of investment informed by reductions to agency budgets and reduced hiring. Several general fund savings measures will be implemented in CIP in 2020 and 2021. Mirroring financial actions undertaken during the Great Recession with the Better Denver Bond program, city staff will begin tracking and charging their salaries directly to CIP and the Elevate Denver Bond program for discrete project and program management work efforts. The planned charging of staff time to CIP and the Elevate Denver Bond program will not impact programmed projects and will result in an estimated \$6.5 million in savings for the General Fund in 2021. This effort will aid in retaining city personnel to deliver the city's capital investments to support a sustainable economic recovery.

Supporting a Sustainable Economic Recovery

Since the onset of COVID-19, public construction spending has been impacted nationally. According to the United States Census Bureau, construction spending is most impacted in amusement and recreation, coupled with declines in residential and education projects. The Colorado Department of Local Affairs recently completed a survey of local jurisdictions which found that 73 percent of Colorado jurisdictions were deferring or canceling projects as a savings measure to address revenue losses. Not surprisingly, construction employment has begun to stagnate across the nation.

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

Building on the successes experienced with the Better Denver Bond program, we will be accelerating our capital projects beginning in 2021 to support our recovery and provide jobs for our community. This acceleration effort will result in an

estimated investment of \$262 million over three years – an additional estimated \$478 million in capital program delivery through 2023. Through this delivery plan, the City will be able to focus on meeting voter commitments by advancing Elevate Denver Bond projects and other high impact capital projects. It is anticipated that this project delivery effort will increase investment opportunities for small businesses through professional services and construction activities while retaining city personnel.

Delivering a more Equitable and Inclusive City

Consistent with City values, the Capital Planning and Programming Division (CPP) collaborated with the Office of Social Equity and Innovation to define and integrate an equity lens into the various levels of decision-making in the capital improvement program. There were three levels in which equity is considered as part of the Capital Improvement Program.

- **Planning** – Focuses on *making capital funding decisions that result in equitable infrastructure outcomes where race and ethnicity can no longer be used to determine quality of built environment*. Evaluation of capital projects heavily weighted equity defined by the characteristics of a project's location and the populations served. This included a prioritization of projects located in areas of higher inequity as shown on the Comprehensive Plan's Access to Opportunity Map, as well in neighborhoods with higher percentages of people of color and First Nations/Indigenous people as compared to the city in its entirety. It also considered how projects served certain historically marginalized communities, such as older adults, people with disabilities, communities of color and First Nations people, and under-resourced communities.
- **Programming** – Relates to how City departments are *allocating and scoping citywide program budgets to create equitable outcomes*. Each department applies their own equity lens to inform their capital priorities for the assets in which the department is responsible constructing and maintaining.
- **Implementation** – Incorporates *deliberate, inclusive actions taken to mitigate impacts of disruption as a result of capital project constructing to identified communities*. Each project is responsible for considering how construction might interrupt access to infrastructure or services and how to mitigate the disruption.

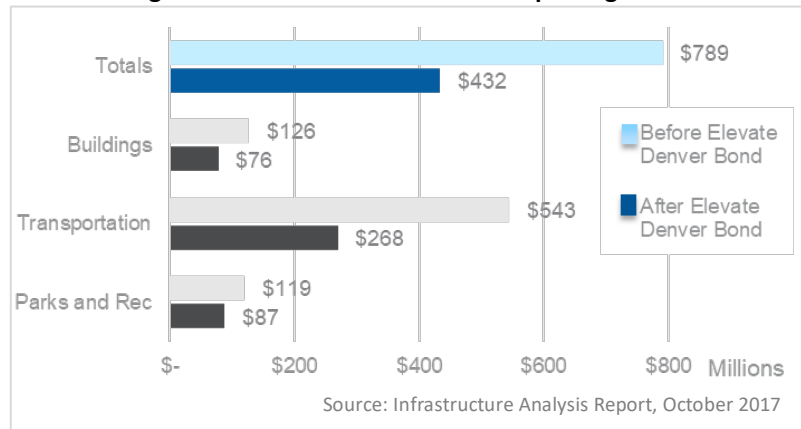
As the CIP continues to progress its equity lens, it is important to acknowledge the potential for capital projects to contribute to displacement and work with supporting agencies to implement programs or tools to address these unintentional consequences.

Continuing Critical Maintenance and Rehabilitation

Infrastructure condition continues to be major emphasis for the City's capital program to support \$8.4 billion in capital assets. Overall the City is trending positively in the condition of its assets; and, looking to the future, it is important that the City continue this trajectory. The act of "keeping up" the condition of an asset is considered *lifecycle sustainment*. In addition to lifecycle sustainment, the City makes additional investments annually for the rehabilitation and replacement of existing assets that have reached the end of their useful life. This is commonly referred to as "catching up" or *deferred maintenance*.

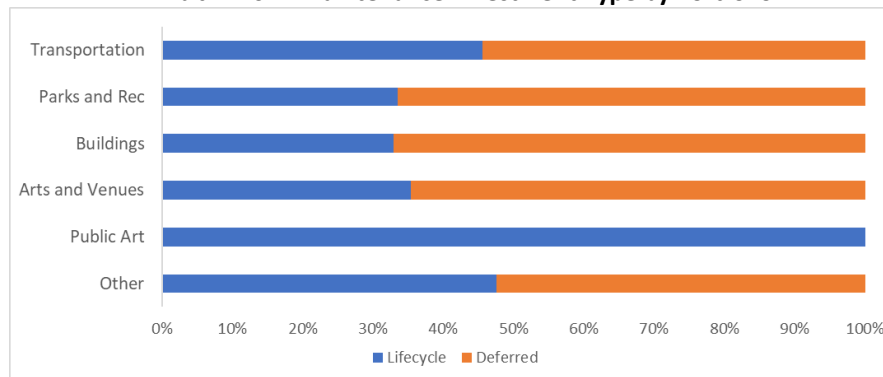
In February 2017, the City completed a comprehensive infrastructure analysis report (*City and County of Denver Infrastructure Analysis*) to facilitate capital planning and asset management. The 2017 analysis identified \$789 million in deferred maintenance. After the successful vote of the Elevate Denver General Obligation Bond, the City performed a re-baselining of the comprehensive infrastructure analysis. Total overall deferred maintenance backlog reduced from \$789 million to \$432 million as over half of the bond program is dedicated to addressing deferred maintenance. The updated 2017 analysis identified an annual need of \$140 million for both *lifecycle sustainment* (64%) and *deferred maintenance* (36%) needs for the City upon completion of the Elevate Denver Bond projects.

Exhibit 1. Changes in Deferred Maintenance after passing Elevate Denver Bond



Annual capital maintenance programs comprise almost half of the annual CIP, which results in \$73 million in 2021, just over half of the recommended amount. The distribution between lifecycle sustainment and deferred maintenance is almost evenly split. Community discussion during the Elevate Denver Bond planning process emphasized the need for the City to continually maintain its assets. It is imperative that the City balance its deferred maintenance needs with proactive, lifecycle sustainment activities to maintain the condition and increase the service life of the City's assets. Annual lifecycle sustainment investment is also important to maintaining new assets added to the City's infrastructure portfolio.

Exhibit 2. 2021 Maintenance Investment Type by Portfolio



Advancing Multi-year Commitments

Mobility Action Plan (MAP)

In 2017, the City released the Mobility Action Plan (MAP); a comprehensive strategy to address Denver's transportation and mobility needs. The MAP outlines forty specific tactical actions which will ignite mode shift, make streets safer, reduce carbon emissions and air pollution, improve public health, and create smart connections. The plan accelerates policies, programs, and projects that promote pedestrians, bicycles, transit and technology, all of which will improve place-making and walkability and ensure a quality experience for all users.

Despite revenue reductions and challenging financial times, the City continues to maintain its commitment to transportation and mobility. Five years into implementation of the MAP, the City has restructured departments to prioritize delivery of transportation projects and has invested almost half of the \$2B originally projected need. **The total 2021 capital investment in the Mobility Action Plan is \$165.6 million** including annual CIP and Bond funds. The following is a summary of the capital projects funded in 2021 by annual CIP and Bond funds that support implementation of the MAP, with a focus on those modes of travel that are critical during the current public health pandemic:

- Over \$15 million for design and construction of bicycle projects to accelerate the implementation of Denver Moves Bicycles community networks and achieve the City goal of 125 miles of new bikeways in five years.
- Continued investment to implement Denver Moves Pedestrians, including \$20 million for the construction sidewalks, \$4.4 million specifically in the Globeville and Elyria-Swansea neighborhoods.
- \$1.5 million to address safety on Denver streets with the goal of zero transportation related deaths or injuries, including implementation of the Vision Zero Action Plan, Safe Routes to School, and other neighborhood safety and traffic calming projects
- Further design to improve connectivity between neighborhoods in the North Denver area, linking Washington Street to the National Western Center campus and eventually Brighton Boulevard.
- \$4 million to complete construction of Green Valley Ranch Boulevard lanes and medians between Chambers and Tower Road in North East Denver.
- Continued support for an update to the Strategic Transportation Plan (STP) to provide a comprehensive strategic delivery approach towards further making the goals of the Mobility Action Plan a reality.

Parks, Trails, and Open Space

In November of 2018, voters of the City and County of Denver passed ballot measure 2A, increasing the sales and use tax by a rate of 0.25 percent and dedicating the revenue derived from the new tax rate to fund Denver parks, trails, and open space programs, projects, and resources. As part of that ballot measure, Denver Parks and Recreation (DPR) was required to develop a Five-Year Plan that details the investment framework for this new revenue. In alignment with the vision outlined in DPR's *Game Plan for a Healthy City*, the Five-Year Plan focuses on the legacy of green space and outdoor culture that DPR will leave future generations. Capital improvements supported by the Parks, Trails, and Open Space funding are described by "maintaining the legacy" and "enhancing the legacy" of over 100 years of stewardship in historic parks, civic spaces, parkway systems, trees, trails, and mountain parks.

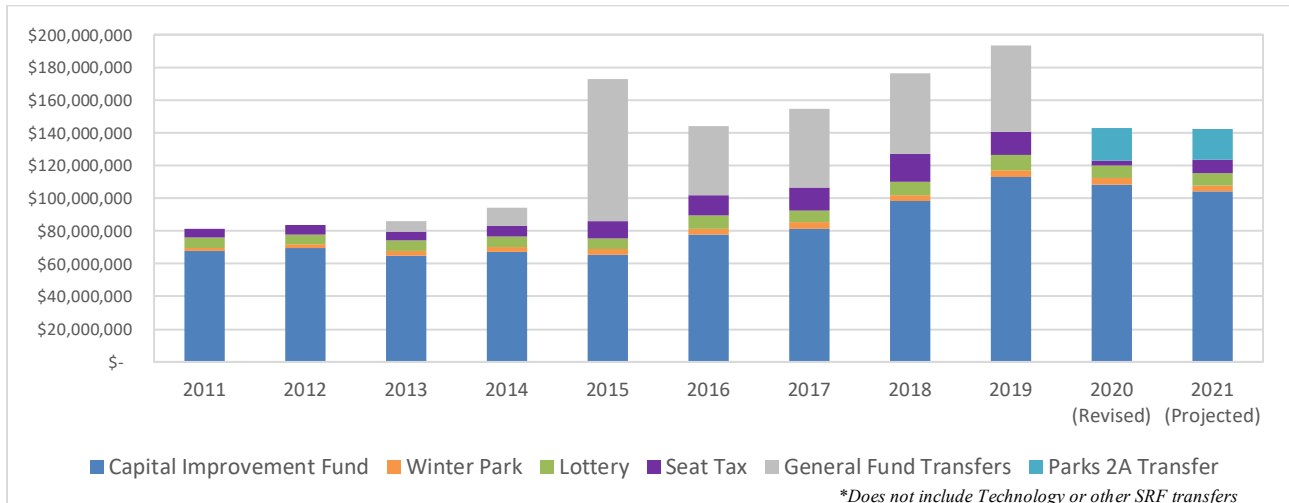
The total Parks, Trails, and Open Space funding for capital projects in 2021 is over \$18 million, with \$5 million is attributed to "maintaining the legacy" and provides additional dollars to DPR citywide maintenance programs. The other \$13 million is dedicated to "enhancing the legacy". This includes acquisition of new parkland, new planning initiatives, and capital projects for outdoor recreation, resiliency, and signature spaces. Highlights include:

- In collaboration with DPR's non-profit environmental education partner, Environmental Learning for Kids, funding to support the Montbello Learning Center, located at the recently developed Montbello Open Space.
- \$3 million for construction of priority projects identified in the City Park Master Plan. These include the restoration of DeBoer Waterway, development of a Nature Play Experience in partnership with the Denver Museum of Nature and Science and phase 1 of the irrigation master plan implementation.
- Almost \$2 million rehabilitation of the South West Maintenance District Rosedale facility, which is currently in very poor condition. Improvements include new office building, remodeling of the existing historic building as vehicle bays and storage, new canopy/pole barn structure, new wash bay, materials storage bins and fuel tank, ADA needs, and parking lot.

2021 Capital Program Revenue Highlights

Since the Great Recession in 2008, the annual CIP has experienced significant growth based on Denver's healthy economy, benefiting from the increased valuation in property tax assessments, strong seat tax revenues from a greater number of acclaimed events and performances, and regular transfer from the general fund. However, as public health orders due to the COVID-19 pandemic have curbed various aspects of the City's continued financial growth, it has affected some CIP revenue sources more than others. Property tax and dedicated parks funding is relatively consistent with pre-COVID projections, but seat tax and general fund transfers remain challenged. Yet, despite decreases in some revenue, the CIP remains stable because of reserves built during previous years and proactive financial planning.

Exhibit 3. 10 Years of Annual CIP Revenue & 2020 Reduction



The 2020 revised revenue estimates for the annual CIP indicate a \$25.4 million shortfall from the original projections, primarily attributable to reductions in seat tax and the planned \$15 million general fund transfer. This is over 13% decline in expected revenues. Restrictions on mass gatherings have kept performance venues closed and halted generation of seat tax revenues from March 2020 through the end of the year. Additionally, as a citywide savings measure, the CIP will not receive a planned \$14.6 million transfer from the General Fund. In 2020, the annual CIP is able to absorb these losses through rescinding of completed projects and use of fund balance.

In 2021, original revenue projections continue to show a constrained financial position compared to prior years due to COVID-19 with revenue growth flat from the 2020 revised estimates, excluding real estate sales and transfers. The Capital Improvement Fund is anticipated to experience minimal growth in 2021, as it is a non-reassessment year of property tax, and there is no planned General Fund transfer. The annual funding sources that support parks and recreation—Winter Park, Lottery, and the Parks, Trails and Open Fund—have a slight decrease related to a smaller transfer from the Parks, Trails, and Open Space operating special revenue fund. And finally, it is anticipated that 2021 seat tax revenues will perform better than the \$2.5 million received in 2020 but will still be considerably lower than pre-COVID years.

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

2021 Capital Program Expenditure Highlights

The funding for capital projects is based on annual appropriations from revenue sources such as property tax, sale of real estate, highway users trust fund, sales tax increment, state lottery revenues, and facilities development admission taxes. The CIP is also supported by other funding sources such as general obligation and revenue bonds, tax increment financing, federal and state grants, and certificates of participation. **The 2021 CIP includes \$483 million for capital projects, with \$156 million appropriated from annual capital revenue sources (not including contingency).** Of the annual capital improvement funding, expenditures are grouped into three expenditures categories: financial obligations, capital maintenance programs, and system enhancements programs/projects.

Exhibit 4. Expenditure Summary by Fund

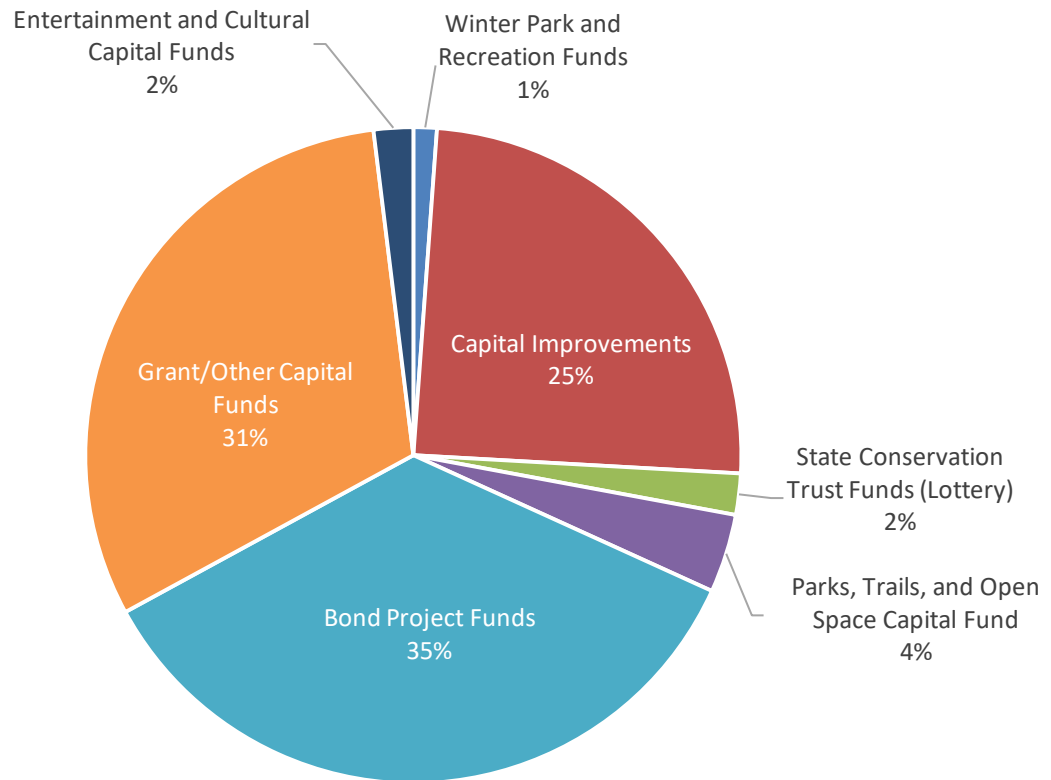
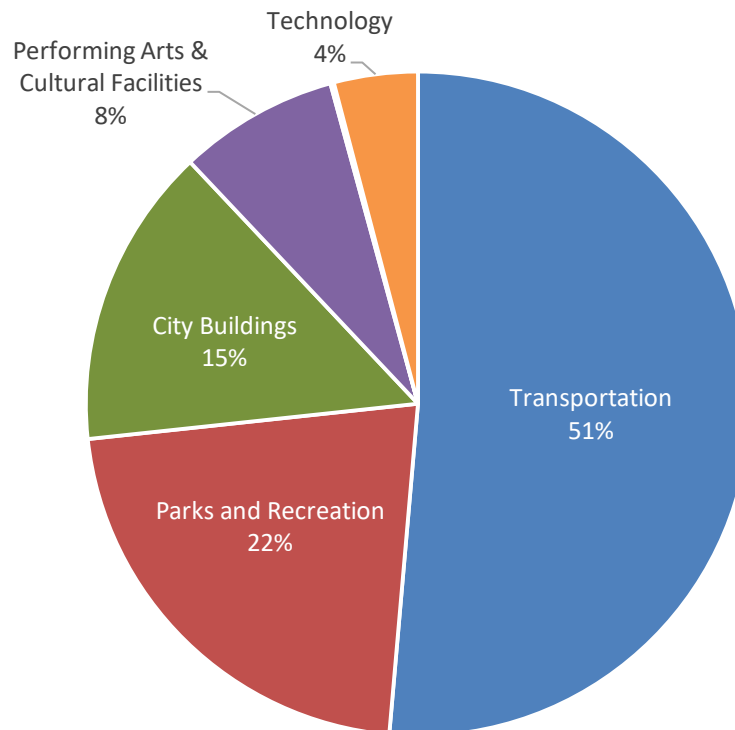


Exhibit 5. Expenditure Summary of Annual CIP by Portfolio



There are cases when supplemental funding may be needed mid-year to address unforeseen circumstances. To protect against uncertainty of revenues in 2021, approximately **\$7.4 million or five percent** of annual capital revenues remain in unappropriated contingency (fund balance).

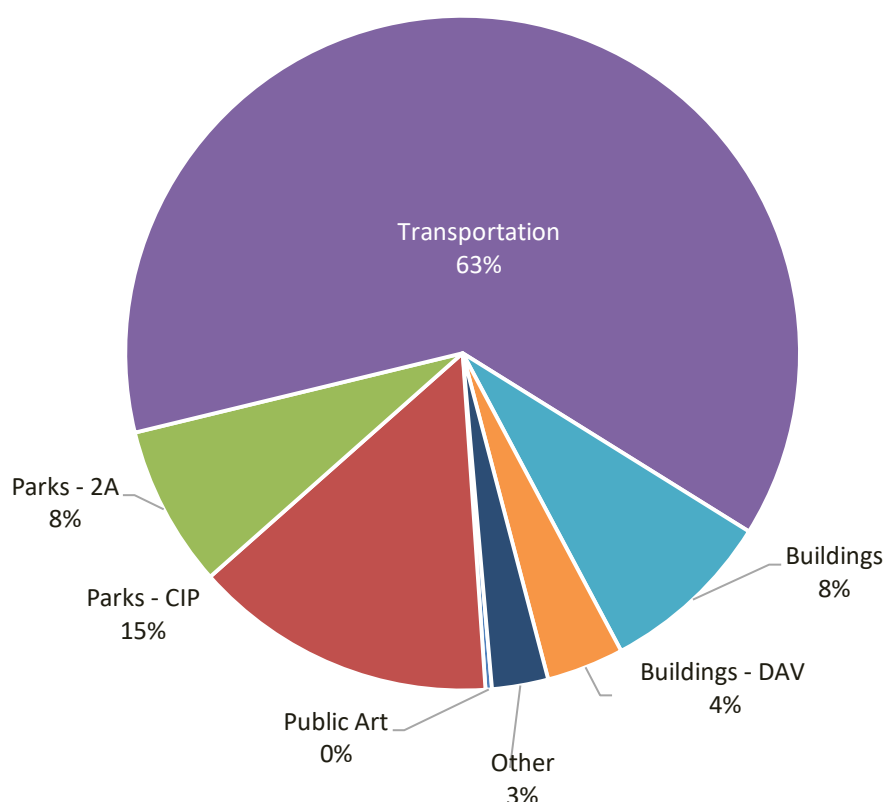
Financial Obligations

Financial obligations include contractual commitments, matching funds for grants, certificate of participation (COP) financing for capital projects, and ongoing partnerships. **Approximately \$29.2 million, or 18 percent, of current available capital revenue is committed to existing financial obligations.** This includes \$9.3 million in local match funding.

Annual Capital Maintenance Programs/Projects

Annual capital maintenance programs comprise almost half the annual CIP, with the goal of maintaining or improving current levels-of-service in all City capital assets. Activities include street repaving, bridge rehabilitation/replacement, bike/ped infrastructure, curb and gutter repair, traffic signal reconstruction, playground replacement, athletic field and sport courts rehabilitation, recreation center capital maintenance, city building repair, and public art restoration. In each budget year, City departments make decisions on how to allocate spending across asset categories to meet an overall target level for annual maintenance expenditures. This approach allows flexibility for departments on how to best utilize maintenance funding across asset categories and manage service delivery. **Approximately \$76 million, or 46 percent, of current available capital revenue is committed to the City's annual maintenance programs.**

Exhibit 6. Annual Capital Maintenance by Portfolio



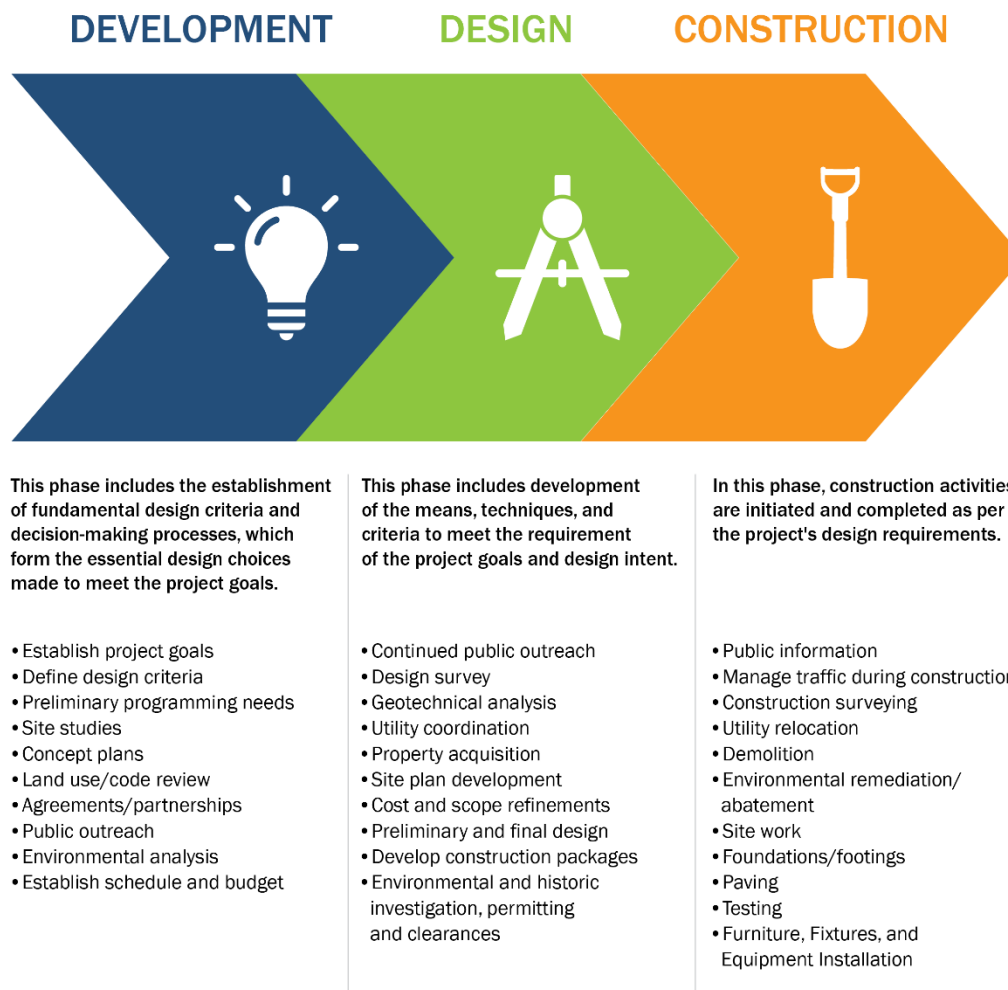
System Enhancement Programs/Projects

System enhancement projects include projects that address the buildout of our infrastructure network, major deferred maintenance projects, facility upgrades, plans, studies, and other infrastructure investments that result in improved quality of life, economic development, and recreational opportunities. **Approximately \$51 million, or 31 percent, of current available capital revenue is committed to the City's system enhancement projects.** This includes over \$23 million for mobility programs and projects and \$17 million for parks and recreation, as well as more than \$5.2 million for professional services and project management resources to support delivery and provide savings to the General Fund.

Project Delivery Lifecycle

It can take several years from the time funding is identified to complete a capital project. There are three phases involved in the implementation of a capital project: development, design, and construction. Most annual maintenance programs, such as roadway striping, usually involve standard work that do not need development or design and can be completed on an annual basis. However, more complex capital projects require all three phases and may take three or more years.

Exhibit 7. Project Development Lifecycle



Capital Planning Process

It is the responsibility of City departments, the Department of Finance's Capital Planning and Programming Division (CPP), the Mayor's Office, and City Council to determine capital projects to be undertaken within the funds available.

Six-Year Capital Improvement Plan

Denver needs capital funding to support the on-going maintenance and construction of infrastructure and the City charter mandates a six-year capital planning process. DRMC § 7.1.2 states the City "shall develop long range plans for capital improvements and shall prepare a six-year capital improvements program." The Six-Year Capital Improvement Program is a foundation for a healthy, transparent Capital Improvement Program that takes a citywide perspective on public infrastructure. It also serves as an important tool to effectively utilize limited resources to realize priority outcomes.

Every two to three years, the Capital Planning and Programming Division (CPP) updates the City's Six-Year Capital Improvement Plan. The Six-Year Capital Improvement Plan ("Plan") is a framework document that consists of a comprehensive list of major capital projects envisioned in Denver in the coming years. The community-driven Plan guides capital budgeting and decision-making, as well as the programming of funding opportunities such as grants and general obligation bond programs. The intent of the Plan is to align capital expenditures with citywide goals and initiatives. It also serves as an educational document to share forecasts of expected citywide capital revenues, an overview of the allocation of capital expenditures, and highlights capital project needs beyond annual funding. Information on the 2020-2025 Six-Year Capital Improvement Plan can be found here: https://www.denvergov.org/content/denvergov/en/denver-department-of-finance/our-divisions/capital-planning/CPP_Six_Year_Plan.html

Capital Project Intake

The Capital Planning and Programming Division (CPP) oversees an on-going intake process to receive, evaluate, and fund capital program and project requests from sponsoring City departments and agencies. The type of project requests includes, but are not limited to:

- New capital program or project effort
- Renovation, refurbishment or maintenance of existing capital assets
- Acquisition of real property
- Special districts and tax increment financing
- Private activity bonds and conduit financing
- Innovative financing proposals

The majority of capital program and project requests are received and evaluated during the annual Capital Improvement Program (CIP) budget process described below. However, situations arise where a sponsoring City department or agency may submit a request outside of the annual CIP process. CPP reviews project requests with the following qualifications:

- The project aligns with the City's policies, priorities and values for investment
- The project is likely to have a net positive benefit to the City
- The project's execution and operation falls within the city's financial and operational capacity

Specifically, CPP reviews project proposals for the following:

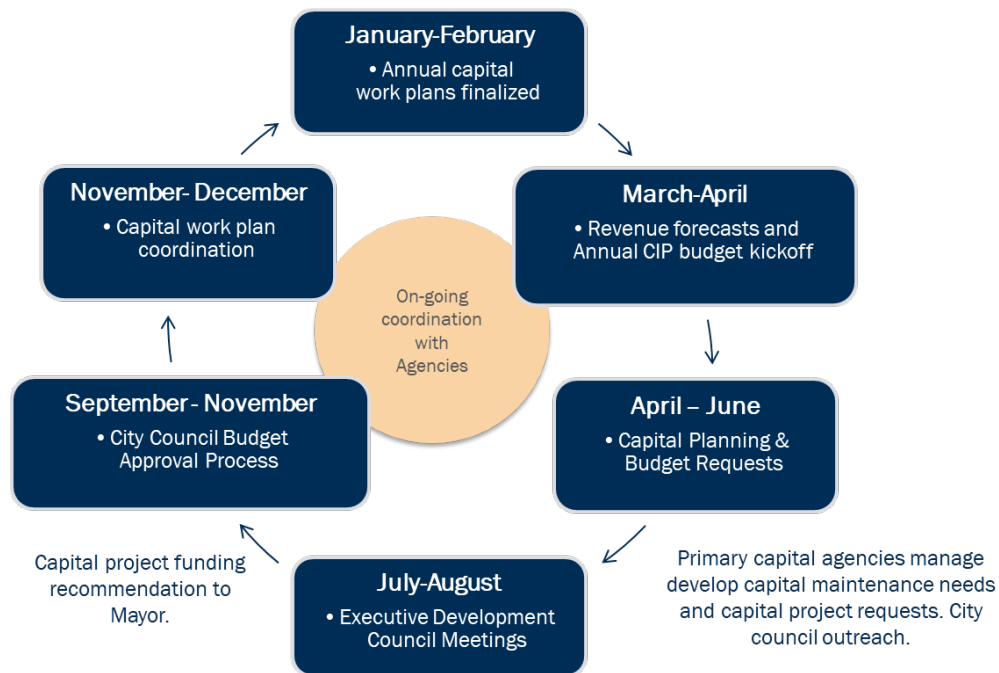
- Sufficient project budget including contingencies, escalation and requirements (i.e., public art).
- Project readiness and schedule
- Risks including possible impacts to adjacent neighborhoods
- Multi-departmental coordination
- Resource requirements to deliver and maintain the proposed infrastructure

If CPP determines a capital project or program is ready for consideration, further evaluation is initiated by the appropriate executive level governing body before final recommendation to the Mayor's Office.

Annual CIP Budget Process

CPP facilitates a citywide annual budget process to determine the allocation of annual capital funding to capital programs and projects. The City Charter states, "The budget proposed by the Mayor shall not propose expenditures in excess of estimated opening balances and anticipated income." (Sec. 7.1.4) This applies to all funds. The executive branch is responsible for ensuring that the current year budget is in balance.

Exhibit 8. Annual CIP Budget Process



At the start of each annual Capital Improvement Program budget process, CPP determines the amount unbudgeted reserves, confirms the total needed for financial obligations and sets annual maintenance targets. City departments then manage an internal process to define capital improvement needs and submit capital maintenance budgets and project requests to CPP. CPP evaluates capital project requests and brings recommendations for the annual CIP to the City's Executive Development Council, which has citywide representation at the cabinet level. Meetings occur year-round, with a focus on annual capital budget development in July and August. For the 2021 annual capital budget, the Executive Development Council used the following criteria to prioritize projects:

- Focus on continuing previous investments that require limited additional operating resources
- Emphasis on Equity
- Invest in maintenance and critical system improvements for safety and security
- Leverage additional funding from local, regional, or state partners
- Alignment with the Six-Year Capital Improvement Plan

Executive Development Council recommendations are forwarded to the Mayor and then to City Council as part of the annual budget approval process. The process includes City Council budget hearings in September of each year and the adoption of the City's annual budget in November. Capital appropriations are included in the City's annual Budget Book and annual long bill.

Capital Improvement Program Roles and Partnerships

Capital Planning and Programming (CPP) strives to provide citywide transparency and communication of expected capital revenues and expenditures. To facilitate identification of capital needs, CPP prepares the Six-Year Capital Plan and facilitates the annual Capital Improvement Program process.

As part of the City's annual budget process, CPP works in coordination with City agencies and the Mayor's Office to recommend projects that can be undertaken within the funds available. CPP manages the list of committed financial obligations and sets annual maintenance target amounts for primary capital planning agencies to determine their annual maintenance program budgets. CPP is also responsible for reviewing the submitted lists of expansion project requests from agencies. CPP presents expansion project requests to Executive Development Council for review and recommendation to the Mayor and City Council. On an ongoing basis, CPP performs long-range revenue and expenditure forecasting and analysis of the capital improvement program financials.

CPP monitors agency delivery of all capital projects to ensure:

- ✓ Expenditures meet the original **INTENT** of the project budget appropriation
- ✓ Projects are finished in a reasonable **TIMEFRAME**
- ✓ Projects are completed on budget or with reasonable justifications for **COST** increases

Primary Capital Planning Agencies, including Independent Cultural Agencies, are responsible for tracking their capital needs and appropriated capital budgets throughout the year. These agencies manage an internal decision-making process to identify required payments, prioritize capital maintenance projects, and develop a list of prioritized expansion capital project requests for submittal to CPP. To support a fiscally responsible budget, CPP provides capital maintenance targets to each agency, but agencies determine the allocation of spending across programs within this overall target, as the agency is most knowledgeable about asset needs.

The agency capital budget process is based on an agency's mission, strategic plans and work program and is done in coordination with outreach to City Council. In addition to annual maintenance programs and design and construction of expansion projects, city staff undertake smaller condition assessments and facility plans. These studies inform implementation programs and provide another filter for looking at capital project needs.

The City routinely inventories and assesses the condition of all major capital assets owned by the City. Each department or agency prepares periodic reports to meet accounting requirements. In addition, each department or agency is encouraged to develop systems and processes to assess the condition of the capital assets that they are responsible for maintaining. These condition assessments are reviewed by departments on an annual basis during the annual budget process and are generally updated every three to five years.

Exhibit 9. Primary and Support Capital Planning Agencies

Primary Capital Planning Agencies	Independent Cultural Agencies	Support Capital Planning Agencies
<ul style="list-style-type: none"> •Department of Transportation & Infrastructure •Department of Parks & Recreation •Denver Arts & Venues •Denver Arts & Venues —Public Art •Real Estate 	<ul style="list-style-type: none"> •Denver Art Museum •Denver Museum of Nature & Science •Denver Zoo •Denver Botanic Gardens •National Western Center Authority 	<ul style="list-style-type: none"> •General Services •Community Planning & Development •Public Health and Environment •Technology Services •Safety (Police, Fire, Sheriff) •Library •Economic Development

Support Capital Planning Agencies do not receive capital maintenance funding each year but are able to participate in the annual capital budget process by submitting expansion capital project requests to CPP for Executive Development Council consideration. Additionally, these agencies often review and comment on requests made by Primary Capital Planning

Agencies prior to submittal. All capital project requests, including maintenance, require scope coordination with the - Climate Office, General Services, Technology Services, and the Department of Finance Real Estate division.

Primary and Support Capital Planning agencies have operating budgets supported by the City's General Fund.

Non-General Fund Agencies such as Denver Health and Hospital Authority (DHHA), Denver Human Services (DHS), and Enterprise Fund agencies (Denver International Airport, Environmental Services, Golf, and Wastewater) also participate in the City capital program. For example, DHS coordinates with Transportation & Infrastructure's Facilities division for building maintenance. Enterprise fund agencies use enterprise-generated revenues for capital maintenance and improvement that support their missions. Each of these agencies can also submit expansion project requests to CPP for Executive Development Council consideration during the annual CIP planning process.

The **Executive Development Council** is a cabinet-level group comprised of representatives from the Mayor's Office and cabinet representatives of: Transportation & Infrastructure, Parks & Recreation, Community Planning & Development, Finance, Public Health and Environment, General Services, Housing Stability, the Denver Office of Economic Development, Denver International Airport, Department of Law, and the Denver Urban Renewal Authority (DURA).

Executive Development Council serves as the decision-making body that recommends funding for capital expansion projects (once commitments to payments and capital maintenance have been fulfilled). Additionally, the Executive Development Council recommends new financial obligations and funding for new annual capital maintenance programs. The role of the Executive Development Council is to give a broader perspective to capital budgeting and align the annual capital budget with major City initiatives. The benefits of this organizational approach include:

- Citywide look at available resources and investment priorities
- Coordination with non-implementing departments and agencies
- Coordination with departments and agencies who implement capital projects outside of the funding typically included in the capital improvement program

The **City Council** is responsible for making laws, approving the Mayor's budget, and serving the citizens of the City and County of Denver. Since 1971, the Council has had 13 members—11 from equally populated districts and two elected at large. Council committees, each concerned with various areas of city government, meet frequently to discuss and prepare proposed laws and policy.

It is the responsibility of capital planning agencies and CPP to conduct outreach to City Council while developing capital maintenance priorities and developing a list of prioritized expansion project requests to ensure the City's priorities are being met. Capital funding recommendations made by Executive Development Council to the Mayor are included in the City's annual capital budget, which is approved by City Council as part of the City's annual budget process.

Definition of Capital Improvement

A capital improvement is a project or effort that acquires, maintains, improves, or constructs a capital asset such as buildings, streets, bridges, bike lanes, plazas, parks and playgrounds, public art, or other real property of a permanent nature. There are six capital infrastructure portfolios, not including the airport, that currently total \$8.4 billion in total asset value. The primary portfolios of Buildings, Transportation, and Parks and Recreation comprise the majority of the capital improvement program.

Exhibit 10. Denver Capital Portfolios



Use of Funds

Capital improvements funds are used for the acquisition, repair, or rehabilitation of assets that last for 15 years or more. **A project is considered a capital improvement project if the expenses are nonrecurring and are in excess of \$10,000.** Allowable expenditures for capital funds are defined in [Sec 20-18](#) of Denver Revised Municipal Code (DRMC).

The allowable expenditure of proceeds from debt or other financial obligations (including bond premium and interest earnings on bond proceeds) are specified by individual ordinance and are subject to Internal Revenue Service (IRS) tax code. Capital expenditures funded by debt and other obligations should generally have a useful life of greater than one year and the weighted average life of all expenditures funded by each issuance should align with the term of the issuance. Limited exceptions can be made for working capital expenditures needed to affect the completion of capital projects (i.e., cost of project management or other related program services).

Exhibit 11. Examples of Eligible Uses for Capital Improvement Funds

Allowable	Unallowable*	Special Considerations for Financed Capital Programs
<ul style="list-style-type: none"> •Construction •Design •Capital planning studies •Asset condition evaluations •Community outreach associated with capital projects •Professional services associated with capital projects •Staff time* 	<ul style="list-style-type: none"> •Travel and training •Food •Clothing •Marketing materials •Dues and Subscriptions •Vehicles •Equipment (not part of FF&E) 	<ul style="list-style-type: none"> •Temporary and/or traveling art installations •Bonuses in construction contracts •Studies •Options on real property •Building supplies that won't last a year

*Staff time is subject to review by the Department of Finance

Additionally, capital funding may be appropriated for a specific purpose. The annual long bill and budget book, or mid-year ordinance language, further defines the eligible project expenditures. Use of funds for capital expenditures are subject to review by Capital Planning and Programming (CPP) and the Manager.

Furniture, Fixtures and Equipment

The City routinely constructs new facilities. Furniture, fixtures and expenditures (FF&E) may be funded from the capital budget and generally should have a useful life of one year or more. Items related to programming the facility typically include furniture, fixtures, equipment, information technology and telecommunications requirements. Initial software purchases related to a capital asset are an allowable expenditure of FF&E, however further software fees are not.

Facility project budgets should be developed from project development and refined into implementation. An estimated FF&E budget is provided for CPP review prior to FF&E finalization. During, and upon completion of the FF&E procurement, a list of FF&E purchases is to be maintained and provided to CPP by the project team.

Up to 90 days' supply of consumables may be budgeted as part of a FF&E budget for items related to the opening of a newly constructed or renovated facility. Consumables typically include items such as paper towels, light bulbs, garbage cans, toilet paper, etc. The inclusion of opening day consumables as part of a project budget is made on a project by project basis and is subject to change during implementation in response to market, financial, economic, or other unanticipated project conditions.

Program or Project Management Expenditures

Capital improvement funds are generally reserved for the repair, rehabilitation and construction of City infrastructure, but project management staff time is a capitalizable project cost under General Accepted Accounting Principles (GAAP). Therefore, capital funding may be used to support professional services for program or project management activities necessary to successfully deliver a capital project. If utilizing debt or other financing proceeds for program or project management, the use of proceeds for this purpose must be to the extent allowable by IRS tax code regulations.

City staff time spent on project management is traditionally paid for by the City's general fund to preserve capital funding in addressing the city's capital needs. However, in times of financial hardship, City staff time may be charged to the project budget and paid for by capital improvement funds.

Capital project management expenditure policies are subject to change based on market, economic, or other conditions at the determination of the Manager of Finance.

Public Art

Denver's Public Art Program was established in 1988 by Executive Order No. 92 and is defined in Sec [20-85 to 20-89](#) of the DRMC. The purpose of the ordinance was to " ... establish policies and procedures for the funding and implementation of a public art program for the City and County of Denver. The intent of the program was to " ... expand the opportunities for Denver residents to experience art in public places, thereby creating more visually pleasing and human environments."

The Public Art ordinance directed that one percent of the construction budget of any capital improvement project over \$1 million undertaken by the City be set aside for the installation of public art. It must involve improvements to or new construction of a "building or structure, road, streetscape, pedestrian mall or plaza or park" or any other project which includes "finished space for human occupancy" and will be "available for public view." For capital projects that meet both of these qualifications, one percent of the construction budget is set aside for artwork at or adjacent to that site. Exclusions to the Public Art Ordinance include temporary improvements, ordinary repair and maintenance projects, mechanical and electrical projects, and other projects not available to public view and for human occupancy.

Since the program was established in 1988, more than 400 public artworks have been commissioned and installed throughout the City and County of Denver through a process overseen by Denver Arts and Venues. More than 50 projects are in the works as of 2020 with nearly as many in the queue.

Capital Program Budget Management

Annual CIP

Recording of Funds

Revenues are recorded by the Department of Finance in accordance with Generally Accepted Accounting Principles (GAAP), Governmental Accounting Standards Board (GASB) principles, and applicable Fiscal Accountability Rules.

Establishment of Project Budget

Capital appropriations approved by City Council as part of the annual long bill or mid-year funding ordinances are uploaded by the Department of Finance into the City's financial system of record. Department of Finance coordinates with agencies to allocate the capital appropriations to the appropriate project(s).

New project appropriations from annual capital funds are described within the annual budget. Since capital appropriations do not lapse at the end of the year but rather roll forward, there will be capital expenditures in 2021 for projects authorized in previous years. These rollover capital expenditures only appear in the City's accounting system and are not detailed in the annual budget document.

Expenditure Review/Approval Process

The Capital Planning and Programming Division (CPP) is responsible for monitoring the implementation of the City's adopted annual capital budget, while capital project managers are expected to construct/implement projects within appropriated budgets. Capital expenditures are initiated in the City's financial system of record and are subject to approvals by the Department of Finance and/or other City agencies as defined by Fiscal Accountability Rules. No obligation or payment shall be made against any annual capital budget appropriation unless there is a sufficient unencumbered balance in the appropriation.

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

Project Close out and Rescind/Reappropriation

Remaining capital budget appropriations from completed projects may be reviewed and rescinded by CPP as part of the annual budget process or mid-year ordinance as referenced in [Fiscal Accountability Rule 4.3 Capital Projects](#). Section 20-1 of the DRMC outlines appropriation requirements for capital improvements. Decreases to capital appropriations which exceed \$20,000 or 10% of the total appropriation (whichever is less) and supporting transfers of funds to increase other capital appropriations (rescind and reappropriation) requires approval by City Council. Once projects are completed and reach financial close, any remaining appropriation is rescinded and returned to fund balance to be programmed for future capital project needs through a future budget process.

Contingency/Fund Balance

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

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

Any increase in a capital budget appropriation is requested by the project sponsoring agency to CPP. Agencies will be asked to look at reducing scope or rescinding funds from other agency capital projects before new funds will be appropriated. Any changes in the annual capital work program will be approved by the Mayor's Office. If request is approved and it is confirmed that additional funds are needed, the additional appropriation must be approved by ordinance.

Debt and Other Obligations

Recording of Funds

Debt or other obligations are issued to fund public purpose capital improvements such as roads and public facilities. Upon financial close of a transaction, the following are recorded:

- i. Bond Premium (if applicable)
- ii. Cost of Issuance
- iii. Interest Earnings
- iv. Project Funds
- v. Debt service payments
- vi. Debt service reserve fund (if applicable)
- vii. Changes in allocations

Expenditure Review/Approval Process

CPP is responsible for monitoring the implementation and financial management of the City's capital programs funded with debt or other obligations. Capital project managers are expected to construct/implement projects within approved budgets. The expenditure of proceeds received due to debt or other financial obligations are subject to Internal Revenue Service (IRS) tax code regulations and as advised by the City Attorney's Office (CAO). Capital expenditures are initiated in the City's financial system of record and may be subject to approvals by DOF and/or other City agencies as defined by Fiscal Accountability Rules and the City's Post Issuance Compliance Procedures and outlined in the City's [Debt Policy](#).

During the year, CPP will work with agencies to monitor the schedule, cost, and scope of capital projects to ensure projects are completed in a required timeframe. CPP will also review quarterly actual capital project expenditure and revenue reports compared to the budgeted amounts.

Phased Encumbrances

Certain larger capital projects financed with bonds or other obligations may benefit from phased encumbrances. Phased encumbrance is a tool that may be used if the capital project meets specific criteria, subject to review by CPP and the ultimate determination of the Manager. Further information on phased encumbrance may be found in the DOF Phased Encumbrance Policy and [Fiscal Accountability Rule 7.10](#).

Governance and Change Management

Capital projects/programs financed with debt or other obligations are encouraged to develop a change management plan and associated policies and procedures which outline a governance structure for the management of capital funding.

Reporting Requirements

For capital projects/programs financed with debt and other obligations, there are market disclosure considerations and IRS regulations on the use of proceeds which requires close tracking and monitoring of the expenditure of proceeds.

To comply with federal, state and local regulations and the City's [Debt Policy](#), the following reports are required of all major city capital projects and programs to ensure appropriate tracking, accounting and record keeping of capital projects and programs: cost worksheets, cash flow, supplier summary, schedule, major encumbrance pipeline, private use, staffing plan, and project closeout.

Many of the capital reporting requirements outlined in this policy will also be used by DOF to comply with post-issuance activities as outlined in the City's [Debt Policy](#) and Post Issuance Compliance Procedures.

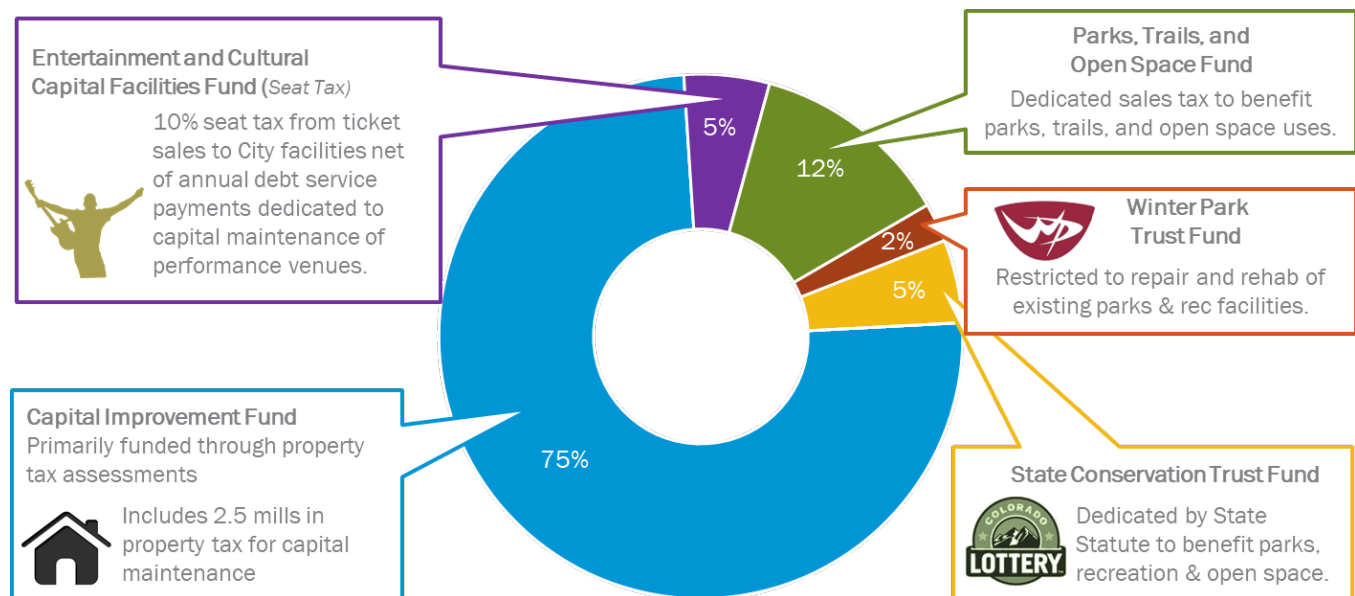
Capitalization

Many capital improvement project expenditures are eligible for capitalization and recorded in the City's system of record. Capital assets are assets that are used in operations and have an initial useful life greater than one year. City agencies are responsible for reviewing capital improvement project expenditures and determining if the transactions meet the definition of a capital asset as defined by Generally Accepted Accounting Principles (GAAP) and the City's [Fiscal Accountability Rule 4.2 – Capital and Controlled Assets](#).

Annual Revenue

The City's capital improvement program and budget process is based upon a commitment to annual capital financial obligations and maintenance programs, as well as working with citywide leadership to collaboratively fund expansion capital projects to adequately address the critical capital needs of the City. The City has five sources of annual revenue that support capital projects. The graph below describes the five sources, the specific use of those revenues, and the distribution for the 2021 capital improvement program budget. Detail regarding the 2021 estimates and 2021 projections for each Fund are described below.

Exhibit 12. Distribution of 2021 Annual CIP Revenue Sources

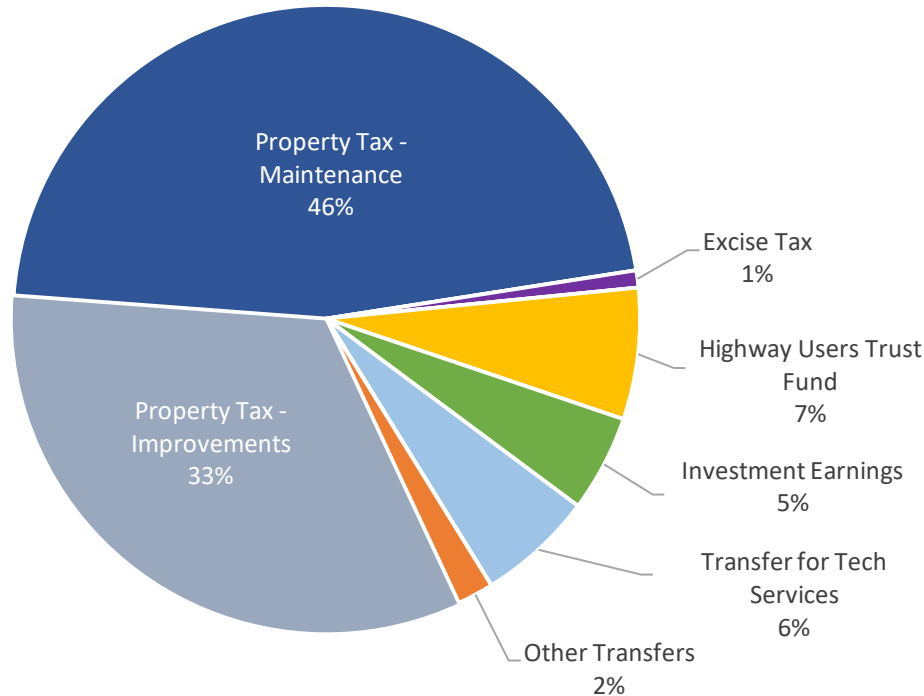


2020-2021 Revenue by Fund

Winter Park Fund. Under a 2002 agreement with the operators of the Winter Park Ski Resort, the City received \$2 million annually from the resort through mid-2012. Based on a formula established in the 2012-2013 fiscal year by the Winter Park Recreational Association, the City continues to receive the \$2 million annual payments from the resort's operations, as well as an additional incentive payment. Despite closure of the resort during the spring ski season this year, Winter Park Ski Resort remains in a stable financial position to make an incentive payment. A \$1.75 million incentive payment is estimated in 2020. All Winter Park funds are restricted to capital repair and rehabilitation of existing park and recreation facilities.

Capital Improvement Fund (CIF). The Capital Improvement Fund is the primary annual funding source of capital improvement projects. The types of revenue that comprise the Capital Improvement Fund include general property tax, 2.5 mills dedicated for capital maintenance, interest earnings, a portion of the Highway Users Trust Fund (HUTF), transfers from other funds (on occasion), and the sales of real estate assets and reimbursements. In 2020, the CIF is estimated to experience a 10 percent decrease in overall revenue from original projections, primarily due to the canceling of the general fund transfer and small declines in HUTF and interest earnings. The 2021 projected revenue into CIF is approximately \$112.7 million. This represents \$37.4 million in general property tax; \$52.3 million from the dedicated 2.5 mills for maintenance; \$1 million from dedicated lodgers tax committed to annual capital maintenance of the National Western Center; \$7.7 million in HUTF; \$5.7 million in investment earnings and other revenues; \$6.4 million transfer from the General Fund for Technology Services projects; and \$2.1 million from a transfer of Gateway area Impact and System Development Fees. There is no General Fund transfer planned for projects in 2021.

Exhibit 13. Composition of Revenue Sources that support the Capital Improvement Fund



State Conservation Trust Fund (SCTF). Based on Denver’s population, the City receives a share of the lottery funds generated by the State for parks and recreation projects. The 2020 original estimates were revised down by 8 percent based on revenue performance in the first two quarters. For 2021 revenue projections, the City should receive approximately \$6.6 million from the State. This is based on 2% growth rate from 2020 budget and is comparable to historical growth during the Great Recession.

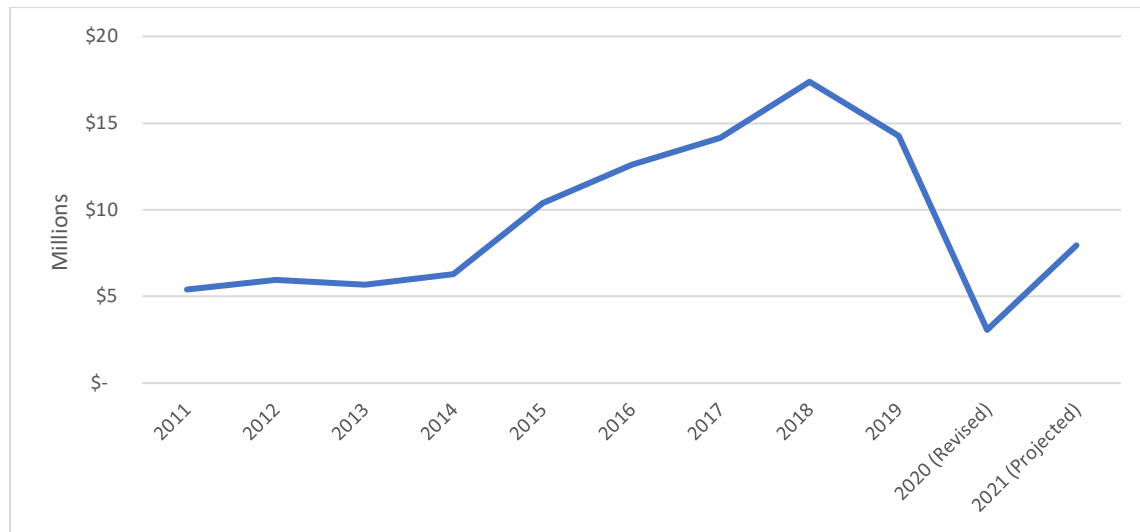
Parks, Trails, and Open Space Fund. In November of 2018, voters of the City and County of Denver passed ballot measure 2A increasing the sales and use tax by a rate of 0.25 percent and dedicating the revenue derived from the new tax rate to fund Denver parks, trails, and open space programs, projects, and resources. This is also known as the Parks Legacy fund. Revenues via the sales tax levy are collected in an operating special revenue fund and an annual transfer occurs into a dedicated capital fund to support parks, trails, and open space capital improvements. While COVID-19 has affected sales tax collections, the transfer from the operating special revenue fund to the capital fund remains consistent in 2020 due to adequate fund balance from overperformance in 2019. In 2021, the transfer into the Parks, Trails, and Open Space Capital Fund is \$18.75 million.

Entertainment and Cultural Capital Facilities Fund.

Alternatively known as the Surplus Seat Tax Fund, the Entertainment and Cultural Capital Facilities Fund receives revenue from a facilities development admissions tax (seat tax). A seat tax of 10 percent is charged on tickets at many performing arts venues and events, including the Denver Coliseum, Red Rocks, Denver Performing Arts Complex, Denver Botanic Gardens, National Western Center and the Convention Center Complex. Given the implementation of public health orders, all performance venues were closed the majority of 2020. As a result, Seat Tax revenues in 2020 were down over \$11 million from original forecasts, a loss of 82 percent (not including investment earnings). In 2021, anticipated revenues are \$7.4 million based on historical information and assumptions that the programming of events will increase in the second half of the year.

Capital Funding Overview – Annual Revenue

Exhibit 14. Seat Tax Revenue (2011-2021)



Other Revenue Sources

There are many critical initiatives that are proposed during each annual capital budget process that are outside the capacity of annual revenue amounts. It is important that these initiatives are sufficiently tracked to prioritize significant needs from year to year. Prioritized critical needs will support future bond initiatives and use of other alternative funding strategies such as grant funding. These funding sources will be used to supplement annual capital funding in implementing City priorities on a periodic basis, or as revenue sources are available.

Debt and Other Obligations

The City and County of Denver utilizes several types of financing obligations to provide funding toward certain capital projects, including property and equipment. These types of financing obligations include but are not limited to General Obligation and Revenue Bonds and lease purchase agreements, including Certificates of Participation (COPs).

General Obligation Bonds

General Obligation (GO) Bonds are backed by the full faith and credit of the City and are payable from ad valorem property taxes and other general revenues. Except for refunding bonds issued to achieve savings, Denver voters must approve general obligation debt prior to issuance.

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

Since 2009, the City has issued all \$549,730,000 of General Obligation Bonds for the Better Denver Bond Projects authorized by Denver voters in 2007. In November 2017, Denver voters authorized \$937,418,500 of new Elevate Denver General Obligation Bonds to be issued to address a wide variety of infrastructure improvements citywide. As of August 31, 2020, the City had \$545,243,500 authorized but unissued general obligation bonds from the November 2017 authorization for the Elevate Denver Bond program.

Since May 2010, the City's General Obligation Bonds have been rated AAA, the highest bond rating, by all three major national credit ratings agencies. These strong ratings will attract investors and help lower the cost to taxpayers when the City borrows money.

A summary of currently budgeted GO bond projects, including 2019 actual expenditures, 2020 estimated expenditures and 2021 projected expenditures, is included in this section in Schedule 37000.

Revenue Bonds

Revenue Bonds are payable from a specific, dedicated source of revenue which does not pledge the full faith and credit of the City. Denver's various types of revenue bonds are described below. There are no City Charter limitations stipulating maximum revenue bond debt. The City's revenue bonds currently include:

- Excise (Dedicated) tax revenue bonds (backed by portions of the City's Lodgers' tax and sales tax on short-term auto rentals and prepared food and beverages) for the construction and improvement costs of the National Western Center and expansion of the Colorado Convention Center. [Except for refunding bonds issued to achieve savings, Denver voters must approve Excise (Dedicated) tax revenue bonds prior to issuance.]
- General Airport revenue bonds issued on behalf of Denver International Airport for capital projects of the airport. As a qualified Enterprise as defined by TABOR, voter approval is not required prior to the issuance of bonds.
- Wastewater revenue bonds issued on behalf of the Wastewater Management Enterprise Fund of the City's Department of Transportation and Infrastructure to finance the Platte to Park Hill storm drainage project and citywide storm drainage and sanitary sewerage improvements. As a qualified Enterprise as defined by TABOR, voter approval is not required prior to issuance of bonds.

Certificates of Participation (COPs)

The City has used lease purchase agreements to facilitate the financing of certain public capital projects and capital equipment. The leases are subject to annual appropriation by the City Council and do not constitute a general obligation or other indebtedness of the City within the meaning of any constitutional, statutory, or Charter debt limitations. The City's obligation to make payments relating to its various leases is contingent upon the City appropriating the rental payments for the then- current fiscal year. In the event of non-appropriation, the lease terminates, and the pledged asset becomes the benefit of the lease holders.

COP financing for assets 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. Capital improvements and certain capital equipment will be eligible.
2. Capital improvements should provide new revenue stream or measurable cost efficiencies or savings which may be realized and dedicated to lease payments of COPs.
3. Capital improvements financed should be for basic and essential City services.
4. The useful life of the asset(s) being financed should not be shorter than the term of the lease, but the maximum term of the lease should not exceed 30 years for real estate assets and 15 years for all other assets. Useful life will be determined based upon industry standards and past experience with consideration given to technological obsolescence.
5. Capital improvements may be new or replacement facilities.

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

As of December 31, 2019, the principal portions of base rentals under the lease purchase agreements, not including enterprise funds, were \$ 439,273,134. Of this amount, \$ 421,426,403 was attributable to certificated lease purchase agreements, and \$ 17,846,731 was attributable to non-certificated capital leases.

For more information on the City's debt obligations please refer to the City's [Debt Policy](#).

Special Districts

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

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

Tax Increment Financing Districts

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

Grant/Other Capital Funds

The funds displayed in the Other Capital fund are for projects funded by other local or private monies. There are four fund categories: grants-in-aid for a City capital project, payments made in consideration for work performed by the City on behalf of another agency or jurisdiction, and municipal revenues dedicated for a specific capital project or purpose. The 38000 schedule includes 2019 actual expenditures, 2020 estimated expenditures, and 2021 projected expenditures including additional appropriations needed in 2021. Please refer to the Grants/Special Revenue Fund section of the budget book for information on State, Federal, and Local capital grants.

Enterprise Funds

Enterprise Funds account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods and services to the general public be financed or recovered primarily through user charges. Enterprise funds also fund capital improvement projects to support the infrastructure assets provided by the fund. The following describe the capital improvements funded by the four Enterprise Funds.

Wastewater Enterprise Fund

Accounts for all sanitary and storm water operations including monitoring, maintenance, repair and rehabilitation of related infrastructure, as well as planning and development of future needs. This fund is managed by the Executive Director of Transportation & Infrastructure.

Denver's Wastewater Management creates the Wastewater Six-Year Plan Capital Improvements Program ("Wastewater Program") and has prioritized enhancements and repairs in the following categories:

- Neighborhood Needs- citywide storm drainage, concrete repair and sanitary sewer projects
- Focus Basins- critical storm drainage and sanitary sewer projects to reduce risk to health, life, and property
- Focus Waterways- restoration and infrastructure improvements to reduce risk to health, life, and property
- Water Quality- projects that improve the health of Denver's waterways.

Aviation Enterprise Fund

Manages the operation, maintenance, planning, and development of Denver International Airport. The fund is managed by the Chief Executive Officer of Aviation.

Golf Enterprise Fund

Operates and maintains the City's five 18-hole golf courses, one 27-hole golf complex, two 9-hole par-3 courses, 54 holes of miniature golf, driving ranges, and pro-shops. The fund is managed by the Executive Director of Parks and Recreation.

Enterprise Services Enterprise Fund

Manages the City's environmental liability and addresses environmental health and sustainability by improving air, land, and water quality. The fund is managed by the Manager of Environmental Health.

Financial Summary – All CIP Funds

In thousands

	2019 Actuals	2020 Appropriated	2021 Recommended
Financial Resources			
Annually Appropriated			
Property	76,397	88,304	89,808
Lodgers	0	1,000	1,000
Occupational Privilege	0	0	0
Interest Income	15,722	8,249	7,453
Charges for Services	39	0	0
Miscellaneous Other	144,728	69,248	52,532
Total Annually Appropriated CIP Revenues	236,886	166,802	150,793
Other CIP Revenues			
Bond Project Funds	227,737	188,453	170,664
Grant/Other Capital Funds	36,278	81,511	148,167
Total Other CIP Revenues	264,015	269,964	318,831
Total CIP Revenues	500,901	436,766	469,624
Uses of Resources			
By Fund			
Winter Park and Recreation Funds	1,501	3,969	5,574
Capital Improvements	149,109	146,125	120,149
State Conservation Trust Funds (Lottery)	6,482	7,893	9,837
Parks, Trails, and Open Space Capital Improvement	6,360	19,800	18,745
Bond Project Funds	227,737	188,453	170,664
Grant/Other Capital Funds	36,278	81,511	148,167
Entertainment and Cultural Capital Funds	14,244	12,930	9,423
Total CIP Expenditures by Fund	441,710	460,681	482,558
By Department			
Performance Based Infrastructure Office	0	5,000	0
Community Planning and Development	6,160	1,150	300
Other Cultural Facilities Support	590	700	700
Department of Finance	50,787	65,093	37,419
Department of General Services	0	619	2,747
Denver Arts and Venues Special Revenue Fund	4,989	13,537	6,849
Technology Services	25,648	11,238	6,380
Department of Transportation and Infrastructure	331,052	321,589	380,948
Service Delivery and Admin	0	9,000	0
Denver Department of Public Health and Environment	2,845	8,817	2,845
Department of Parks and Recreation	19,272	41,244	36,976
Denver Public Library	367	0	0

Financial Summary – All CIP Funds

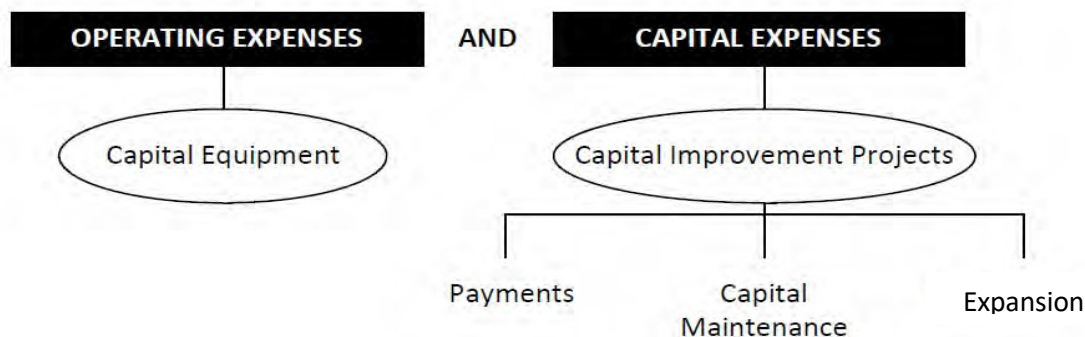
	2019 Actuals	2020 Appropriated	2021 Recommended
Contingency	0	0	7,394
Rescissions	0	(17,307)	0
Total CIP Expenditures by Department	441,710	460,681	482,558
Other Capital Improvements (Enterprise Funds)			
By Fund			
Wastewater Management	105,635	39,650	51,075
Aviation	148,830	204,254	22,243
Environmental Services	2,208	714	330
Golf	743	728	700
Total Enterprise Fund CIP Expenditures	257,415	245,346	74,347

Operating Impacts of Capital Projects

To provide service to its residents, a City government needs funding for costs such as salaries, supplies and other operating items. Most public services also entail costs for furniture, automobiles, other equipment and vehicles, land and construction of buildings or other public facilities. These costs are separated into two large categories: (1) operating expenditures and (2) capital outlays.

Operating expenditures include personnel costs, day-to-day maintenance and operation of City assets, and the acquisition of goods that are consumed as a service is provided. These types of expenses cost less on a unit basis than most capital outlays, and they recur at roughly the same level from year to year.

Capital outlays occur on a periodic basis. Within the broad category of capital outlay expenditures there are two subgroups: (a) capital equipment and (b) capital improvements. The City budgets capital equipment annually through an agency's operating budget. The City budgets capital improvements annually through dedicated revenue for the **acquisition, rehabilitation or expansion of assets**.



Capital improvement expenses also generate operating costs that must be recognized and accommodated. For example, the construction of a new City facility may result in increases in utility costs, additional long-term facility maintenance costs and additional personnel and supplies to support operations. Capital improvements can also promote economic development, which can have a positive impact on the City's economy and fiscal condition. During the annual budget process, the Capital Planning and Programming division (CPP) works with departments to determine the anticipated impacts of capital projects on operating budgets for future years. The timeline for an operating budget increase is typically driven by the anticipated completion date of the project.

It is the goal of the Capital Improvement Program to improve the estimation of operating costs of capital projects in collaboration with departments to better facilitate the annual budget process, financial planning and long-range capital planning.

The following provides a summary of the projected impact of the 2021 Capital Improvement Program on the City's operating budget. The summary is categorized by project and by type of impact. It does not include financial contributions or capital projects that are in the study phase of project development. Impacts are identified as either minor (small impact), modest (medium impact) or major (significant impact). The impact categories are as follows:

- Future Operating Cost Increases or Impacts Existing Work Programs
- Future Operating Cost Decreases (Rehab/Replacement of End of Life Assets)
- Capital Cost Avoidance (Decreases Costs and/or Avoids Future Costs)
- Potentially Increases Direct Revenues and/or Aids Economic Development

Given the impact of COVID-19 on the City's operating budget in 2021, the Capital Improvement Program applied a strategy that preserved financial stability and strived to limit the operating impacts of the CIP. This included funding no new expansion projects, but rather supporting capital investments already underway. The CIP also absorbed several capital-eligible costs as a citywide savings measure. This includes over \$5 million in professional services and staff charging.

Operating Impacts of Capital Projects



Future Operating Cost Increases or Impacts to Existing Work Programs

Project	Operating Budget Impact	Description
<u>Department of Parks and Recreation</u>		
Heron Pond Parks and Water Quality Improvements	Major	New park requiring additional operating costs
DPR Land Expansion Pre Acquisition Costs	Minor	Expanded work program & maintenance costs
City Park Master Plan Implementation	Modest	Expanded work program & maintenance costs
Skyline Park Improvements	Minor	Expanded programming & increased operating costs
Resiliency - Tree Program	Modest	Expanded work programs and increased operating costs
Park Facilities - Park Restrooms	Modest	Expanded work program & increased operating costs
Park Amenities - Outdoor Recreation	Minor	Expanded work program & maintenance costs
Rosedale Maintenance Facility Renovation	Minor	Office building addition requiring additional operating costs
<u>Department of Transportation and Infrastructure</u>		
Denver Moves Bicycles Implementation	Major	Expanded work program & maintenance costs
Vision Zero Implementation	Modest	Expanded work program & maintenance costs
Neighborhood Transportation and Traffic Calming	Minor	Expanded work program & maintenance costs
Safe Routes to School	Minor	Expanded work program & maintenance costs
Denver Moves Transit Implementation	Modest	Expanded work program & maintenance costs
Pedestrian Crossing Improvements	Minor	Expanded work program & maintenance costs
Traffic Signal Infrastructure and Maintenance	Minor	Additional Maintenance Costs
Sidewalk Gaps and Safety Repairs	Modest	Additional personnel costs from increased scope of inspection obligation
<u>Department of Finance Real Estate Division</u>		
Courtroom Improvements	Modest	New facility requiring additional operating costs
7th Avenue Maintenance Facility	Minor	New facility requiring additional operating costs

Operating Impacts of Capital Projects

Future Operating Cost Decreases (Rehab / Replacement of End of Life Assets)

Project	Operating Budget Impact	Description
<u>Department of Parks and Recreation</u>		
Resiliency - Natural Resources	Modest	Resource Conservation
Resiliency - Water Conservation	Minor	Resource Conservation
Parks ADA Improvements	Modest	Replace existing / avoid end of life failure
Reinvestment - ADA Upgrades	Minor	Replace existing / avoid end of life failure
<u>Department of Transportation and Infrastructure</u>		
Emergency Infrastructure Repairs (Orphan Assets)	Modest	Replace existing / avoid end of life failure
Facility ADA Improvements	Modest	Additional maintenance costs
Solid Waste Transfer Station	Modest	Major facility renovation that reduces operating costs of hauling materials

Capital Cost Avoidance (Decrease Costs and / or Avoids Future Costs)

Project	Operating Budget Impact	Description
<u>Cultural Facilities</u>		
DMNS Maintenance	Minor	Repair existing / avoid structural damage
Botanic Gardens Infrastructure Repairs	Minor	Repair existing / avoid future costs
Zoo Repairs	Minor	Repair existing / avoid future costs
DAM Maintenance	Minor	Repair existing / avoid future costs
<u>Arts and Venues</u>		
Public Art Maintenance	Modest	Repair existing / avoid structural damage
AVD Annual Maintenance Programs	Modest	Repairs to avoid asset class deterioration
<u>Department of Parks and Recreation</u>		
Parks Annual Maintenance Programs*	Minor	Repairs to avoid asset class deterioration
South Platte Trail Reconstruction	Major	Replace existing / avoid end of life failure
Northfield Athletic Complex Phase II	Modest	Third party operator / cost avoidance
<u>Department of Transportation and Infrastructure</u>		
Annual Transportation Maintenance Programs*	Modest	Repairs to avoid asset class deterioration
Annual Facility Maintenance Programs	Modest	Repairs to avoid asset class deterioration
<u>General Services</u>		
City Building Security Enhancements	Modest	Capital improvement to reduce contractual operating costs
<u>Community Planning and Development</u>		
Board-up / Securing of Hazardous Structures	Minor	Safety / avoid future costs
Demolish Hazardous Structures	Minor	Safety / avoid future costs

Operating Impacts of Capital Projects



Potentially Increases Direct Revenue and / or Aids Economic Development

Project	Operating Budget Impact	Description
<u>Department of Transportation and Infrastructure</u>		
North Denver Transportation Connections	Major	Infrastructure improvements to support access
DRCOG TIP 16th Street Mall Rehabilitation	Major	Major rehabilitation that provides jobs and revitalization of downtown core
DRCOG TIP I-25/Broadway Interchange	Major	Infrastructure improvements to support access and development
Mobility and Wayfinding Improvements	Modest	Expanded work program in business district
Gateway Regional Infrastructure	Major	Infrastructure improvements to support access
Gateway Regional Infrastructure: Drainage	Minor	Infrastructure improvements to support development

*except for annual programs specifically mentioned in another sections

Winter Park Parks & Recreation Fund - Schedule 30001

	2019 Actuals	2020 Appropriated	2021 Recommended
Financial Resources			
Interest Income	229,062	125,000	123,000
Miscellaneous Other	3,989,587	3,750,000	3,500,000
Total	4,218,649	3,875,000	3,623,000
Uses of Resources			
Expenditures/Appropriations	1,500,958	4,086,000	5,239,000
Rescissions	0	(116,899)	0
Contingency	0	0	334,500
Total	1,500,958	3,969,101	5,573,500
Net Increase (Decrease) in Fund Balance	2,717,691	(94,101)	(1,950,500)
Fund Balance January 1	6,242,258	8,959,949	8,865,848
Fund Balance December 31	8,959,949	8,865,848	6,915,348

Winter Park Parks & Recreation Fund – Projects by Agency

Projects		2021 Recommended
Department of Parks and Recreation		
30015-7010000 Parks Debt Payments - 30015		
RJ007	Sand Creek Greenway	25,000
RJ007	UDFCD Trail Development	400,000
Total		425,000
30045-7010000 Parks Citywide Projects - 30045		
RZ454	Mountain Parks - Facilities	325,000
RZ454	Mountain Parks - Infrastructure	375,000
RZ008	Park Access - Median Rehabilitation	250,000
RZ008	Park Access - Park Walks	809,000
RZ008	Park Access - Trail Improvements	500,000
RZ009	Park Facilities - Park Restrooms	280,000
RZ007	Resiliency - Natural Resources	275,000
Total		2,814,000
30050-7010000 Park Improvement Projects		
RV002	South Platte Trail Reconstruction	2,000,000
Total		2,000,000
Grand Total		5,239,000

Department of Parks and Recreation

Park Debt Payments

RJ007 - Sand Creek Greenway (\$25,000). Annual funding is for multi-jurisdictional investment in the Sand Creek Greenway maintenance and improvements managed by Sand Creek Greenway Foundation.

RJ007 - UDFCD Trail Development (\$400,000). Funds will be used for annual match with the Mile High Flood Control District (f/k/a Urban Drainage and Flood Control District) for repairs and improvements to drainageways and adjacent trail systems citywide.

Parks Citywide Projects

RZ454 - Mountain Parks - Facilities (\$325,000). Funding will be used for repair and maintenance of Denver Mountain Parks facilities including restrooms, shelters, historic structures, and other buildings such as the Genesee Park Chief Hosa Lodge.

RZ454 - Mountain Parks - Infrastructure (\$375,000). Funding will be used for repair and maintenance of Denver Mountain Parks infrastructure including trails, bridges, site improvements, and campground improvements including the Genesee Park North Campground RV Site construction.

RZ008 - Park Access - Median Rehabilitation (\$250,000). Funding is for routine capital maintenance of city medians, including landscape replacement and irrigation upgrades.

RZ008 Park Access - Park Walks (\$809,000). Funding will be used for capital maintenance of walks and trails within the citywide parks system.

RZ008 - Park Access - Trail Improvements (\$500,000). Funds will be used to improve, repair or rehabilitate trails within Denver Park's and Trail system.

RZ009 - Park Facilities - Park Restrooms (\$280,000). Funding will be used to repair, maintain or replace restrooms with Denver's park system.

RZ007 - Resiliency - Natural Resources (\$275,000). Funds will be used to enhance, restore or convert citywide park areas including landscape conversations and pollinator gardens.

Parks Improvement Projects

RV002 - South Platte Trail Reconstruction (\$2,000,000). Funds will be used for structural repair and safety issues along several stretches of the South Platte Trail, including addressing failing retaining walls near Mississippi Avenue.



Capital Improvement Fund - Schedule 31000

	2019 Actuals	2020 Appropriated	2021 Recommended
Financial Resources			
Property	76,397,221	88,304,454	89,807,935
Lodgers	0	1,000,000	1,000,000
Occupational Privilege	1	0	0
Interest Income	11,752,238	6,250,000	5,639,000
Charges for Services	39,053	0	0
Miscellaneous Other	104,131,390	36,773,294	16,274,880
Total	192,319,902	132,327,748	112,721,815
Uses of Resources			
Expenditures/Appropriations	149,108,644	161,107,780	114,149,221
Rescissions	0	(14,982,783)	0
Contingency	0	0	6,000,000
Total	149,108,644	146,124,997	120,149,221
 Net Increase (Decrease) in Fund Balance	 43,211,258	 (13,797,249)	 (7,427,406)
 Fund Balance January 1	 231,607,547	 274,818,805	 261,021,556
 Fund Balance December 31	 274,818,805	 261,021,556	 253,594,150

- 2020 rescissions include a reduction of \$357,306 for Technology Services projects. This amount will be transferred back to the General Fund in 2021.
- 2021 CIF revenues include transfers from the Gateway Trust Funds to Fund 31000 as follows:
 - \$1,750,000 from Fund 56289
 - \$315,000 from Fund 56301
 - \$47,800 from Fund 56304

Capital Improvement Fund - Projects by Agency

Projects		2021 Recommended
Community Planning and Development		
34080-0141000 Other Agency Capital Project		
ZA904	Board-up/Securing of Hazardous Structures	150,000
ZA901	Demolish Hazardous Structures	150,000
Total		300,000
Other Cultural Facilities Support		
34080-1000000 Other Agency Capital Project		
ZF100	Museum of Nature and Science Maintenance	350,000
Total		350,000
34080-1200000 Other Agency Capital Project		
ZG100	Denver Art Museum Maintenance	350,000
Total		350,000
Department of Finance		
34080-2570000 Other Agency Capital Project		
PQ014	7th Avenue Maintenance Facility	2,000,000
PT008	Citywide Courtroom Improvements	905,000
ZI100	Property Planning and Evaluation	300,000
Total		3,205,000
34080-2590000 Other Agency Capital Project		
SD100	2015A COP 911 and Fleet Service Center	708,128
ZV100	Capital Planning Support	250,000
PL001	Central Platte Service Payment	203,525
ZV200	City Project Management	2,750,000
ZV001	Cultural Center Garage Payment	462,644
ZE002	National Western Center (NWC) Capital Maintenance	1,000,000
Total		5,374,297
Department of General Services		
33069-3010000 Facility CIP Projects		
GK050	City Buildings Security Enhancements	800,000
Total		800,000
Denver Arts and Venues		
34080-3050000 Other Agency Capital Project		
ZC406	1% for Public Art	36,000
ZZ401	Public Art Maintenance	230,000
Total		266,000
34995-3050000 Cultural Capital Maintenance		
GZ101	Denver Performing Arts Complex (DPAC) Capital Maintenance	320,000
GZ103	Red Rocks Capital Maintenance	1,500,000
Total		1,820,000

Capital Improvement Fund - Projects by Agency

Projects		2021 Recommended
Technology Services		
34080-3070100 Other Agency Capital Project		
ZI905	Infrastructure and Network Replacement	1,314,915
ZI903	Radio Replacement - Radars	26,300
ZI903	Radio Replacement - Safety	1,000,000
ZI903	Radio Replacement (Non-Safety)	350,000
ZI903	Radio System Upgrade	2,835,728
ZI908	Technology System Upgrades	518,369
ZI904	User Component Replacement	290,000
ZI904	User Component Replacement - Safety MDT/MCT Laptop Equipment	45,000
Total		6,380,312
Department of Transportation and Infrastructure		
31015-5011000 DOTI Debt Payments		
PO007	16th Street Mall Maintenance Program	300,000
PU008	DRCOG TIP 16th Street Mall Rehabilitation	2,130,000
PU001	DRCOG TIP I-25/Alameda Interchange	750,000
PQ004	DRCOG TIP I-25/Broadway Interchange	1,500,000
PM008	East Corridor Payment	3,797,332
PQ003	Pena Boulevard Operations and Maintenance	1,000,000
PQ001	Pena Boulevard Tower Road Interchange	25,400
Total		9,502,732
31025-5011000 DOTI Annual Programs		
PZ039	Neighborhood Infrastructure Maintenance - Parking	330,000
PZ037	Traffic Signal Infrastructure and Maintenance	1,820,000
Total		2,150,000
31050-5011000 DOTI Improvement Projects		
PO008	Denver Moves Bicycles Implementation	5,000,000
PS006	Denver Moves Transit Implementation	500,000
PV100	DOTI Project Delivery Support	2,000,000
PJ100	Gateway Regional Infrastructure	1,750,000
PJ100	Gateway Regional Infrastructure: Drainage	47,800
PJ100	Gateway Regional Infrastructure; Roads and Medians	2,315,000
PV002	Mobility and Wayfinding Improvements	1,000,000
PQ017	Neighborhood Transportation and Traffic Calming	150,000
PS011	Pedestrian Crossing Improvements	650,000
PR008	Safe Routes to School	500,000
PR002	Sidewalk Gaps and Safety Repair	3,000,000
PU003	Strategic Transportation Plan	1,000,000
PQ015	Vision Zero Implementation	890,000

Capital Improvement Fund - Projects by Agency

Projects		2021 Recommended
PV001	Washington Street to NWC Connections	2,500,000
Total		21,302,800
33069-5011000 Facility CIP Projects		
GK070	ADA Improvements	1,500,000
GK050	Solid Waste Transfer Station	2,200,000
GK030	Studies/Assessments	13,000
Total		3,713,000
34991-5011000 Facilities Plan & Mgmt Cap Maintenance		
GK022	1245 Champa Maintenance/Repair	240,000
GK014	City and County Building Campus Maintenance/Repair	125,000
GK010	Combined Communications Center Maintenance/Repair	330,000
GK040	Facilities Reserve for Emergency Projects	620,000
GK009	Fire Facilities Maintenance/Repair	585,000
GK007	Human Services (Main Campus) Maintenance/Repair	250,000
GK008	Human Services (Other Facilities) Maintenance/Repair	75,000
GK016	Justice Center Maintenance/Repair	355,000
GK020	Library Facilities Maintenance/Repair	1,210,000
GK002	Minori Yasui Building Maintenance/Repair	400,000
GK012	PAB/PADF Maintenance/Repair	275,000
GK005	Roslyn Campus Maintenance/Repair	25,000
GK013	Sheriff Facilities Maintenance/Repair	1,560,000
GK030	Studies/Assessments	17,000
GK006	Waste Management Facilities Maintenance/Repair	120,000
Total		6,187,000
34993-5011000 DOTI Capital Maintenance		
PZ034	Bridge Maintenance and Emergency Repairs Program	9,697,000
PZ034	Bridge Maintenance Program - Bike-Ped Bridges	60,000
PZ033	Emergency Infrastructure Repairs (Orphan Assets)	150,000
PZ039	Neighborhood Infrastructure Maintenance	802,000
PZ039	Neighborhood Infrastructure Maintenance - Bike Infrastructure	50,000
PZ040	Parking Garage Maintenance	330,000
PZ043	Right of Way Concrete Maintenance - Concrete Street and Alley Repair	1,100,000
PZ043	Right of Way Concrete Maintenance - Curb and Gutter	2,600,000
PZ043	Right of Way Concrete Maintenance - Curb Ramps	3,800,000
PZ043	Right of Way Concrete Maintenance - Medians/Traffic Islands	150,000
PZ045	Signs and Marking Maintenance - Pavement Markings	360,000
PZ041	Street and Alley Asphalt Maintenance - Alley Program	200,000
PZ041	Street and Alley Asphalt Maintenance - Street Rotomill and Overlay	15,000,000
PZ127	Street Light Maintenance	200,000

Capital Improvement Fund - Projects by Agency

Projects		2021 Recommended
PZ128	System Operations Maintenance - Fiber Maintenance	250,000
PZ128	System Operations Maintenance - Conduit Cable, Electronics	350,000
PZ128	System Operations Maintenance - Signal System Match	240,000
PZ128	System Operations Maintenance - Transportation Management Center	125,000
PZ128	System Operations Maintenance - Vehicle and Multi-Modal Detection	125,000
PZ037	Traffic Signal Infrastructure and Maintenance	8,781,000
Total		44,370,000
Denver Department of Public Health and Environment		
34080-6508000 Other Agency Capital Project		
EP001	DHHA Office of the Medical Examiner Relocation	1,645,080
EO001	DHHA Westside Clinic Payment	1,200,000
Total		2,845,080
Department of Parks and Recreation		
32045-7010000 Parks Citywide Projects - 32045		
RZ008	Park Access - Park Walks	391,000
RZ010	Park Amenities - Playgrounds	442,000
Total		833,000
32050-7010000 Parks Improvements Projects - 32050		
RV100	DPR Project Delivery Support	200,000
RT001	Heron Pond Parks and Water Quality Improvements	2,000,000
RK070	Parks ADA Improvements	1,500,000
Total		3,700,000
34080-7010000 Other Agency Capital Project		
ZG200	Denver Botanic Gardens Infrastructure Repairs	350,000
ZZ303	Denver Zoo Repairs	350,000
Total		700,000
Grand Total		114,149,221

Department of Community Planning & Development

ZA904 - Board-up/Securing Hazardous Structures (\$150,000). Funding for the installation of temporary fencing (as needed) for the containment of vacant/derelict buildings that pose a threat to the public.

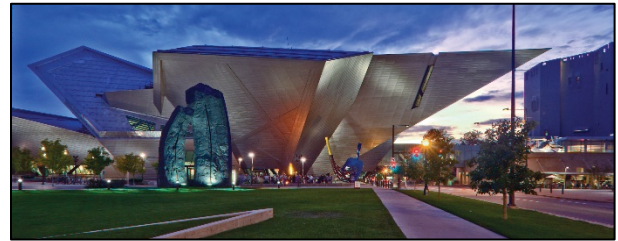
ZA901 - Demolish Hazardous Structures (\$150,000). Funding for the demolition of vacant, derelict, or abandoned property that poses a hazard to the general population of the City and County of Denver, in accordance with Chapter 33, Section 3303 of the current building code.

Museum of Nature and Science

ZF100 - Museum of Nature and Science Maintenance (\$350,000). Funds will be used for ongoing maintenance and rehabilitation projects at the Museum of Nature and Science including sprinkler head replacement, fall protection systems, and other needed projects.

Denver Art Museum

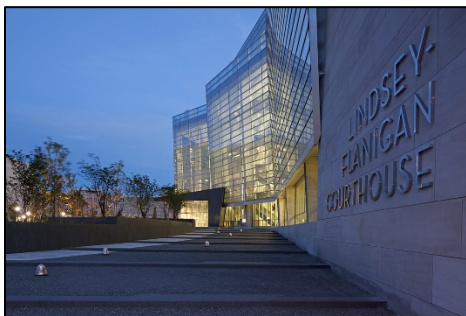
ZG100 - Denver Art Museum Maintenance (\$350,000). Funds will be used for ongoing maintenance and rehabilitation projects including fire system replacement and other needed projects.



Department of Finance

PQ014 - 7th Avenue Maintenance Facility (\$2,000,000). Funding will be used to renovate a building on West 7th Avenue adjacent to the South Platte River Trail into a Parks maintenance facility to provide interior office space, wash bay, equipment and materials storage, and support light maintenance activities.

PT008 - Citywide Courtroom Improvements (\$905,000). Funding will be used for planning, design, and construction of additional courtroom space to address needs for County and District Courts.



ZI100 - Property Planning and Evaluation (\$300,000). Funding for initial property planning, evaluation and improvements needed for acquisition or disposition of City property.

SD100 - 2015A COP 911 and Fleet Service Center (\$708,128). Funding for the annual base rental payment for the Certificate of Participation that funded the rehabilitation of the new 911 Communications Center facility located on Peoria Street and the purchase of the new Fleet Service Center located on 31st Avenue.

ZV100 - Capital Planning Support (\$250,000). Funds will be used to support delivery of capital planning activities, including the implementation of a participatory budgeting program.

PL001 - Central Platte Service Payment (\$203,525). This funding provides a portion of the annual base rental payment for the Central Platte Campus facilities project.

ZV200 - City Project Management (\$2,750,000). Funds will be used to support project management staff time associated with the implementation of capital projects.

ZV001 – Cultural Center Garage Payment (\$462,644). Funds will be used to provide a portion of the annual base rental payment for the Cultural Center parking garage project.

ZE002 - National Western Center (NWC) Capital Maintenance (\$1,000,000). Funding for the capital maintenance of facilities at the National Western Center complex. The capital improvement fund receives \$1 million annually from Lodgers Tax revenue to support these capital improvements.

Department of General Services

GK050 - City Building Security Enhancements (\$800,000). Funding will be used to support the implementation of increased building security measures at City buildings in the downtown core.

Denver Arts and Venues

ZC406 - 1% for Public Art (\$36,000). Funds will be used to initiate the artist selection process before the public art budget is fully available to better integrate public art into the design and construction of an associated capital project.

ZZ401 - Public Art Maintenance (\$230,000). Funds will be used to perform ongoing maintenance for the City's art collection.

GZ101 - Denver Performing Arts Complex (DPAC) Capital Maintenance (\$320,000). Funding will be used for ongoing capital maintenance and improvements at the DPAC including electrical, plumbing, mechanical, structural, landscaping, garage, garage retail project, park, and other capital improvements as needed.

GZ103 - Red Rocks Capital Maintenance (\$1,500,000). Funding will be used for ongoing capital maintenance and improvements at the Red Rocks Amphitheater including reconstruction of the South Ramp to the amphitheater.



Department of Technology Services

ZI905 - Infrastructure and Network Replacement (\$1,314,915). Funding for the scheduled replacement of servers, routers, and other hardware, software, and tools necessary to maintain the City's network infrastructure.

ZI903 - Radio Replacement – Radars (\$26,300). Funding provides for the scheduled replacement of police radar equipment within the General Fund.

ZI903 - Radio Replacement – Safety (\$1,000,000). Funding provides for purchases of radios for safety agencies within the General Fund.

ZI903 - Radio Replacement – Non-Safety (\$350,000). Funding provides for purchases of radios for non-safety agencies within the General Fund.

ZI903 - Radio System Upgrade (\$2,835,728). Funding for a payment to replace current end of life radio system technology.

ZI908 - Technology System Upgrades (\$518,369). Funding provides for the periodic upgrades of existing city software systems.

Z1904 - User Component Replacement (\$290,000). Funding for the scheduled replacement of desktop and laptop computer for agencies within the General Fund.

Z1904 - User Component Replacement – Safety MDT/MCT Laptop Equipment (\$45,000). Funding for the ruggedized laptops used by safety personnel in police and fire vehicles.

Department of Transportation and Infrastructure (DOTI)

DOTI Payments

PQ007 - 16th Street Mall Maintenance Program (\$300,000). Funds will be used as the City's contribution towards the annual capital maintenance program for the 16th Street Mall in collaboration with the Regional Transportation District (RTD), the Downtown Business Improvement District and the Downtown Denver Partnership.

PU008 - DRCOG TIP 16th Street Mall Rehabilitation (\$2,130,000). Funds will be used to support rehabilitation of the 16th Street Mall. This appropriation leverages funding from the 2020 Denver Regional Council of Governments (DRCOG) Transportation Improvement Program (TIP).

PU001 - DRCOG TIP I-25/Alameda Interchange (\$750,000). Required local match contribution to CDOT's reconfiguration of the I-25/Alameda interchange, including a new Alameda Bridge over the South Platte River, Lipan street improvements, and bike and pedestrian connections along Alameda Avenue and the South Platte River Trail. This appropriation leverages funding from the 2020 Denver Regional Council of Governments (DRCOG) Transportation Improvement Program (TIP).

PQ004 - DRCOG TIP I-25/Broadway Interchange (\$1,500,000). Funding for design and construction of additional multimodal improvements as part of the Broadway/I-25 Interchange project. This appropriation leverages funding from the 2020 Denver Regional Council of Governments (DRCOG) Transportation Improvement Program (TIP) and other grant sources.



PM008 - East Corridor Payment (\$3,797,332). Funding provides the annual payment for the Certificates of Participation (COP) for additional transportation and drainage improvements constructed as part of the East Corridor project.

PQ003 - Pena Boulevard Operations and Maintenance (\$1,000,000). Funds will be used for the City's share of operations and maintenance of Pena Boulevard.

PQ001 - Pena Boulevard Tower Road Interchange (\$25,400). Funds will be used for the City's share of operations and maintenance of the Tower Road interchange on Pena Boulevard.

DOTI Annual Programs

PZ039 - Neighborhood Infrastructure Maintenance - Parking (\$330,000). Funds will be used for studies and implementation of parking improvements for neighborhoods in transition including the completion of area management plans.

PZ037 - Traffic Signal Infrastructure and Maintenance (\$1,820,000). Funding will be used to reconstruct, replace, maintain and upgrade traffic signals. Funding will also be used for studies, analysis and design related to timing, standards, and other needs for the signal program. The work program is based on the number of new, warranted signals, accidents and maintenance data.

DOTI Improvement Projects

PO008 - Denver Moves Bicycles Implementation (\$5,000,000). Funding will support an innovative approach to building bicycle infrastructure and accelerate the implementation of bikeways.

PS006 - Denver Moves Transit Implementation (\$500,000). Funding to support the implementation of Denver Moves Transit and joint projects with RTD including design and construction of a high frequency network, pavement markings, signalization improvements, and transit amenities.

PV100 - Project Delivery Support (\$2,000,000). Funds will be used for professional services to support delivery of capital projects.

PJ100 - Gateway Regional Infrastructure (\$1,750,000). Funds will be used for the implementation of impact fee projects in the Gateway Area, specifically to accelerate the construction of lanes and medians on Green Valley Ranch Boulevard from Chambers to Tower. This is a transfer of system development fees collected in the Gateway Trust Funds.

PJ100 - Gateway Regional Infrastructure: Drainage (\$47,800). Funds will be used for the implementation of impact fee projects in the Gateway Area, specifically related to drainage improvements. This is a transfer from the Gateway Trust Funds of impact fees specifically collected for drainage purposes.

PJ100 - Gateway Regional Infrastructure: Roads and Medians (\$2,315,000). Funds will be used for the implementation of impact fee projects in the Gateway Area, specifically to accelerate the construction of lanes and medians on Green Valley Ranch Boulevard from Chambers to Tower. This is a transfer from the Gateway Trust Funds of impact fees specifically collected for transportation purposes.

PV002 - Mobility and Wayfinding Improvements (\$1,000,000). Funds will be used in the Cherry Creek North area for improvements to mobility and wayfinding to meet the goals outlined in the City's Mobility Action Plan.

PQ017 - Neighborhood Transportation and Traffic Calming (\$150,000). Funds will be used to implement traffic and safety improvements for vehicles, pedestrians, and cyclists to improve mobility within the neighborhoods.



PS011 - Pedestrian Crossing Improvements (\$650,000). Funding will support implementation of Denver Moves Pedestrians, including signalized intersections, intersection improvements and decorative crosswalks.

PR008 - Safe Routes to School (\$500,000). Funding to implement improvements identified through the Safe Routes to School program, including flashing beacons and pedestrian infrastructure.

PR002 - Sidewalk Gaps and Safety Repair (\$3,000,000). Funding for the construction and repair of sidewalks throughout the city near public facilities, educational facilities, transit, and other critical areas.

PU003 - Strategic Transportation Plan (\$1,000,000). Funding will be used to develop a multimodal transportation plan to identify future system needs and methods to incorporate them into future transportation decisions and solutions.

PQ015 - Vision Zero Implementation (\$890,000). Funding for the implementation of the Vision Zero Action Plan including improvements at high-crash intersections, road crossing safety treatments, and signal modification.

PV001 – North Denver Transportation Connections (\$2,500,000). Funds will be used to improve critical street connections in the North Denver area, including linking Washington Street and the National Western Center to provide improved access between neighborhood residents and regional visitors to events and amenities.

Facility CIP Projects

GK070 - ADA Improvements (\$1,500,000). Funds will be used for repairs and upgrades to city facilities for compliance with ADA requirements.

GK050 - Solid Waste Transfer Station (\$2,200,000). Funding for construction of an additional building at the Cherry Creek transfer station to accommodate all three waste streams, including additional space to better serve the growing compost program to support the goals of the Solid Waste Master Plan.

GK030 - Studies and Assessments (\$13,000). Funds will be used to support the assessment and reassessment of the condition of City facilities to continue to inform citywide facilities capital planning.

Facilities Plan & Management Capital Maintenance

GK022 - 1245 Champa Maintenance/Repair (\$240,000). Programmed projects include freight elevator repair, and other needed projects.

GK014 - City and County Building Campus Maintenance/Repair (\$125,000). Programmed projects include electrical panel and electrical system upgrades; repair of plaster, ceiling tiles, and flooring; painting; concrete flatwork repair, and other needed projects.

GK010 - Combined Communications Center Maintenance/Report (\$330,000). Programmed projects include improvements to electrical systems at 950 Josephine, switchgear upgrades at 10 Galapago, and other needed projects.

GK040 - Facilities Reserve for Emergency Projects (\$620,000). Funding is reserved as contingency for unprogrammed emergency issues or building needs.

GK009 - Fire Facilities Maintenance/Repair (\$585,000). Programmed projects include water damage investigation and repair, structural study, security fence replacements, wood fence replacements, retaining wall construction, asbestos abatement, concrete flatwork repair, replace HVAC equipment, design study for improved floor plan layout, ceiling replacement, flooring replacement, study and redesign of parking lot, roof deck sealing, roof replacement, building sealants, painting, and other needed projects at various fire stations.

GK007 - Human Services (Main Campus) Maintenance/Repair (\$250,000). Programmed projects include improvements to electrical and switchgear, continuation of the replacement of obsolete HVAC improvements, and other needed projects.

GK008 - Human Services (Other Facilities) Maintenance/Repair (\$75,000). Programmed projects include the sealing and caulking of structural joints, replacement of fire alarm panel, and other needed projects.

GK016 - Justice Center Maintenance/Repair (\$355,000). Programmed projects include sewage grinder motor replacement, plumbing drain line repairs, roof fall protection, roof repairs, security camera upgrades, and other needed projects at various justice center facilities.



GK020 - Library Facilities Maintenance/Repair (\$1,210,000). Programmed projects include structural concrete study, fire alarm system upgrades, fire system study, new fire rated glass window, replacement of handrails, entry area repair, HVAC equipment replacement, replacement of roof tile, and other needed projects at various library facilities.

GK002 - Minori Yasui Building Maintenance/Repairs (\$400,000). Programmed projects include a study for repairs of exterior building façade, roof replacement and addition of tie-offs, and other needed projects.

GK012 - PAB/PADF Maintenance/Repair (\$275,000). Programmed projects include replacement of cooling tower roof, plaza redesign and other needed projects.

GK005 - Roslyn Campus Maintenance/Repair (\$25,000). Funding will be used to address safety related improvements at the Roslyn campus such as fire alarm system and other needed improvements.

GK013 - Sheriff Facilities Maintenance/Repair (\$1,560,000). Programmed projects include fire alarm replacement, shower replacement, roof engineering study, HVAC improvements, and other needed projects at various sheriff facilities.

GK030 - Studies and Assessments (\$17,000). Funds will be used to support the assessment and reassessment of the condition of City facilities to continue to inform citywide facilities capital planning.

GK006 - Waste Management Facilities Maintenance/Repair (\$120,000). Programmed projects include Central Platte Campus site safety improvements plan to address pedestrian and vehicular safety, and other needed projects.

DOTI Capital Maintenance

PZ034 - Bridge Maintenance and Emergency Repairs (\$9,697,000). Funds will be used to provide maintenance, rehabilitation, and replacement of existing structures, including bridges, underpasses, and retaining walls. This also encompasses emergency repairs to all structures.



PZ034 - Bridge Maintenance Program - Bike-Ped Bridges (\$60,000). Funds will be used for ongoing maintenance of bike-ped bridges located in the public right-of-way.

PZ033 - Emergency Infrastructure Repairs (Orphan Assets) (\$150,000). Funding will be used to provide routine maintenance, rehabilitation, and replacement of existing orphan assets and may include designs and studies. Assets include fences, walls, monuments, rails, and other nontraditional assets in the City's inventory program.

PZ039 - Neighborhood Infrastructure Maintenance (\$802,000). Funds will be used to assess and resolve transportation related safety concerns, typically identified through 311, studies, and plans. Neighborhood improvements may include pedestrian crossings and betterments, minor roadway modifications, and the associated analysis, data collection, and policy development.

PZ040 - Parking Garage Maintenance (\$300,000). Programmed projects include facility repairs, resurfacing, access control systems, and other needed projects.

PZ043 - Right of Way Concrete Maintenance - Concrete Street and Alley Repair (\$1,110,000). Funding will be used for the necessary repairs of concrete streets and alleys.

PZ043 - Right of Way Concrete Maintenance - Curb and Gutter (\$2,600,000). Funds will be used for the replacement of curbs and gutters citywide and supporting concrete roadway infrastructure, including all related services.

PZ043 - Right of Way Concrete Maintenance - Curb Ramps (\$3,800,000). Funds will be used for the installation or upgrade of pedestrian curb ramps as required by the Federal Americans with Disabilities Act (ADA).

PZ043 - Right of Way Concrete Maintenance - Medians/Traffic Islands (\$150,000). Funding will be used for hardscape capital maintenance of Citywide medians and may include concrete nose repairs, curb repairs and planter box repairs.

Capital Improvement Fund – Project Descriptions

PZ045 - Signs and Marking Maintenance - Pavement Markings (\$360,000). This annual program provides installation of permanent pavement markings compliant with the Manual on Uniform Traffic Control Devices (MUTCD) including inventory, repair, replace, or otherwise maintain pavement marking assets.

PZ041 - Street and Alley Asphalt Maintenance - Alley Program (\$200,000). This program funds maintenance of asphalt surfaced Citywide alleys and 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.

PZ041 - Street and Alley Maintenance - Street Rotomill and Overlay (\$15,000,000). Funding is for the Citywide street rotomill and overlay program. This annual program to maintain streets is based on optimized overlay levels determined by the Pavement Management Program.

PZ127 - Street Light Maintenance (\$200,000). This program will fund maintenance, planning, and programming activities for City-owned street lights and may include conduit, poles, arms, luminaires, control systems, solar panels, wiring, and any associated parts.



PZ128 - Systems Operations Maintenance - Fiber Maintenance (\$250,000). Funds will be used for the operation and maintenance of the fiber and conduit infrastructure and may include repairs, upkeep, infrastructure upgrades, and programming.

PZ128 - Systems Operations Maintenance - Conduit Cable, Electronics (\$350,000). Funding will be used to furnish materials that connect traffic signal installations to the "Icons" traffic signal control system.

PZ128 - System Operations Maintenance - Signal System Match (\$240,000). Project provides regular funding (20 percent local match) for the DRCOG Transportation Improvement (TIP) ITS projects.

PZ128 - System Operations Maintenance - Transportation Management Center (\$125,000). This program continues the installation of equipment for the operation of the Intelligent Transportation Systems (ITS) and the Transportation Management Center (TMC). The TMC handles emergency operations, event management and congestion management.

PZ128 - Systems Operations Maintenance - Vehicle and Multi-Modal Detection (\$125,000). Funds will be used to install and maintain detection devices for vehicles, bicycles and pedestrians citywide. Devices may include loops, cameras or other sensors.

PZ037 - Traffic Signal Infrastructure and Maintenance (\$8,781,000). Funding will be used to reconstruct, replace, maintain and upgrade traffic signals. Funding will also be used for studies, analysis and design related to timing, standards, and other needs for the signal program. The work program is based on the number of new, warranted signals, accidents and maintenance data.



Department of Environmental Health

EP001 - DHHA Office of the Medical Examiner Relocation (\$1,645,080). Funds will be used for the rehabilitation of the new Office of the Medical Examiner offices located near the Denver Health campus. The new facility will offer an improved working environment that meets operational space demands.

EO001 - DHHA Westside Clinic Payment (\$1,200,000). Funding will be used for the City's contribution for construction of a new Westside Clinic, which will provide adequate capacity to serve the neighborhood's health needs.

Department of Parks and Recreation

Parks Citywide Projects

RZ008 - Park Access - Park Walks (\$391,000). Funds will be used for capital maintenance of walks and trails within the citywide parks system such as the trail replacement at Hampden Heights or as part of the Kentucky and Fox park renovation.

RZ010 - Park Amenities - Playgrounds (\$442,000). Funding will be used for capital maintenance throughout the City's playground system, including necessary playground rehabilitation and replacement projects such as the Kentucky and Fox park renovation.

Parks Improvement Projects

RV100 - Project Delivery Support (\$200,000). Funds will be used for professional services to support delivery of parks and recreation capital projects.

RT001 - Heron Pond Parks and Water Quality Improvements (\$2,000,000). Funding to construct a regional water quality basin and regional park space in accordance with the 2017 Heron Pond/Heller/Carpio-Sanguinette Master Plan.

RK070 - Parks ADA Improvements (\$1,500,000). Funds will be used for repairs and upgrades to parks and recreation facilities for compliance with ADA requirements.

Denver Botanic Gardens

ZG200 - Denver Botanic Gardens Infrastructure Repair (\$350,000). Funds will be used for maintenance and rehabilitation projects including Monet and Japanese garden stream renovation and other needed projects.

Denver Zoo

ZZ303 - Denver Zoo Repairs (\$350,000). Funding for maintenance and rehabilitation projects at the Denver Zoo.



State Conservation Trust Fund – Schedule 35000

	2019 Actuals	2020 Appropriated	2021 Recommended
Financial Resources			
Interest Income	2,459,113	1,248,000	1,126,000
Miscellaneous Other	7,906,479	6,482,000	6,612,000
Total	10,365,592	7,730,000	7,738,000
Uses of Resources			
Expenditures/Appropriations	6,481,695	8,514,000	9,253,000
Rescissions	0	(621,108)	0
Contingency	0	0	584,000
Total	6,481,695	7,892,892	9,837,000
 Net Increase (Decrease) in Fund Balance	 3,883,897	 (162,892)	 (2,099,000)
 Fund Balance January 1	 14,643,169	 18,527,066	 18,364,174
 Fund Balance December 31	 18,527,066	 18,364,174	 16,265,174

State Conservation Trust Fund – Projects by Agency

Projects		2021 Recommended
Department of Finance		
35050-2570000 Parks Improvements Projects - 35050		
PQ014	7th Avenue Maintenance Facility	2,000,000
Total		2,000,000
Department of Parks and Recreation		
35045-7010000 Parks Citywide Projects - 35045		
RZ008	Park Access - Bridges	50,000
RZ008	Park Access - Roads and Parking	300,000
RZ010	Park Amenities - Dog Parks	50,000
RZ010	Park Amenities - Historic Structures	400,000
RZ010	Park Amenities - Lighting	50,000
RZ010	Park Amenities - Outdoor Recreation	515,000
RZ010	Park Amenities - Playgrounds	158,000
RZ009	Park Facilities - Outdoor Aquatics Rehabilitation	250,000
RZ009	Park Facilities - Park Restrooms	370,000
RZ009	Park Facilities - Recreation Center Rehabilitation	2,500,000
RZ009	Park Facilities - Structures	535,000
RZ009	Park Facilities - Water Features	125,000
RZ010	Parks Amenities - Picnic Facilities	200,000
RZ006	Reinvestment - Emergency Response	200,000
RZ006	Reinvestment - Parks Rehabilitation	1,155,000
RZ007	Resiliency - Water Conservation	395,000
Total		7,253,000
Grand Total		9,253,000

Department of Finance

Parks Improvement Projects

PQ014 - 7th Avenue Maintenance Facility (\$2,000,000) Funding will be used to renovate a building on West 7th Avenue adjacent to the South Platte River Trail into a Parks maintenance facility to provide interior office space, wash bay, equipment and materials storage, and support light maintenance activities.

Department of Parks and Recreation

Parks Citywide Projects

RZ008 - Park Access - Bridges (\$50,000). Funding will be used for capital maintenance of pedestrian and bicycle bridges located within Denver's parks and trail system.

RZ008 - Park Access - Park Roads and Parking (\$300,000). Funding will be used for the capital maintenance or reconstruction of Park roadways and parking lots, including the Four Mile Historic Park and Paco Sanchez Park, to provide system connectivity and enhance accessibility.

RZ010 - Park Amenities - Dog Parks (\$50,000). Funds will be used for the maintenance of existing dog parks and for the construction of new dog parks.

RZ010 - Park Amenities - Historic Structures (\$400,000). Funding is for the restoration and reconstruction of historic structures located within the City's parks and recreation system.

RZ010 - Park Amenities - Lighting (\$50,000). Funding will be used to replace, restore and enhance lighting systems within Denver's parks system.

RZ010 - Park Amenities - Outdoor Recreation (\$515,000). Funds will be used for the capital maintenance of outdoor recreation facilities such as athletic fields and courts.

RZ010 - Park Amenities - Playgrounds (\$158,000). Funding will be used for capital maintenance throughout the City's playground system, including necessary playground rehabilitation and replacement projects.



RZ009 - Park Facilities - Outdoor Aquatics Rehabilitation (\$250,000). Funding is used for capital maintenance of outdoor pools and aquatic facilities such as splash pads.

RZ009 - Park Facilities - Park Restrooms (\$370,000). Funds will be used to maintain, repair and enhance restrooms within the City's park system.

RZ009 - Park Facilities - Recreation Center Rehabilitation (\$2,500,000). Funding will be used for capital maintenance throughout the City's recreation center system, including necessary recreation center rehabilitation.

RZ009 - Park Facilities - Structures (\$535,000). Funding will be used for capital maintenance on buildings throughout the City's park system that require immediate attention, including park maintenance headquarters.

RZ009 - Park Facilities - Water Features (\$125,000). Funding is for capital maintenance on water features, such as fountains and splash pads, throughout the park system.

RZ010 - Park Amenities - Picnic Facilities (\$200,000). Funds will be used to replace, restore and enhance the picnic facilities within Denver’s park system such as benches, shade structures and outdoor grills.

RZ006 - Reinvestment – Emergency Response (\$200,000). Funds will be used for emergency repairs projects within the Denver Parks and Recreation system.

RZ006 - Reinvestment - Parks Rehabilitation (\$1,155,000). Funding will be used throughout the year for capital maintenance of parks citywide for those assets not included in regular maintenance programming (e.g., retaining walls, overlooks, etc.). This also includes matching funds for the Commons Park Community Garden.



RZ007 - Resiliency - Water Conservation (\$395,000). Funding will be used to upgrade irrigation systems within Denver’s park system.

Parks, Trails, and Open Space Fund – Schedule 36000

	2019 Actuals	2020 Appropriated	2021 Recommended
Financial Resources			
Miscellaneous Other	15,127,973	19,800,000	18,745,000
Total	15,127,973	19,800,000	18,745,000
Uses of Resources			
Expenditures/Appropriations	6,359,866	19,800,000	18,745,000
Total	6,359,866	19,800,000	18,745,000
Net Increase (Decrease) in Fund Balance	8,768,107	0	0
Fund Balance January 1		8,768,107	8,768,107
Fund Balance December 31	8,768,107	8,768,107	8,768,107

Parks, Trails, and Open Space Fund – Projects by Agency

Projects		2021 Recommended
Department of Parks and Recreation		
36045-7010000 Parks Citywide Projects		
RZ454	Mountain Parks - Facilities	450,000
RZ454	Mountain Parks - Infrastructure	265,000
RZ008	Park Access - Trail Improvements	150,000
RZ010	Park Amenities - Outdoor Recreation	375,000
RZ010	Park Amenities - Playgrounds	1,700,000
RZ009	Park Facilities - Structures	275,000
RZ006	Reinvestment - ADA Upgrades	500,000
RZ006	Reinvestment - Parks Rehabilitation	500,000
RZ006	Reinvestment - Project Development Funds	300,000
RZ007	Resiliency - Natural Resources	740,000
RZ007	Resiliency - Tree Program	400,000
RZ007	Resiliency - Water Conservation	100,000
Total		5,755,000
36050-7010000 Parks Improvement Projects		
RV004	City Park Master Plan Implementation	3,000,000
RV001	DPR Land Expansion Pre-Acquisition Costs	500,000
RT001	Heron Pond Parks and Water Quality Improvements	4,200,000
RV007	Montbello ELK Learning Center	2,250,000
RV003	Northfield Athletic Complex Phase II	540,000
RV005	Rosedale Maintenance Facility Renovation	2,000,000
RV006	Skyline Park Improvements	500,000
Total		12,990,000
Grand Total		18,745,000

Department of Parks and Recreation

Parks Citywide Projects

RZ454 - Mountain Parks - Facilities (\$450,000). Funding will be used for repair and maintenance of Denver Mountain Parks facilities including restrooms, shelters, historic structures, and other buildings.

RZ454 - Mountain Parks - Infrastructure (\$265,000). Funding will be used for repair and maintenance of Denver Mountain Parks infrastructure including trails, bridges, site improvements, and campground improvements, including the Genesee Park North Campground RV Site construction.

RZ008 - Park Access - Trail Improvements (\$150,000). Funding will be used for capital maintenance throughout the citywide trail system.

RZ010 - Park Amenities - Outdoor Recreation (\$375,000). Funds will be used for repair and maintenance of citywide outdoor recreation facilities, such as athletic fields or basketball courts.

RZ010 - Park Amenities - Playgrounds (\$1,700,000). Funds will be used for capital maintenance throughout the City's playground system, including necessary playground rehabilitation and replacement projects.

RZ009 - Park Facilities - Structures (\$275,000). Funding will be used for capital maintenance to buildings throughout the City's park system that require immediate attention, including park maintenance headquarters.

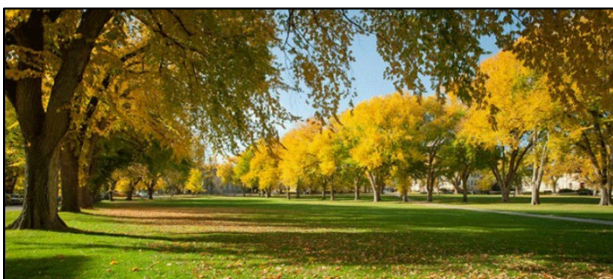


RZ006 - Reinvestment - ADA Upgrades (\$500,000). Funds will be used for citywide park and facility improvements as required by the federal Americans with Disabilities Act (ADA).

RZ006 - Reinvestment - Parks Rehabilitation (\$500,000). Funding 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.). This also includes matching funds for the Commons Park Community Garden.

RZ006 - Reinvestment - Project Development Funds (\$300,000). Funds will 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.

RZ007 - Resiliency - Natural Resources (\$740,000). Funding will be used for capital maintenance and improvement to the City's natural areas system, including restoration, reclamation and lake edge management.



RZ007 - Resiliency - Tree Program (\$400,000). Funding is for the purchase of new replacement trees to maintain and refurbish Denver's tree canopy and to meet the sustainability program objectives of the City.

RZ007 - Resiliency - Water Conservation (\$100,000). Funding will be used to continue implementation of water conservation techniques to meet the sustainability goals of the City.

Parks, Trails and Open Space Fund – Project Descriptions

Parks Improvement Projects

RV004 - City Park Master Plan Implementation (\$3,000,000). Funds will be used to implement recommendations from 2018 Master Plan, such as the restoration of the DeBoer Waterway and development of a Nature Play Experience.

RV001 - DPR Land Expansion Pre-Acquisition Costs (\$500,00). This funding will allow for early expenditures related to property acquisition, such as due diligence and earnest money, and provide funding for initial site assessments. The intent is to increase the speed, efficiency, and competitiveness of DPR land acquisitions.



RT001 - Heron Pond Parks and Water Quality Improvements (\$4,200,000). Funding to construct a regional water quality basin, regional park, and open space in accordance with the Heron Pond/Heller/Carpio-Sanguinetti Master Plan.

RV007 - Montbello Elk Learning Center (\$2,250,000). In partnership with DPR's non-profit environmental partner, Environmental Learning for Kids, funds will to support the design and construction of the Montbello Learning Center and associated site improvements.

RV003 - Northfield Athletic Complex Phase II (\$540,000). Funds will be used to provide matching funds to Denver Public Schools (DPS) to build out the Northfield Athletic Complex, specifically for the addition of pickleball courts and associated lighting.

RV005 - Rosedale Maintenance Facility Renovation (\$2,000,000). Funding will be used to renovate the SW District's Rosedale Shop into the District's headquarters. Improvements include a new office building, new wash bay, and new pole barn structure.

RV006 - Skyline Park Block 2 Improvements Design (\$500,000). Funds will be used for final design and construction documents for Block 2 of Skyline Park.

Entertainment & Cultural Capital Fund – Schedule 39000



	2019 Actuals	2020 Appropriated	2021 Recommended
Financial Resources			
Interest Income	1,281,533	626,000	565,000
Miscellaneous Other	13,572,463	2,443,156	7,400,000
Total	14,853,996	3,069,156	7,965,000
Uses of Resources			
Expenditures/Appropriations	14,244,396	14,515,955	8,947,542
Rescissions	0	(1,585,867)	0
Contingency	0	0	475,000
Total	14,244,396	12,930,088	9,422,542
 Net Increase (Decrease) in Fund Balance	 609,600	 (9,860,932)	 (1,457,542)
 Fund Balance January 1	 32,881,796	 33,491,396	 23,630,464
Fund Balance December 31	33,491,396	23,630,464	22,172,922

Entertainment & Cultural Capital Fund - Projects by Agency

Projects		2021 Recommended
Department of Finance		
39010-2501000 Theatres & Arenas Capital Projects		
GM001	National Western Capital Projects	377,695
Total		377,695
39010-2590000 Theatres & Arenas Capital Projects		
GE008	Auditorium Lease Payment	5,382,750
Total		5,382,750
Denver Arts and Venues		
39010-3050000 Theatres & Arenas Capital Projects		
GZ101	Auditorium Capital Maintenance	110,000
GZ101	Boettcher Concert Hall Capital Maintenance	50,000
GI008	Bonfils Theatre Complex Capital Projects	328,610
GZ101	Buell Theatre Capital Maintenance	550,000
GZ103	Coliseum Capital Maintenance	516,487
GZ101	Denver Performing Arts Complex (DPAC) Capital Maintenance	120,000
GZ102	McNichols Capital Maintenance	50,000
GZ103	Red Rocks Capital Maintenance	1,462,000
Total		3,187,097
Grand Total		8,947,542

Department of Finance

Theatres & Arenas Capital Projects

GM001 - National Western Capital Projects (\$377,695). Seat tax revenue generated at the National Western Center will be used for capital maintenance of NWC facilities.

GE008 - Auditorium Lease Payment (\$5,382,750). Represents the annual debt payment on the certificates of participation that was used to finance the remodel of the Ellie Caulkins Opera House.



Denver Arts and Venues

Theatres & Arenas Capital Projects

GZ101 - Auditorium Capital Maintenance (\$110,000). Funding will be used for ongoing capital maintenance and improvements at the Ellie Caulkins Opera House including roofing and soffit repairs, electrical, plumbing, mechanical, structural, landscaping and other capital improvements as needed.



GZ101 - Boettcher Concert Hall Capital Maintenance (\$50,000). Funding will be used for ongoing capital maintenance and improvements at the Boettcher Concert Hall including electrical, plumbing, mechanical, structural, landscaping and other capital improvements as needed.

GI008 - Bonfils Theatre Complex Capital Projects (\$328,610). Seat tax revenues generated at the Bonfils Theatre Complex will be reinvested in capital improvements at the complex.

GZ101 - Buell Theatre Capital Maintenance (\$550,000). Funds will be used for ongoing capital maintenance and improvements at the Buell Theatre including elevator modernization, electrical, plumbing, mechanical, structural, landscaping and other capital improvements as needed.

GZ103 - Coliseum Capital Maintenance (\$516,487). 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. This also includes seat tax revenues generated at the Coliseum as part of the National Western Stock Show.

GZ101 - Denver Performing Arts Complex (DPAC) Capital Maintenance (\$120,000). Funding will be used for ongoing capital maintenance and improvements at the DPAC including electrical, plumbing, mechanical, structural, landscaping, garage, garage retail project, park, and other capital improvements as needed.

GZ102 - McNichols Capital Maintenance (\$50,000). 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.

GZ103 - Red Rocks Capital Maintenance (\$1,462,000). Funding will be used for ongoing capital maintenance and improvements at the Red Rocks Amphitheater including reconstruction of the South Ramp to the amphitheater.

Bond Projects Funds Summary – Schedule 37000

Projects		2019 Actuals	2020 Estimated	2021 Estimated
Use of Resources				
37073	05 Bond Justice Center Tranche 2	596,113	102,523	60,000
37105	07 Bond-Public Ofc Facilities	0	119,228	747,253
37110	07 Bond -Refurb Cultural Fac	80,101	93,007	0
37120	07 Bond - Parks	3,999	0	0
37125	07 Bond - Public Safety	93,293	0	0
37130	07 Bond-Street,Tran,DOTI sys fac	48,480	38,050	0
37135	07 Bond - Libraries	12,233	114,618	0
37140	07 Bond-Expansion Cult Facilit	25,773	129,900	0
37205	National Western Center 2016 Project Bonds	17,963,095	3,902,617	0
37206	National Western Center 2018A Bonds - Tax-Exempt	63,692,814	82,122,381	55,833,939
37210	National Western Center 2016 Project Bonds - Taxable	0	254,748	90,411
37211	National Western Center 2018B Bonds - Taxable	1,440,744	9,684,861	26,950,581
37305	Convention Center 2016 Project Bonds - Tax-Exempt	804,034	1,750,764	74,704
37401	Elevate Denver General Obligation Bond Fund	84,377,215	40,712,196	19,313,907
37402	Elevate Denver GO Bond 2019A	52,736,554	18,495,059	9,200,622
37403	Elevate Denver GO Bond 2019C	5,862,129	30,932,937	58,392,183
Total		227,736,578	188,452,889	170,663,600

Bond Funded Capital Programs

Schedule 37000 shown above lists each of the major bond projects and shows 2019 actual expenses, 2020 estimated expenditures and 2021 projected expenditures.

- The **Justice Center** was constructed using 2005 general obligation bonds. The downtown justice center campus was completed in 2011. The buildout of Building 24 at the Denver County Jail is substantially complete. Remaining bond funding has been allocated toward the completion of the public art project related to the buildout of Building 24 at the Denver County Jail.
- Work commenced in 2008 on the \$550 million **Better Denver bond program**. Projects are primarily complete, and the bond program is in the closeout stage. Remaining interest earnings on proceeds have been allocated to upgrade the Police Administration Building fire alarm system in 2021.
- In 2016, work began on the **National Western Center (NWC)** campus and the expansion of the **Colorado Convention Center (CCC)** funded through the issuance of excise tax revenue bonds authorized by Ballot Measure 2C approved by Denver voters in late 2015. In 2016, \$206 million in bond proceeds was programmed consisting of \$200 million for the NWC campus and \$6 million for the CCC. An additional \$295 million in bond proceeds for the National Western Center was issued in August 2018.
 - The **National Western Center (NWC)** will support Denver's global standing as an agribusiness innovation hub for solving global food production and security issues. The current focus of the program is to deliver Phases 1 & 2 of the NWC Master Plan, which encompasses neighborhood connectivity, river access, and new facilities to support the annual Stock Show and future campus activities. Horizontal construction is nearing completion. And the first of the vertical assets, the Maintenance and Operations building, is substantially complete. Other vertical assets such as, the Stockyard Event Center, are in various stages of design, review and construction.

- The **Colorado Convention Center Expansion (CCC)** project will focus on the quality and character of facility and experience, connectivity, flexible and unique spaces, and wayfinding technology, all of which will help keep the facility modern, vibrant, and attractive. The Project will include vertical expansion, the renovation of lobby space, installation of new vertical conveyances, and required code and life safety upgrades. It is anticipated that construction will be completed in 2023. In addition to the \$6 million in bond proceeds issued in 2016, a certification of participation (COP) issuance totaling \$129 million occurred in August 2018. Information on the Colorado Convention Center expansion COP can be found in the “Grant/Other Capital Funds Summary” section.
- **Elevate Denver** is a 10-year, \$937 million general obligation bond program approved by voters in 2017 to enhance the City and County of Denver by providing critical improvements to the community’s infrastructure. Elevate Denver touches nearly every one of Denver’s 78 unique neighborhoods by fixing roads and sidewalks, replacing police stations and playgrounds, restoring theaters and museums, and more. The program strengthens the fabric of the city in seven distinct ways: transportation and mobility, parks and recreation centers, Denver Health and Hospital Authority, cultural and public facilities, libraries, and public safety. In 2021, Elevate will continue to develop, design and construct projects across the city from the program’s first, second and third bond issuances which total \$392 million. A fourth issuance for the Elevate Denver bond program is anticipated to occur in late 2020 (not included in 2021 projection).

The table below provides 2020 estimated expenditures and 2021 projected expenditures by bond purpose for the Elevate Denver bond program.

	2020 Estimated*	2021 Estimated*
Purpose 1 - Transportation and Mobility	\$ 28,405,099	\$ 25,533,630
Purpose 2 – Cultural Facilities	\$ 21,818,165	\$ 5,613,956
Purpose 3 - Denver Health	\$ -	\$ -
Purpose 4 - Public Safety	\$ 2,322,735	\$ 7,160,051
Purpose 5 - Library	\$ 14,680,032	\$ 4,153,400
Purpose 6 - Parks	\$ 11,743,002	\$ 22,996,342
Purpose 7 - Public Facilities	\$ 3,320,183	\$ 7,331,266
Total	\$ 82,289,216	\$ 72,788,645

*2020 and 2021 estimated does not include planned future bond issuances.

*The table excludes program level projected expenditures.

Grant/Other Capital Funds Summary - Schedule 38000

Projects		2019 Actuals	2020 Estimated	2021 Estimated
Use of Resources				
38095	Convention Center Replacement Fund	141,891	2,077,144	0
38215	56th Ave/Quebec Improvements	0	0	0
38266	Denver Water Irrigation Project	6,167	20,000	10,000
38274	Central Platte Service Center - 38274	0	10,000	0
38297	Energy Conservation Capital Projects	0	0	1,200,000
38304	Denver Art Museum Rehabilitation/Improvements	11,553	75,000	0
38336	Culture & Recreation SRF	7,533,222	5,600,000	0
38367	DURA Downtown TIF Projects	4,063,476	5,400,000	11,630,000
38390	40th Avenue Bridge Devolution	0	0	2,000,000
38410	National Western Center Project	0	0	150,000
38419	Denver Water IGA	36,581	975,000	80,000
38421	Excise Tax Overperformance Capital Fund	0	28,582,508	0
38422	Colorado Convention Center Capital Fund	11,640,508	10,338,966	9,448,770
38423	Brighton ROW Improvement Reimbursement	92,550	0	0
38424	Gateway Impact Fee - Parks and Recreation	0	0	416,000
38426	National Western Center CSU Facilities Development Fund	1,214,584	4,579,008	21,493,528
38427	National Western WSSA Campus Development Fund	0	0	15,000,000
38429	Denver Water/NWC Recycled Water Pipeline IGA	0	90,000	2,500,000
38430	Colorado Convention Center (CCC) Expansion	0	14,453,203	72,031,115
38431	District Energy	0	0	3,761,000
38507	East Corridor COP - 38507	0	0	437,000
38508	911 Communication Center COP	435,548	0	0
38650	Public Art Contributions	178,500	285,000	1,576,335
38705	Parks and Recreation Capital Contributions	0	390,000	250,000
38741	Sand Creek Bridge Repairs	45,029	0	0
38742	Maintenance and Streetscape of Brighton Blvd	0	0	0
38743	Central Park Boulevard	636,364	840,000	840,000
38748	North Fire Station Reimbursement Agreement	4,773,430	100,000	0
38749	EFG South Sloan's Lake Reimbursement	113,574	10,000	0
38760	Central Branch Library Renovation	0	0	3,993,750
38805	DOTI Capital Contributions	5,354,967	7,435,015	0
38841	16th Street Mall Waterline Replacement IGA	0	0	1,350,000
38941	Next Step Study Fund	0	250,000	0
Total		36,277,945	81,510,844	148,167,498

- Includes 2019 actuals, 2020 estimated and 2021 projected expenditures for appropriated and revenue-based funds in the Grant and Other Capital Funds fund series. An asterisk denotes a new 2021 appropriation.
- Transfers of funding from these funds above are identified in the fund descriptions below.

Grant/Other Capital Funds Descriptions

Convention Center Replacement Fund. Fund established to support improvements to the Colorado Convention Center in 1989. In 2020, the fund will be closed and remaining funds in the amount of \$2,077,144 will be transferred to fund 38422 to serve as reserves for future COP payments to protect against volatility of revenue sources.

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. A \$1.2M transfer from 38297 to the General Fund will occur in 2021.

Denver Art Museum Rehabilitation/Improvements. Fund for capital maintenance and capital improvements for the Denver Art Museum Hamilton Building funded by monies received from a settlement for this purpose.

Denver Arts and Venues – Cultural & Recreation SRF. Transfer from Denver Arts and Venues operating fund for capital improvements at performing arts facilities including Boettcher Concert Hall, Buell Theatre, Ellie Caulkins Opera House, Denver Coliseum, Red Rocks Amphitheatre and the McNichols Building.

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.

40th Avenue Bridge Devolution. Funding for bridge maintenance related to shift of ownership of the 40th Avenue bridge from the Colorado Department of Transportation to the City and County of Denver.

National Western Center Project. Fund to support financial contributions and miscellaneous partnership agreements related to the delivery of the National Western Center campus.

Denver Water IGA. This is funding from an intergovernmental agreement (IGA) with Denver Water for irrigation, water main line, and other improvements at parks and golf courses.

Excise Tax Overperformance Capital Fund. This fund consists of additional excise tax revenues which exceed the debt service for excise tax revenue bond issued to date. Funds will serve as a reserve for debt service and other future capital projects at the National Western Center and the Colorado Convention Center. Funding in the amount of \$28,582,508 will be transferred to the General Fund in 2020.

Colorado Convention Center Capital Fund. Funding to support debt obligations and capital maintenance at the Colorado Convention Center. Additional detail can be found in this section under "Colorado Convention Center".

Brighton ROW Improvement Reimbursement. Reimbursement from Denver Water to relocate their water lines which conflict with improvements resulting from the reconstruction of Brighton Boulevard.

Gateway Impact Fee - Parks and Recreation. A capital special revenue funds for depositing revenues from Gateway Area Development Fees in lieu of parkland dedication.

National Western Center CSU Facilities Development Fund. Funding from Colorado State University for the Equine Sports Medicine Facility/Community Outreach Clinic, Water Resource Center and CSU Center to be located at the National Western Center.

National Western Center WSSA Campus Development Fund. Funding from the Western Stock Show Association to support campus development in accordance with the National Western Center Framework Agreement.

Denver Water/NWC Recycled Water Pipeline IGA. Funding from Denver Water to support the design and construction of a recycled water main within the National Western Center Campus with a goal to minimize potable water use at the National Western Center.

Colorado Convention Center (CCC) Expansion. Funding is Certificate of Participation (COP) proceeds issued in 2018 to complete the expansion of the Colorado Convention Center.

District Energy. Funding from reimbursement agreement for design and construction expenses related to district heating and cooling system for the National Western Center.

East Corridor COP. 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.

Public Art Contributions. A revenue-based fund to support the receipt of funds for public art projects from partner organizations or private entities. Eligible use of funds include planning, design, or construction activities for public art installations.

Parks and Recreation Capital Contributions. A revenue-based fund to support the receipt of funds for parks and recreation projects from partner organizations or private entities. Eligible use of funds include planning, design, or construction activities of parks and recreation capital assets.

Sand Creek Bridge Repairs. Funding for construction of a portion of the Sand Creek Regional Greenway Trail connecting to an existing pedestrian bridge at Sand Creek. Payment from the Park Creek Metro District to the City as part of the District's contribution toward pedestrian bridge repairs to be performed by the City

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.

North Fire Station Reimbursement Agreement. An agreement with the City of Denver, Denver Public Schools (DPS), Park Creek Metropolitan District, Forest City, and the Denver Urban Renewal Authority (DURA) to construct a new fire station in Northfield Stapleton.

EFG South Sloan's Lake Reimbursement. Funding for the design and construction of a crusher-fine trail around Sloan's Lake Park, or another project mutually agreed to by DPR and contributing organization.

Central Branch Library Renovation. Funding from Denver Public Library Friends Foundation for the for design and construction of additional components completed as a supplement to the Central Library Renovation.

DOTI Capital Contributions. A revenue-based fund to support the receipt of funds for public infrastructure projects, such as transportation or facility projects, from partner organizations or private entities. Eligible use of funds include planning, design, or construction activities for public capital assets.

16th Street Mall Waterline Replacement IGA. Reimbursement from Denver Water to support the design and construction work completed on water lines during the Mall reconstruction project.

Next Step Study Fund. Fund to receive developer contributions for a next steps study in the 41st and Fox area to determine transportation mitigation and capacity improvement projects.

Colorado Convention Center Capital Fund (38422)

Revenue	2020 Estimated	2021 Projected
2C CCC Maintenance	\$ 1,000,000	\$ 1,000,000
CCC Hotel Special Revenue Fund	\$ 3,500,000	\$ 3,500,000
Seat Tax	\$ 2,386,447	\$ 4,500,000
Tourism Improvement District	\$ 3,452,519	\$ 3,748,770
	\$ 10,338,966	\$ 12,748,770

Expenditures	2020 Appropriated	2021 Appropriated
CCC Expansion COP Payment	\$ 8,152,519	\$ 8,148,770
CCC Capital Maintenance	\$ 2,186,447	\$ 1,300,000
	\$ 10,338,966	\$ 9,448,770

- Starting in 2021 and thereafter, a portion of Tourism Improvement District funding is retained to support capital maintenance per the agreement.
- Includes a transfer of \$3,500,000 from the Convention Center Hotel Special Revenue Fund (fund 11835) to the Colorado Convention Center Capital Fund (fund 38422) to support the annual certificate of participation (COP) payment for the Colorado Convention Center expansion project. The annual COP payment is also supported by Seat Tax and Tourism Improvement District funding.
- Includes a transfer of \$3,300,000 of 2019 actuals from Seat Tax (39010) to the Colorado Convention Center Capital Fund (38422) to serve as reserves for future COP payments to protect against volatility of revenue sources.

The tables below list the appropriations for capital projects funded by Enterprise Funds. They are included in this capital section only as part of the overall summary of 2021 capital expenditures. More information on Denver International Airport and the Enterprise Funds shown in this section can be found in the respective Agency Detail sections and in the Proprietary Fund section of the Budget Book.

Wastewater Enterprise Fund

Projects		2021 Recommended
Wastewater Management Division		
72400-5061000 WMD Sanitary Capital Improvement		
PZ711	Capital Maintenance - Critical Sanitary	313,000
PZ711	Capital Maintenance - Manhole and Pipe Rehabilitation	3,800,000
PZ718	Capital Project Support	1,500,000
PZ726	General Sanitary Improvements	4,000,000
PA800	Sanitary Capital - North	3,000,000
PZ726	Sanitary Master Plan Updates	200,000
PZ726	Sanitary Project Development	150,000
Total		12,963,000
72700-5061000 WMD Storm Capital Improvement		
PZ710	Capital Maintenance - Critical Storm	150,000
PC707	Citywide Concrete Improvements	2,100,000
PC708	General Storm Improvements	5,000,000
PC708	Public Restrooms Program	300,000
PA776	Storm Capital - North	13,450,000
PF701	Storm Capital - Northeast	1,150,000
PF706	Storm Capital - Northwest	2,000,000
PH718	Storm Capital - Southeast	4,500,000
PC708	Storm Master Planning	300,000
PC708	Storm Project Development	500,000
PC708	USACE Implementation: SPR and Gulches	2,500,000
Total		31,950,000
72705-5061000 Water Quality Capital Projects		
PC708	Water Quality Implementation	5,000,000
PC708	Water Quality Project Development	250,000
Total		5,250,000
72710-5061000 East Corridor COP - 72710		
PA776	East Corridor COP Payment	911,587
Total		911,587
Grand Total		51,074,587

Wastewater Management Division – Sanitary Capital Improvements

PZ711 – Critical Sanitary Capital Maintenance (\$313,000). Construction of critical and emergency sanitary repairs.

PZ711 – Manholes and Pipe Rehabilitation (\$3,800,000). Annual rehabilitation of sanitary sewers that are at imminent risk of failure and preventative maintenance.

PZ718 – Capital Project Support (\$1,500,000). Support for repairs, rehabilitation, and pre-construction activities on capital projects to support timelines and schedules.

PZ726 – General Sanitary Improvements (\$4,000,000). Annual project for sanitary infrastructure improvements throughout the City by means of open cut and/or trenchless technologies.

PA800 – Sanitary Capital - North (\$3,000,000). Funding for design and construction of a new sanitary lift station facility to convey sewer flows in North Denver.

PZ726 – Sanitary Master Plan Updates (\$200,000). Annual planning and feasibility studies to assess sanitary system future need and prioritize future sanitary sewer capital improvement projects.

PZ726 – Sanitary Project Development (\$150,000). Annual design and development of citywide capital sanitary sewer projects.



Wastewater Management Division - Storm Capital Improvements

PZ710 – Capital Maintenance - Critical Storm (\$150,000). On-call construction contract for critical and emergency storm repairs.

PC707 – Citywide Concrete Improvements (\$2,100,000). Annual project for curb, gutter, cross-pan, and miscellaneous drainage related concrete repairs citywide.

PC708 – General Storm Improvements (\$5,000,000). Annual project for storm system upgrades at multiple locations to address nuisance flooding and other citywide stormwater management issues.

PC708 – Public Restrooms Program (\$300,000). Design and installation of fixed public restrooms at high-use locations for the benefit and service of the City.

PA776 – Storm Capital – North (\$13,450,000). Design and construction of storm drainage needs, including increased capacity along Marion Street, critical improvements to the Upper Montclair basin, and future flood control and community enhancements along 48th Avenue system in accordance with the Globeville Systems Study.

PF701 – Storm Capital - Northeast (\$1,150,000). Funding for flood control improvements and community enhancements of the Montbello channels in accordance with neighborhood planning efforts and the Mile High Flood District Irondale Gulch Outfall Systems Plan.

PF706 – Storm Capital Northwest (\$2,000,000). Funding for flood control improvements and community enhancements of Weir Gulch in accordance with the Mile High Flood District Weir Gulch Major Drainageway Plan.





PH718 – Storm Capital - Southeast (\$4,500,000). Design and construction of storm drainage improvements to mitigate excessive street flooding in the Southeast basins, including at a local sump near the Tennessee & Oneida intersection and along Goldsmith Gulch in alignment with neighborhood planning efforts and the Mile High Flood District Goldsmith Gulch Major Drainageway Plan.

PC708 – Storm Master Planning (\$300,000). Annual planning and feasibility studies to assess flood risks and prioritize future storm drainage capital improvement projects.

PC 708 – Storm Project Development (\$500,000). Annual design and development of citywide capital storm drainage projects.

PC708 – USACE Implementation SPR & Gulches (\$2,500,000). For local match of USACE and MHFD funds along the highest need reaches of South Platte River, Weir Gulch, and Harvard Gulch in accordance with the recommendations of the Urban Waterways Study.

Wastewater Water Quality – Capital Improvements

PC708 – Water Quality Implementation (\$5,000,000). Design and construction of regional and site-scale water quality facilities in high priority basins to reduce pollutants in stormwater runoff.

PC708 – Water Quality Project Development (\$250,000). Annual project for development and master planning of the citywide water quality program.

Wastewater – Payments

PA776 – East Corridor COP Payment (\$911,587). Annual debt service payment for the East Corridor COP for the portion of the proceeds related to wastewater improvements.

Environmental Quality Enterprise Fund

Projects		2021 Recommended
Environmental Quality		
78410-6506000 Underground Storage Tanks		
EZ005	Underground Storage Tanks	329,600
Total		329,600
Grand Total		329,600

Environmental Quality Improvement Projects

EZ005 - Underground Storage Tanks (\$329,600). Funding is used for maintenance, repair, and replacement of underground and aboveground storage tanks along with spill prevention plans at all city fueling facilities, except for Denver International Airport.

Golf Enterprise Fund

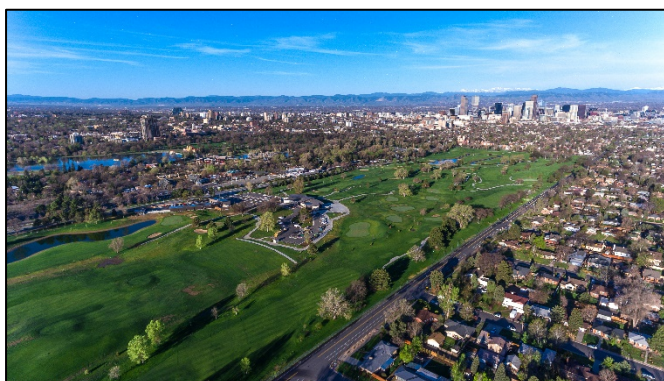
Projects		2021 Recommended
Golf		
79400-7029000 Golf Enterprise Capital Improv		
RG100	Golf Buildings/Mechanical	300,000
RG100	Golf Course Construction	300,000
RG100	Golf Course Water Infrastructure	100,000
Total		700,000
Grand Total		700,000

Golf Improvement Projects

RG100 - Golf Buildings / Mechanical (\$300,000). Funding for HVAC repair and replacement, windows, paint, plumbing, roofs for any building on the golf courses.

RG100 - Golf Course Construction (\$300,000). Funds for course construction, such as tee box rehabilitation, green maintenance, bunker renovation and weather shelter upgrades.

RG100 - Golf Course Water Infrastructure (\$100,000). Funding for irrigation replacement and major repairs, pump rehabilitation, and new or upgrades to golf course restrooms.



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