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# Department of Transportation & Infrastructure

## 2024 City Council Presentation

Tuesday, September 19, 2023

# Departmental Overview

## Vision

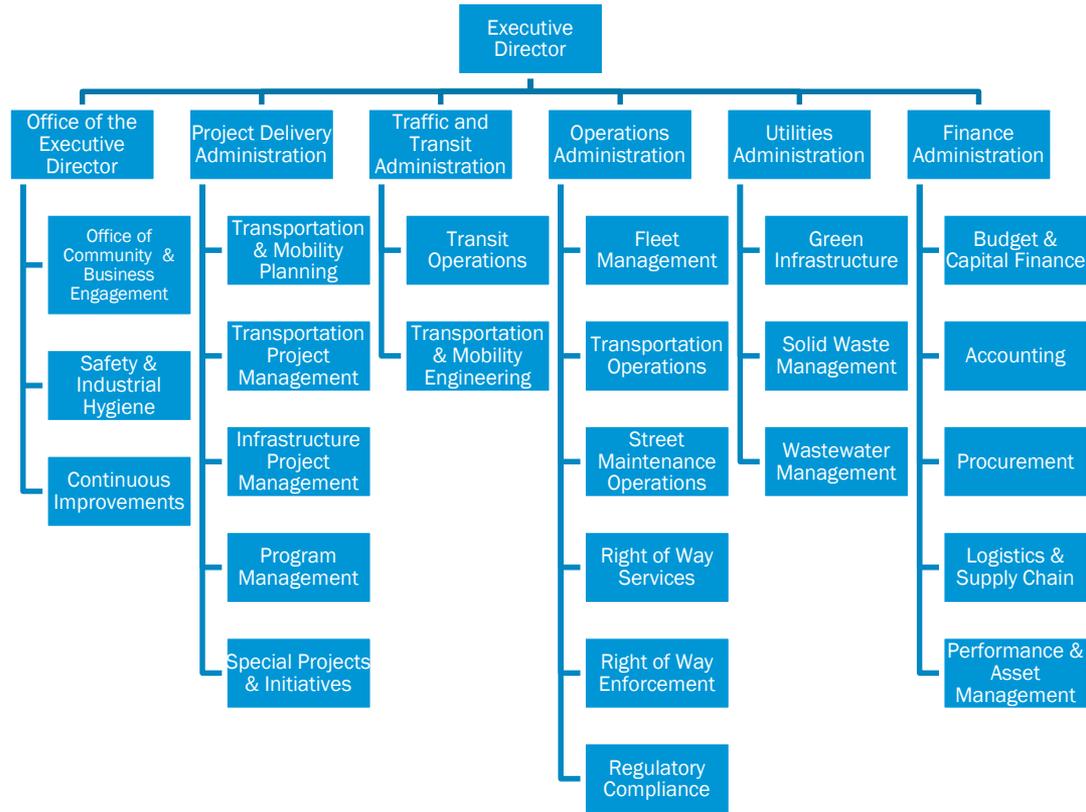
To be the ideal Department of Transportation and Infrastructure in the country

## Mission

Denver's Department of Transportation and Infrastructure, through its employees, enhances the quality of life in Denver by safely and efficiently delivering effective, high quality, sustainable and equitable public infrastructure and services.

## Strategic Focus Areas

- Invest in our People
- Operate with Discipline
- Use Data to Drive Decisions
- Deliver Results



# How DOTI is Funded

The 7 funds below are responsible for funding DOTI's operating and capital activities. General responsibilities, activities and the 2024 budget for each is outlined below.

## •General Fund - \$135.2M

- Pothole + Pavement
- Snow Removal
- Right of Way Svcs. + Enforcement
- Transportation Ops + Planning
- Regulatory Compliance
- Community + Bus. Engagement
- Traffic Engineering
- Denver Action Team.
- Executive Office
- Professional Svcs.

## Wastewater Enterprise Fund - \$146M

- Green Infrastructure - \$8.6M
- Sanitary Operations
- Storm Operations
- Wastewater Capital Projects - \$60M
- Wastewater Capital Mtnce. - \$13.6M

## Volume Based Trash SRF - \$39.5M

- Trash, recycling and compost solid waste collection services for:
  - Single family homes
  - Municipal buildings
  - Denver Public Schools

## Transportation & Mobility SRF - \$12M

- Vision Zero and other safety initiatives
- Transit
- Innovation
- Transportation studies and plans
- Micromobility
- Bike/Pedestrian Infrastructure

## Capital (\$116.7M) + Bond (\$297.2M)

- Transportation CIP \$109.3M
- Facilities - \$7.45M
- Elevate GO - \$77.6M
- RISE GO - \$25.8M
- National Western Center & Colorado Convention Center - \$193.8M

## •Fleet Replacement SRF - \$22.5M

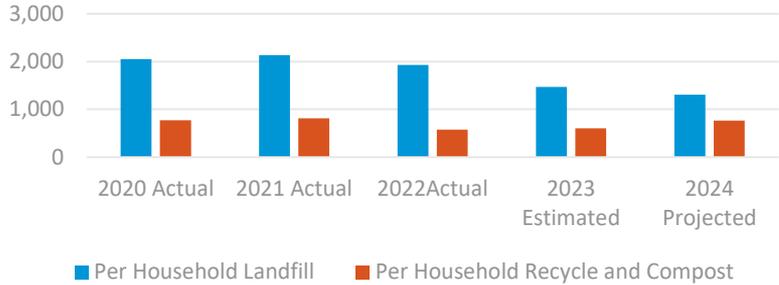
- DOTI General Fund Fleet
- Non-DOTI Fleet Replacement

## •Asphalt Plant Internal Service Fund - \$9.4M

- Manufacturing facility that sells asphalt to capital Street Mtnce. programs

# Key Strategic Metrics – General Fund

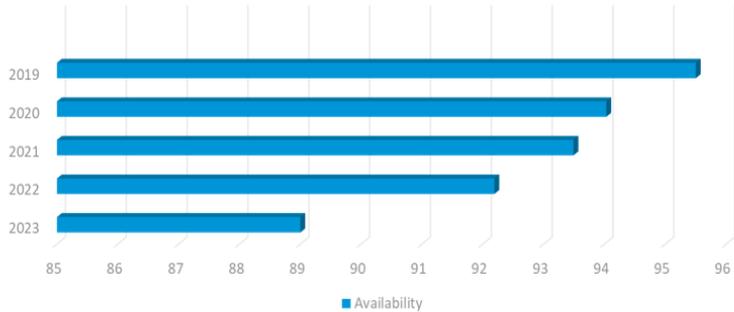
## Pounds of Household Waste



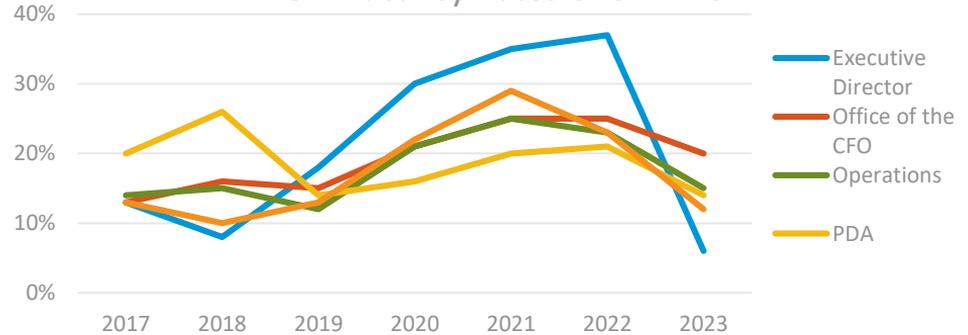
## Pavement Condition Index (PCI)



## DOTI Fleet Availability



## DOTI Vacancy Rates Over Time



# Addressing Inequities

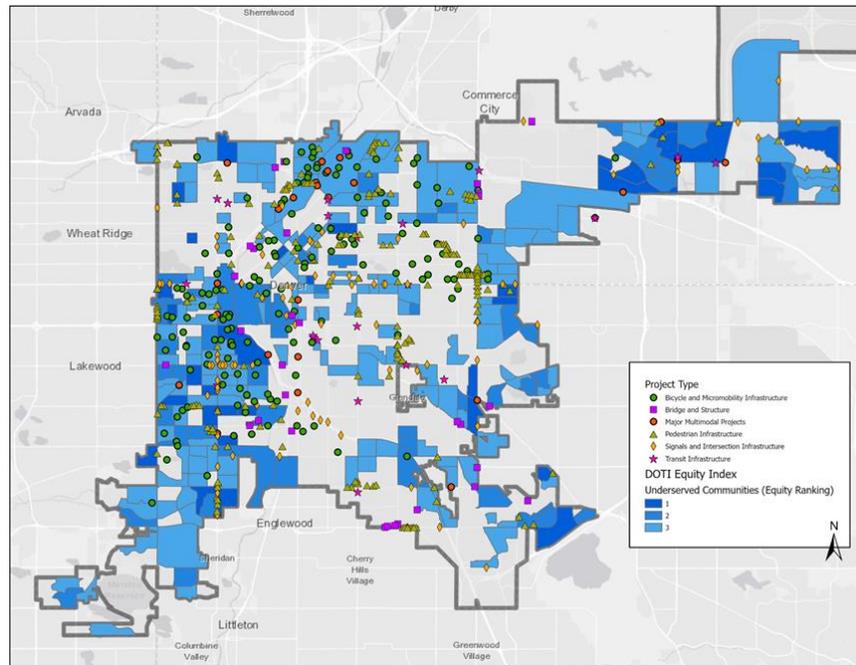
## DOTI's Office of Community and Business Engagement

DOTI's Office of Community and Business Engagement's (OCBE) mission is to facilitate authentic community and small/disadvantaged business engagement and to ensure that resources are invested in the communities and people that need it the most.

## The Office of Community and Business Engagement's impact

OCBE serves the entire City and County of Denver and utilizes DOTI's equity data tools to ensure a focus on and investment in underserved communities. OCBE also works closely with DSBO and hosts events like "Bagels & Business" to ensure engagement with disadvantaged businesses/contractors.

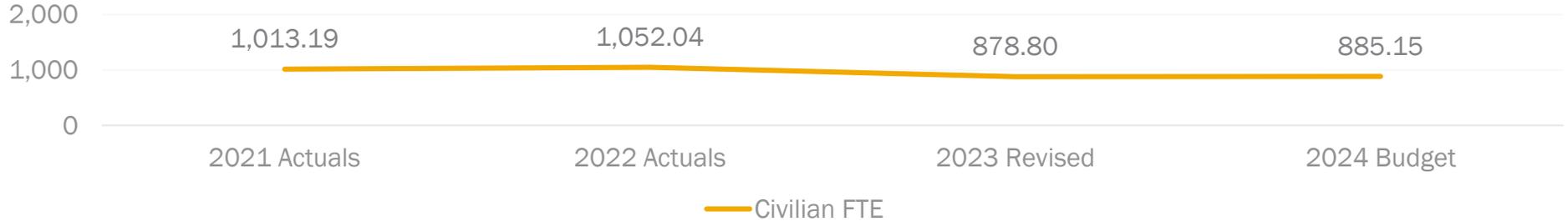
6-Year Plan of Capital Projects Map



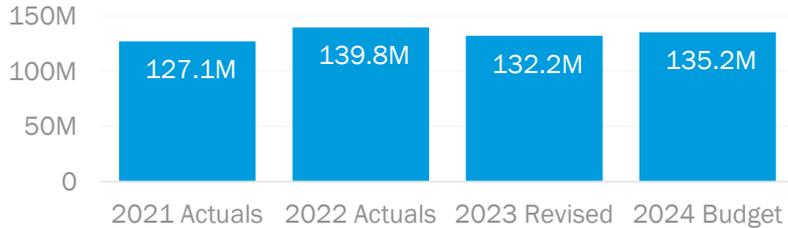
*75% of mapped projects are partially or completely within the **Equity Index Underserved Communities***

# General Fund Expenses, Revenues, and FTEs

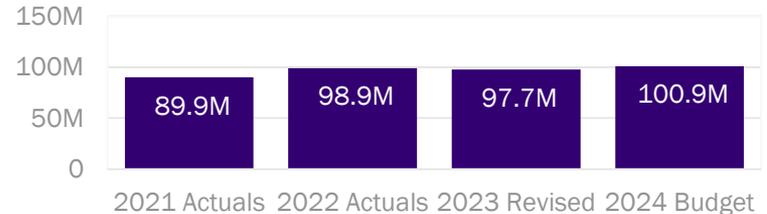
## Total FTE



## Total Expenses



## Total Revenues



\*The DOTI Total budget includes the Mayor's Office of the National Western Center

# General Fund – Revenue

Revenue Projections (\$ millions)	2023 Revised	2024 Projection	YOY \$ Var.	YOY % Var.
Parking Lot Cash	\$2.7	\$2.4	(\$0.3)	-11.8%
ROWS Permitting	\$27.9	\$27.9	\$0	0.0%
Parking Meters	\$17.1	\$18.6	\$1.5	8.5%
Citations + Enforcement	\$23.3	\$25.1	\$1.8	7.8%
Highway User Tax	\$19.3	\$19.6	\$0.2	1.4%
Other/Misc.	\$7.3	\$7.3	\$0	0.0%
<b>TOTAL</b>	<b>\$97.7</b>	<b>\$100.9</b>	<b>\$3.2</b>	<b>3.3%</b>

## 2024 Expectations

- Continued reductions in Parking Lots revenue due to staffing shortages of ROWE enforcement staff.
- Increased Parking Meter revenue due to 1000 net new metered spaces in LoHi/RiNo by mid-2024 and increased hiring of enforcement officers.

# Summary of 2024 Budget Expansions

Account Category	Permanent	One-Time	Total 2024
Personnel	\$1,039,930	\$31,545	\$1,071,475
Services and Supplies	\$3,312,205	\$609,000	\$3,921,205
Capital Equipment	\$0	\$639,716	\$639,716
Internal Services	\$0	\$6,500	\$6,500
<b>Total*</b>	<b>\$4,352,135</b>	<b>\$1,286,761</b>	<b>\$5,638,896</b>

Permanent FTE	On-Call/Limited FTE**	Total New 2024 FTE
6.00	-1.00	5.00

\*These figures include appropriations to the Mayor's Office of the National Western Center

\*\* Reflects conversion of a position from limited to unlimited

# 2024 Budget Alignment with City Council Priorities (continued)



Community Engagement and Customer Service

Division	Name	Base Budget	FY24 Expansion	FY24 Total Budget	FTE	Duration
Fleet	Fuel Budget	\$6,938,176	\$160,000	\$7,098,176	-	Permanent
Fleet	Repair Parts Budget	\$8,363,600	\$925,000	\$9,288,600	-	Permanent
Fleet	Outsource Labor Budget	\$88,000	\$450,000	\$538,000	-	One-time
Fleet	5 New Fleet Techs	\$7,259,737	\$368,197	\$7,627,934	4.0*	Permanent

## Fleet Replacement Funding

General Fund:	\$19.6m
WW	\$3.7m
VBP - Lease	\$3.0m
GF - Lease	\$2.8m
<b>TOTAL</b>	<b>\$29.1m</b>

This will replace about 7% of the CCD's fleet

## Equipment Availability

2022:	92%
2023:	88%
2024:	87% Goal

Industry standard:  
95%

\*4 FTE shown in 2024 will annualize to 5 FTE in 2025



# 2024 Budget Alignment with City Council Priorities (continued)

Division	Name	Base Budget	FY24 Expansion	FY24 Total Budget	FTE	Duration
Street Maintenance	Snow Materials	\$1,658,912	\$200,000	\$1,858,912	-	Permanent
Denver Action	Move 7 Employees from VBP*	\$914,009	\$574,524	\$1,488,533	-	Permanent

Denver Action Team	2022	2023 (Estimate)
Locations Cleaned	1,215	1,800
Graffiti Incidents	10,188	>14,000
Sq Feet of Graffiti Removed	2,154,439	>2,400,000

\*The 7 FTE moving onto the General Fund is a correction to an error made in the 2023 budget and is not a change to the program or FTE for 2024.

## Equity Framework + Funding Impact Summary

To keep Denver residents safe during the winter months, this budget includes an increase of \$200,000 which supports approximately 20 deployments to keep arterials and collectors plowed.

# 2024 Budget Alignment with City Council Priorities (continued)



Division	Name	Base Budget	FY24 Expansion	FY24 Total Budget	Duration
Transportation Ops	PayByPhone Contract	\$250,000	\$100,000	\$350,000	Permanent
Transportation Ops	Cartegraph Contract	\$0*	\$450,000	\$450,000	Permanent

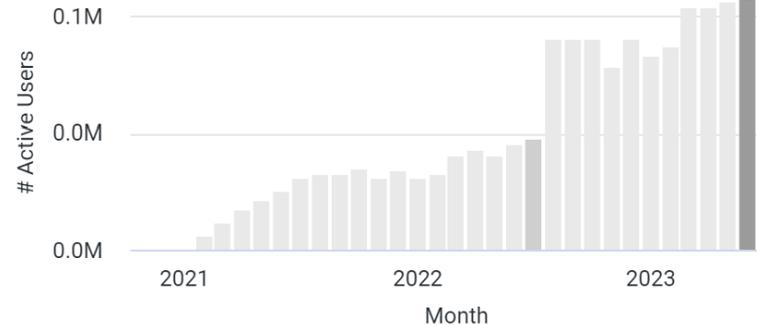
\*A one-time budget of \$250,000 was added for Cartegraph in 2023; this is a net increase of \$200,000 and makes the investment permanent.

## Equity Framework + Funding Impact Summary

**ROWE:** It is DOTI's responsibility to enforce parking laws and ticket for parking violations. This funding provides the technology required to issue tickets across the city. These tickets generate over \$20M in yearly city revenue.

**TransOps:** DOTI must have sufficient software to maintain infrastructure for paid parking, signals, bike lanes, and ensure traffic is moving smoothly and safely across the entire City. This software allows DOTI to equitably repair the right-of-way instead of being forced to prioritize.

**Pay-By-Phone User Data**  
# Active Users by Month



# 2024 Budget Alignment with City Council Priorities (continued)

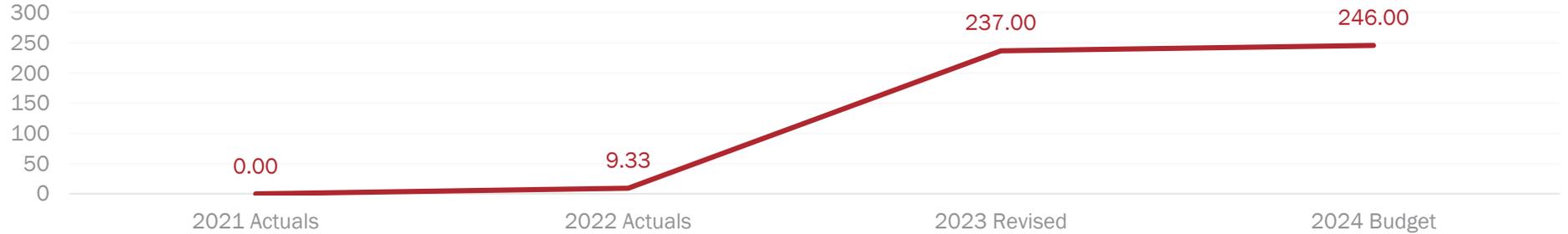
Division	Name	Base Budget	FY24 Expansion	FY24 Total Budget	Duration
Right-of-Way Enforcement	Handheld Ticketing units	\$0	\$154,000	\$154,000	One-time
Right-of-Way Enforcement	License Plate Recognition Technology	\$0	\$639,716	\$639,716	One-time

## Equity Framework + Funding Impact Summary

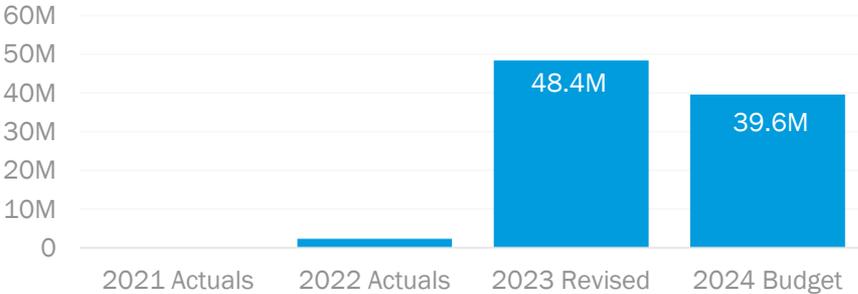
**ROWE:** It is DOTI's responsibility to enforce parking laws and ticket for parking violations. This funding provides the technology required to issue tickets across the city. These tickets generate over \$20M in yearly city revenue.

# VBTP Expenses, Revenues, and FTEs

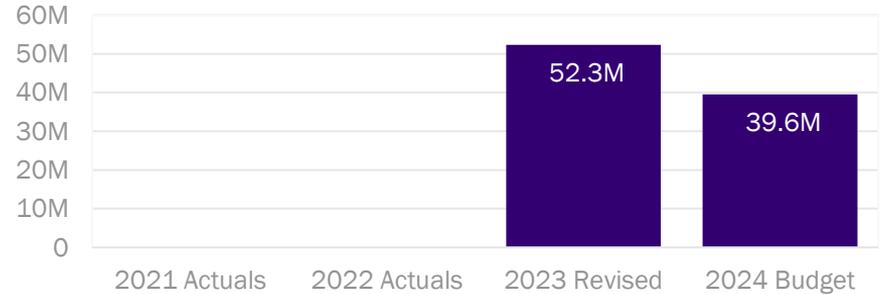
## Total FTE



## Total Expenses



## Total Revenues



# VBTP 2024 Financials



2024 Revenue	FY24 (\$)
<i>Charges for Services (Resident fees and Denver Public Schools collections)</i>	\$30,565,302
<i>General Fund transfer in (incl affordability estimate &amp; municipal collections)</i>	\$9,000,000
<b>Appropriated Revenue</b>	<b>\$39,565,302</b>

## Market-Driven increases to processing/disposal include:

- Recycling: Volatile market conditions, GFL sold to Republic; costs anticipated to increase about 250%
- Trash: Approximately 10% increase in tipping fees
- Compost: Processing fees anticipated to increase 300%

**The Solid Waste Division is conducting a rate study to determine next steps for the program given these recent changes to the market.**

## Revenue is expected to remain fairly flat '23-'24

- VBP won Denver Public Schools' collections contract (increase to revenue)
- Compost credits will be removed once HHs receive compost service (increase to revenue)
- City-wide, residents continue to downsize the size of their trash cart (decrease to revenue)

2024 Expenditures	FY24 (\$)
Personnel (no additional FTE in 2024)	\$22,004,415
Waste, recycling and compost disposal and processing: Includes Waste Management, GFL/Republic, A-1 Organics and Salvaterra transfer stations	\$8,850,000
Fleet Augmentation: VaaS rentals (8 ASLs and 2 RLs), 1 EV truck rental + \$2.9M Capital Lease Payment	\$4,665,090
Zuora Utility Billing system	\$1,731,800
Trash, recycle and compost cart inventory: Toter	\$756,457
Resident Education: Mittera, Rassman, Triunity, Blue Star, local ads, other	\$760,000
Strategic Plan (estimated cost)	\$400,000
Software: Route optimization and SWM website (Rubicon and Recollect)	\$297,715
Overhead and Other: Tools & supplies, highway tolls, employee uniforms, p-cards and Expense Reports (travel, conferences/education, etc.)	\$99,825
<b>Total</b>	<b>\$39,565,302</b>

# Capital Improvement Program



Workforce, Small Business & Nonprofit Support



Community Safety and Wellness



Multi-Modal Transportation

## Capital Improvement Outlook

- Deliver on prior year project commitments and continue closing existing project gaps
- Provide matching funds to leverage federal grant opportunities
- Support active project delivery



CTN



SMS Evans Ave



CRISI/ Burnham Yard



Colfax BRT

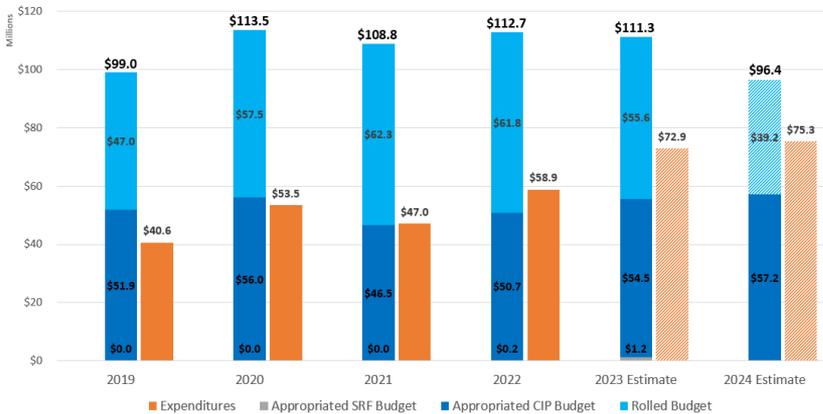
Project Name	Recommended Funding
16th Street Mall (FF&E, Multi Yr Commitment)	\$ 21,100,000
Community Transportation Network (CTN) (Prior Yr Commitment)	\$ 2,300,000
Safer Main Streets (SMS): Evans	\$ 887,000
Safer Main Streets (SMS): Mississippi	\$ 800,000
UPRR Yard House Demo	\$ 400,000
IIJA Program Management Support	\$ 1,200,000
West Colfax Transit Enhancements	\$ 3,000,000
Gateway Neighborhood Transportation Medians	\$ 2,000,000
CRISI Grant Match	\$ 1,100,000
Speer Bridges Prior Yr Commitment	\$ 3,000,000
Downtown Safety and Activation Improvements	\$ 2,000,000
Colfax BRT Small Starts Grant Match	\$ 8,700,000
DOTI Debt Payments	\$ 5,636,334
<b>Total</b>	<b>\$ 52,123,334</b>

# Capital Maintenance - Transportation

## Capital Maintenance Outlook

- Allocation for 2024 is \$57.2M which is a \$2.7M or 5% increase over 2023

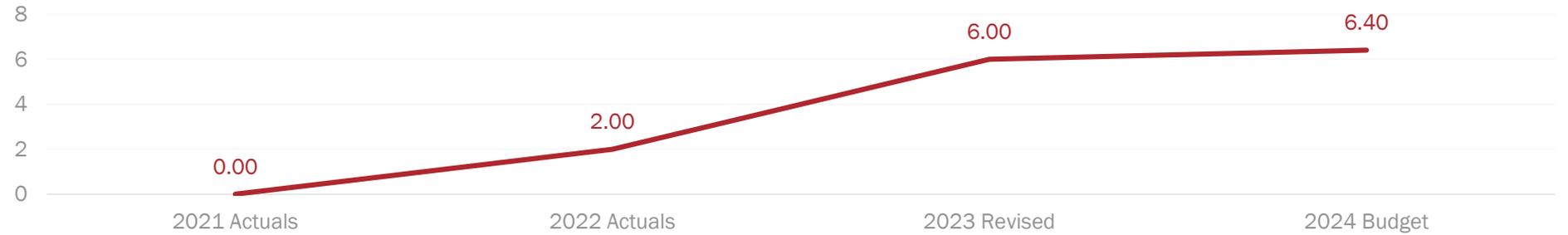
DOTI Transportation Maintenance Budget and Expenditures



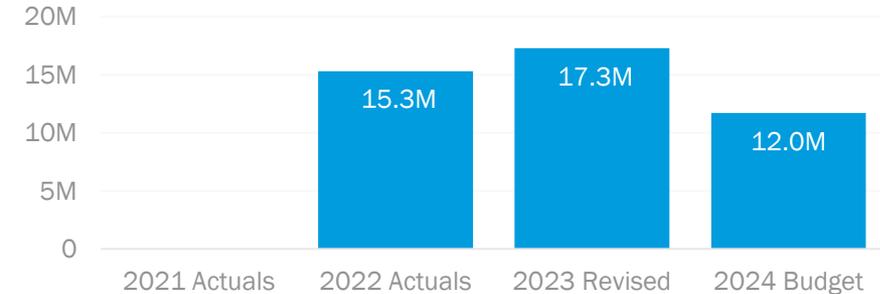
Program	2024 Allocation	YOY \$ Var.	YOY % Var.	
Bridge	\$9,125,000	\$2,125,000	30%	Emergency repairs to deficient bridges, deferred maintenance, asset mgmt., materials, damaged guardrail replacement
Concrete	\$7,100,000	(\$502,000)	-7%	550 curb ramps, 32K ft of curb/gutter, 5K yards of pavement
Asphalt	\$26,000,000	\$3,155,000	14%	360 miles of pavement
Neighborhood Infrastructure	\$400,000	(\$345,000)	-46%	Small scale roadway improvements, data collection, studies, signal corridor retiming, etc.
Signs/Markings	\$0	(\$1,648,000)	-100%	Excess rollover from 2023
System Ops	\$1,170,000	(\$525,000)	-31%	System/hardware replacements, fiber network, data housing, for two fully functioning TMC's
Parking	\$230,000	\$60,000	35%	Garage/lot power washing, striping, parking machine replacement
Signals	\$7,875,000	(\$4,320,000)	-35%	Maintenance, Match for 3 new signals + 5 intersection rebuilds
Streetlights	\$0	(\$100,000)	-100%	Excess rollover from 2023
Orphan Assets	\$0	(\$500,000)	-100%	Excess rollover from 2023
Emergency Reserve	\$5,300,000	\$5,300,000	n/a	Emergency Contingency
<b>TOTAL</b>	<b>\$57,200,000</b>			

# Transportation and Mobility SRF Expenses, Revenues, and FTEs

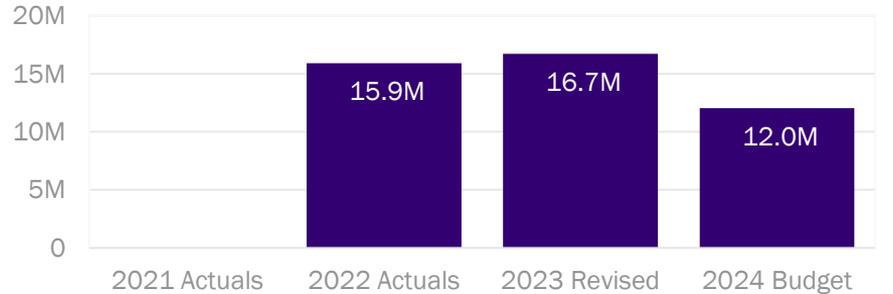
## Total FTE



## Total Expenses



## Total Revenues



# Transportation + Mobility SRF

## Transportation & Mobility SRF USES

Community Safety and Wellness  
Multi-Modal Transportation

- Funds transportation projects related to bicycles, sidewalks, safety, and transit improvements.
- The Transportation and Mobility SRF is a critical funding source to help achieve DME Strategic Master Plan goals.

Operating	Expenses
Staffing - 6 FTE	\$663,833
Transit Connector Service	\$1,400,000
Vision Zero Marketing	\$150,000
Safe Routes to School	\$165,661
Software	\$377,000
<b>SUBTOTAL</b>	<b>\$2,756,494</b>

Capital	Expenses
Mobility Innovation	\$400,000
Bike Infrastructure	\$1,000,000
Multimodal Plans & Studies	\$750,000
Strategic Transportation Plan	\$75,000
Nbhd Transportation Mgmt	\$560,000
Transit	\$976,000
Pedestrian Crossings	\$950,000
Vision Zero	\$1,650,000
Speer Tunnel	\$1,000,000
Safe Routes to School	\$715,000
<b>SUBTOTAL</b>	<b>\$8,076,000</b>

<b>TOTAL USES</b>	<b>\$10,832,494</b>
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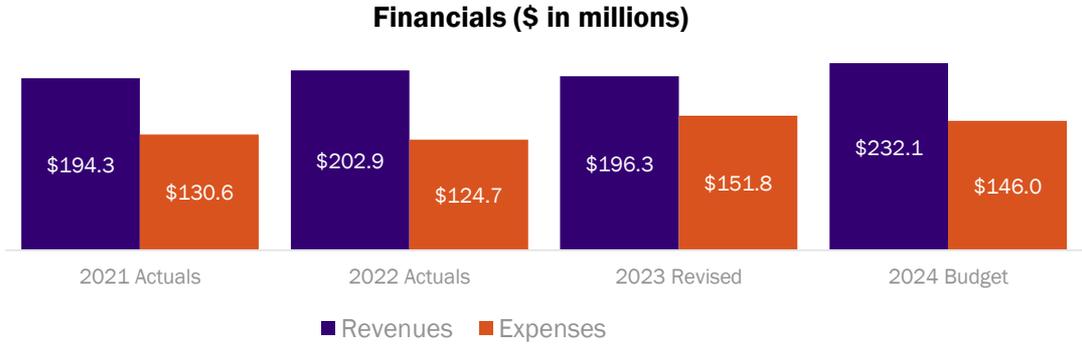
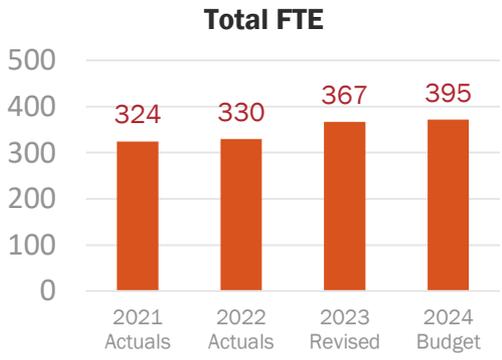
# Wastewater Enterprise Fund – Operating

## Wastewater’s \$10M + 28 FTE Operating Budget supports:

-  **Core Operations** - FTE, vehicles and equipment to realize continuity of service, mandate compliance and One Water commitments
-  **Inflation** - Increase budget to match rising cost for regular operations
-  **Capital** - FTE and vehicles to support implementation of the Water Resiliency Program
-  **Technology** - Staff augmentation for Enterprise Asset Management, along with new and replacement computer equipment
-  **Vehicles** - Replacement vehicles to maintain fleet availability of existing fleet

Account Category	2024 Expansions
Personnel	\$5,205,669
Services and Supplies	\$4,252,414
Capital Equipment	\$1,343,348
<b>Grand Total</b>	<b>\$10,801,431</b>
Internal Services*	(\$16,620,800)

\*A decrease in internal services due to a correction made in 2024 to budget a transfer for bond payments in the transfer appropriation instead of Wastewater’s operating appropriation.





# Wastewater Enterprise Fund – Capital

## Capital Program Outlook

- Funding for annual capital maintenance programs
- Funding for completion of eight (8) construction projects in '24;
- Continuation of multi-year capital-stacking for large ‘backbone’ drainage and waterway projects
- Match for cost-shared and “One-Build” projects

2024 Capital Appropriation	
Capital Maintenance	\$12,600,000
Neighborhood Needs - Storm	\$9,950,000
Focus Basins - Storm	\$21,250,000
Focus Waterways - Storm	\$12,600,000
Green Infrastructure	\$6,550,000
Sanitary	\$14,400,000
Large Scale Initiatives	\$1,200,000
East Corridor COP	\$984,589
<b>Total</b>	<b>\$ 79,534,589</b>

## 2024 Planned Construction

### Storm

- Tennessee & Oneida Ph2
- E. 16<sup>th</sup> Avenue Storm Ph2
- General Storm – Longs Peak
- General Storm – Torreys Peak
- Bowles Ditch Separation Ph2
- Globeville Levee Ph2

### Green Infrastructure

- Heron Pond/Carpio Sang. Ph2

### Sanitary

- Lift Station #5 reconstruction (in early '25)
- 15+ miles of CIPP sewer lining

**Note: 2024 is Year 3 of the 2022-2027 Six-Year Water Plan**



Bowles Ditch Phase 1



Tennessee and Oneida Phase



Siphon Removals



Heron Pond/Carpio Sanquinette

# Appendix

# Transportation and Mobility SRF 2024 Sources

2024 Sources	Revenue
Parking Meter Revenue	\$9,265,066
Enforcement Fine Revenue	\$5,331,821
<b>TOTAL REVENUE</b>	<b>\$14,596,887</b>
Reimbursement for 2022 Revenue Shortfall	\$(2,560,436)
10% Reserve	\$(1,203,645)
<b>TOTAL AVAILABLE FOR 2024 INITIATIVES</b>	<b>\$10,832,806</b>

# 2024 Budget Alignment with City Council Priorities

## NWCO Professional Services - \$1,468,455



Customer Service and Community Engagement  
\$1,118,455 to support technical, regulatory, and community outreach



Workforce, Small Business, and Non-Profit Support  
\$200,000 to support construction Workforce and Small Business Utilization



Community Safety and Wellness  
\$150,000 – Campus Security Support

Note:  
NWCO Received a one-time professional service request of \$909,000 in 2023. This results in a net change of \$559,455 in 2024.

# Capital Maintenance - Facilities



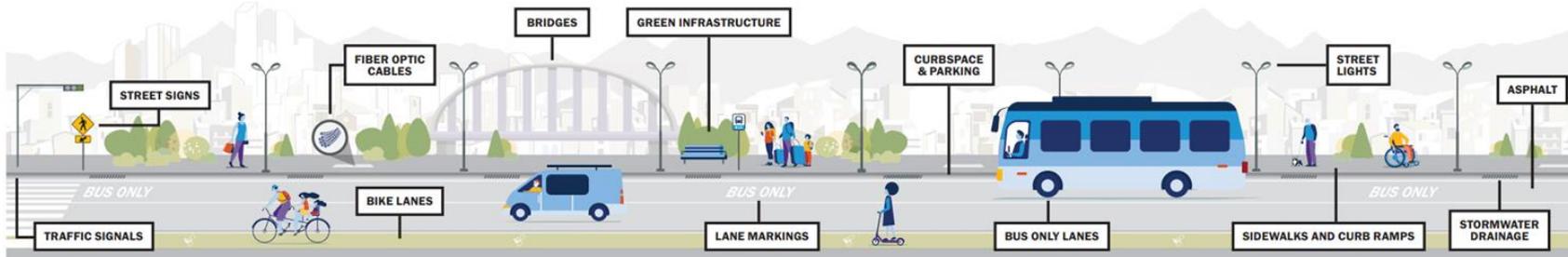
## Facilities Maintenance Outlook

- 2024 includes \$7.5M for 26 projects across the City
- DOTI Facility Facts:
  - The average age of DOTI Facilities is approximately 37 years

Project/Funding by Agency		
DFD	2 projects	\$825,000
DPL	6 projects	\$1,001,000
DSD	2 projects	\$922,000
Comm. Cor.	2 projects	\$424,000
GS	12 projects	\$1,550,000
DOTI	2 projects	\$1,350,000
FCAP	-	\$200,000
Contingency	-	\$1,178,000
<b>Total</b>		<b>\$7,450,000</b>

Capital Program	Project Name	Council District	2024 Budget
Facilities Reserve for Emergency Projects	N/A	Citywide	\$1,178,000
Facilities Support- Studies/Assessments	Facility Condition Assessment Plan	Citywide	\$200,000
City/County Building Mtnce./Repair	CCB - Electrical upgrades	10	\$125,000
	CCB - Hydronic systems balancing	10	\$165,000
Community/Human Services Mtnce./Repair	Castro - UPS replacement	3	\$175,000
Library Facilities Mtnce./Repair	DPL all branches: Short circuit coordination study/arc flash	Citywide	\$200,000
	UHills: Fire Alarm Upgrade	4	\$75,000
	Valdez: Replace Fire alarm	9	\$75,000
	Athmar: Replace fire alarm	7	\$76,000
	Montbello: HVAC construction funds	4	\$225,000
	Hampden: HVAC construction funds	4	\$350,000
Support Facilities Mtnce./Repair	Rose Andom - Energy Recovery	10	\$95,000
	Minoru Yasui - Drain pipe repairs	9	\$250,000
	Minoru Yasui - Replace Fire System	9	\$40,000
Safety- Comms Center Mtnce./Repair	Comms. Center - Elevator upgrades	10	\$350,000
Safety- Fire Facilities Mtnce./Repair	DFD Station 1: Front Entrance Lobby	9	\$550,000
	DFD Station 1 Replace Elevator	9	\$275,000
Safety- Police Facilities Mtnce./Repair	DPD 3 - Gate Replacements	6	\$150,000
	Police Garage Roslyn - Fire alarm sys.	8	\$125,000
	Crime Lab - AHU Controls Upgrade	10	\$75,000
Safety- Sheriff Facility Mtnce./Repair	Bldg. 22: Remodel shower facilities.	8	\$800,000
	Bldg. 16: Replace sewer drain lines	8	\$122,000
Safety- Corrections Facilities Mtnce./Repair	Tooley Hall - AHU Replacement	9	\$165,000
	Tooley Hall: Security Improvements	9	\$259,000
Industrial- Central Platte Mtnce./Repair	Salt Dome: replace concrete apron	7	\$800,000
Industrial- Roslyn Campus Mtnce./Repair	Reconfigure parking lot, North side	8	\$550,000

# What DOTI Does



## Plan

We engage residents and organizations to develop strategic plans for all the ways people move, including citywide, area, and corridor mobility plans. Core responsibilities include transportation safety, innovation, micromobility, walking, bicycling, transit, and freight. We responsibly manage investments to best leverage capital funds and grant opportunities.



## Design

We coordinate with Denver's neighborhoods to provide project development, engineering, safety, and environmental services to advance projects identified in planning efforts and through the city's 311 resident service.



## Build

We manage the construction of capital projects including bridges, water systems, street reconstructions, sidewalks, bikeways, and transit projects.



## Deliver

We provide support services to the Plan, Design and Build divisions to guide program development, facilitate project implementation, and evaluate success in reaching city goals.



## Operate

We manage the operation of transportation system assets that help manage travel flow, including street markings, signs, traffic signals, and fiber optic connections.



## Maintain

We conduct the upkeep and improvements to paved streets and alleys, clear snow, sweep and clean streets and bike lanes, and maintain curbs and gutters.



## Regulate

We review and permit capital projects and development to ensure transportation, water, waste, environmental elements of the public right of way are coordinated and consistent with standards.



## Enforce

We ensure compliance with standards and guidelines for parking, disabled accessibility, sidewalks, privately-built infrastructure, and other right-of-way codes.



## Solid Waste

We manage the collection and disposal of residential trash, recycling and compost and implement programs to increase waste diversion.



## Wastewater Management

We build and maintain more than 1,500 miles of sanitary sewer and more than 800 miles of storm drainage lines and pipes.

# Sidewalk Enterprise Fund (Ordinance 307)

Amended Chapter 49 of D.R.M.C by shifting responsibility for sidewalk construction, reconstruction and repair from adjacent property owner to the city, funded by a frontage-based fee on property owners.

What does that mean?

- Follows our current strategy, but greatly accelerates network buildout to a steady state
- Creates an enterprise fund to support the program and funds construction and maintenance in perpetuity through continued fees



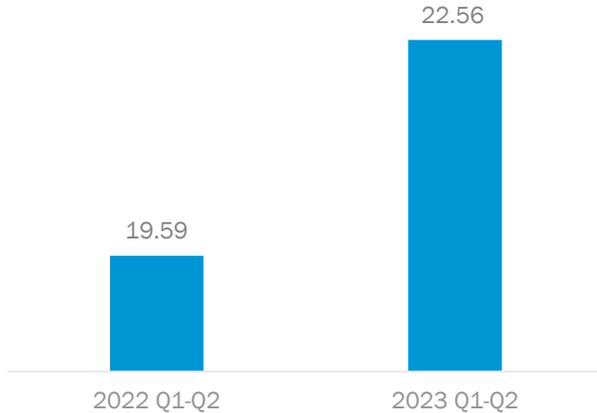
Program Updates

- Estimated implementation cost to implement the ordinance is approximately \$9.8 million and the first full year 2024 budget proposal for the program is currently in development and will be submitted to DOF in November 2023
- Proposed 6-month fee collection delay will have a revenue impact of approximately \$20 million.
- Submitted a memo to DOF in June 2023 outlining near-term (2023-2024) resources needed for implementation of the ordinance.
- Engagement with Stakeholder Advisory Committee and others has commenced and will continue over the coming months



# Key Strategic Metrics - VBTP

## Recycling Tonnage



15% YOY Recycling Tonnage Increase

## Position Strength

As of 7/17/2023

### 91.5% Fill Rate

227 filled positions (inclusive of 8 offers accepted)

### 8.5% Vacancy Rate

21 Open positions

8.5% Vacancy Rate  
(from 26% since investments in the Solid Waste operational classifications)

## Route Completion

1/3/2023 - 7/6/2023

### Average

### 93.76%

94% On-time Route Completion  
(from 88% in January)