

DOTI

2023 Budget

Denver 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.



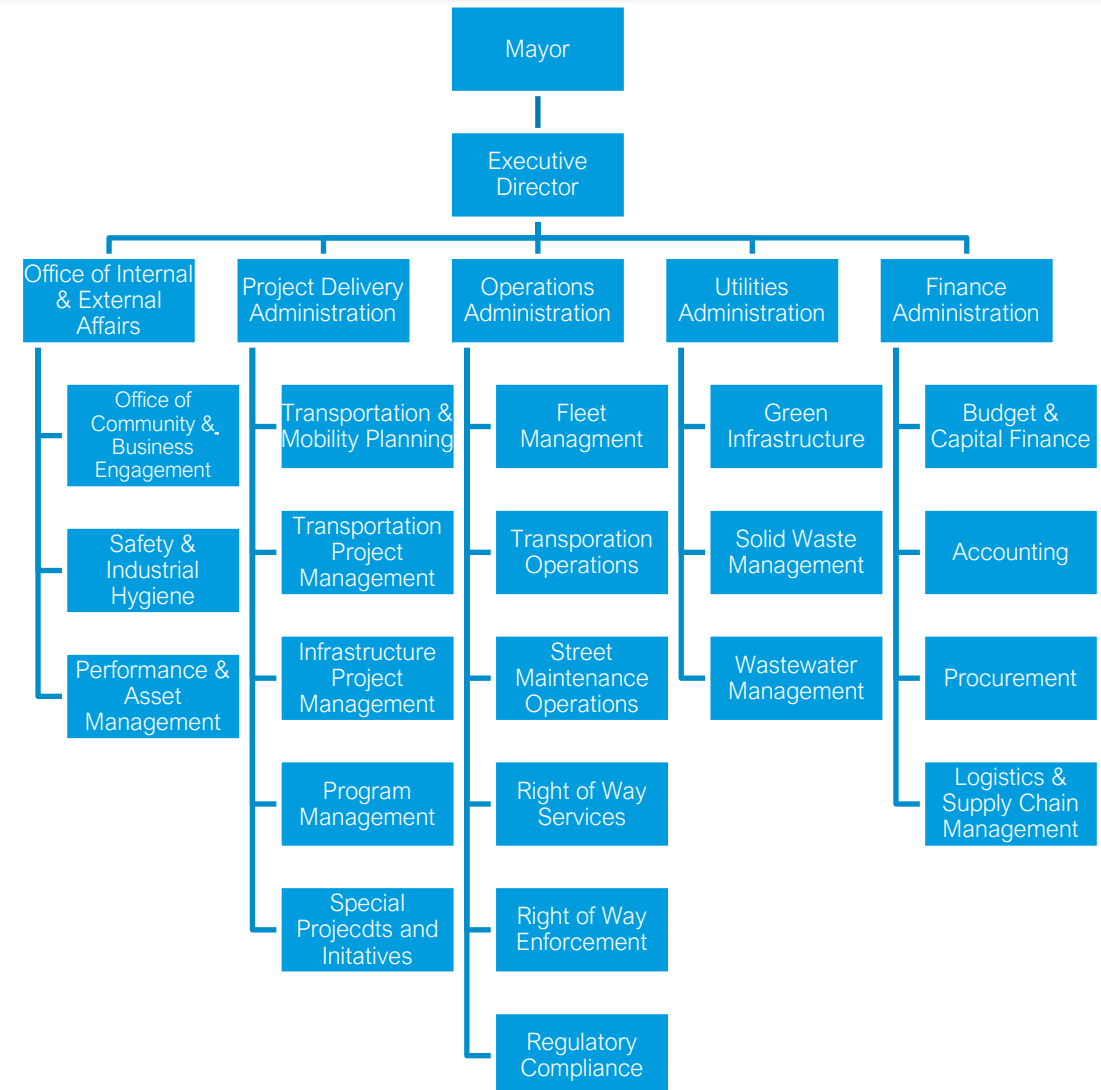
Department Overview

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



DOTI at a Glance

Denver's Largest Non-Public Safety Department

DOTI MISSION

DOTI is a modern agency focused on increasing mobility and safety while reducing congestion and fighting climate change.

DOTI FUNCTIONS

DOTI plans, designs, and builds the City's infrastructure. DOTI also operates, maintains, and regulates infrastructure elements within the public right of way. Infrastructure is grouped into two core functions — utilities and mobility. Utilities deliver our City's water and waste, as well as Denver's green infrastructure and services. Mobility delivers transportation infrastructure, services, and initiatives for all travelers, which includes pedestrians, bicyclists, transit riders, commercial vehicles, and drivers. Together, we are responsible for most things transportation related within the public right of way — or all the public space between private property lines.

DOTI has the ability to connect and leverage the City's transport, water, waste, and environmental systems to build a better Denver. This State of the System document focuses on transportation functions. DOTI is organized to effectively plan, design, build, deliver, operate, maintain, regulate, and enforce transportation services. DOTI does not maintain and operate all transportation services and infrastructure in Denver. Section 3.5 Quality provides a description of the transportation services DOTI does not provide, or provides in partnership with other agencies.

PLANNING OUR SYSTEM AND DELIVERING PROJECTS



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.

OPERATING AND MAINTAINING OUR SYSTEM



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

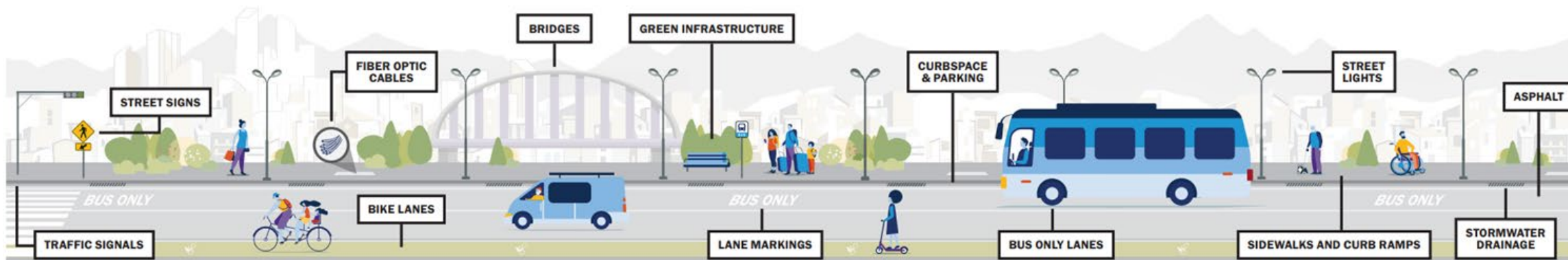
We review and permit capital projects and development to ensure transportation, water, waste, environmental elements of the public right of way are coordinated and consistent with standards.



Enforce

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

FIGURE 1.5: DOTI Infrastructure Elements Within the Public Right of Way

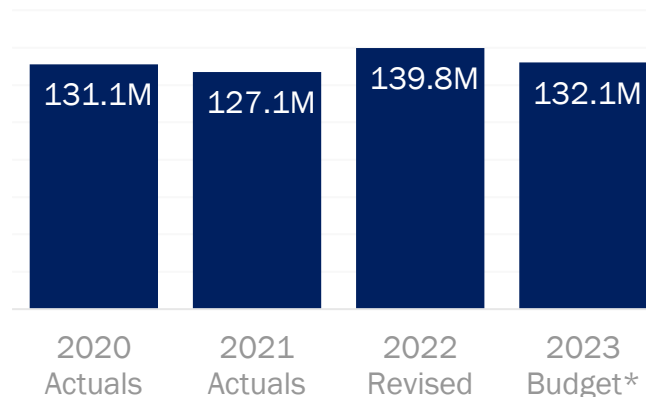


DOTI's 2023 Consolidated Proposed \$460 million budget utilizes various funding sources outlined below:

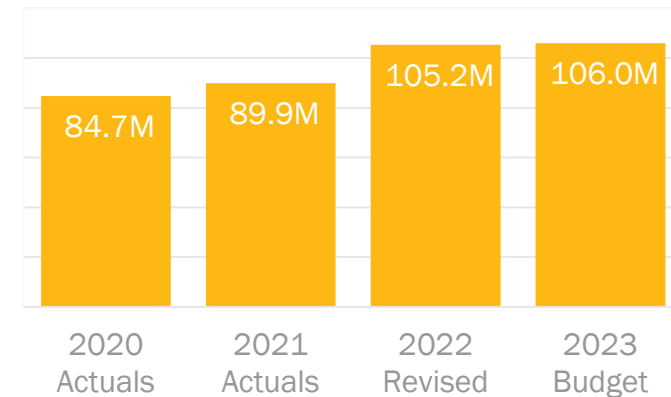
2023 Consolidated Proposed Budget (\$ in millions)

Fund	Budget
General Fund	\$ 132.1
Wastewater Enterprise Fund	\$ 151.7
Volume Based Pricing Special Revenue Fund	\$ 34.1
Transportation Special Revenue Fund	\$ 16.7
Asphalt Plant Internal Service Fund	\$ 9.0
Capital Funds	\$ 96.6
Fleet Replacement Special Revenue Fund	\$ 19.6
Total 2023 Proposed Budget	\$ 459.8

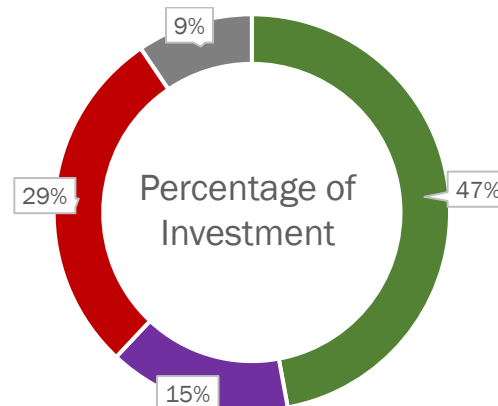
Total General Fund Expenses



Total General Fund Revenues



2023 General Fund Investment Categories



- Maintaining SOGR of City Assets
- Inflation Increases
- RISE Bond and Federal Fund Support
- Enhancing Mobility and Multimodal Transportation

*DOTI's 2023 General Fund appropriation reflects moving the budget and FTE associated with waste collection to the new Volume-Based Trash Pricing Program.

2023 Budget Considerations + Philosophy



Maintaining State of Good Repair (SOGR) of City Assets

- Ensuring assets in the right-of-way (ROW) and the City Fleet are safe and in a state of good repair
- Ensuring the cleanliness of the City



Inflation Concerns

- Addressing the rising cost of fuel
- Addressing the rising cost of goods and services



RISE Bond and Federal Funds Support

- Additional staff to manage growing budgets
- Additional staff to ensure on-time project delivery within budget



Enhancing Mobility and Multimodal Transportation Options

- Additional staff for mobility options for residents and visitors
- Additional staff to understand travel demand and plan accordingly

Ensuring State of Good Repair (SOGR) of City Assets - DOTI's top priority is addressing Right-of-Way assets that need to be brought up to SOGR

- *Council Budget Priority 6: Increase complete multimodal transportation connections & Council Budget Priority 3: Reframe safety in a public health, evidence-based, and anti-racist context with community investment to ensure healthy neighborhoods.*

Bond and Federal Fund Support - Additional staff to ensure projects are completed and to ensure fiscal stability

- *Council Budget Priority 6: Increase complete multimodal transportation connections*

City Cleanup Efforts - Ensure City cleanliness and restore aesthetics to pre-pandemic levels

- *Council Budget Priority 3: Reframe safety in a public health, evidence-based, and anti-racist context with community investment to ensure healthy neighborhoods*

Enhancing Mobility and Multimodal Transportation Options- Staff for planning and completion of mobility projects

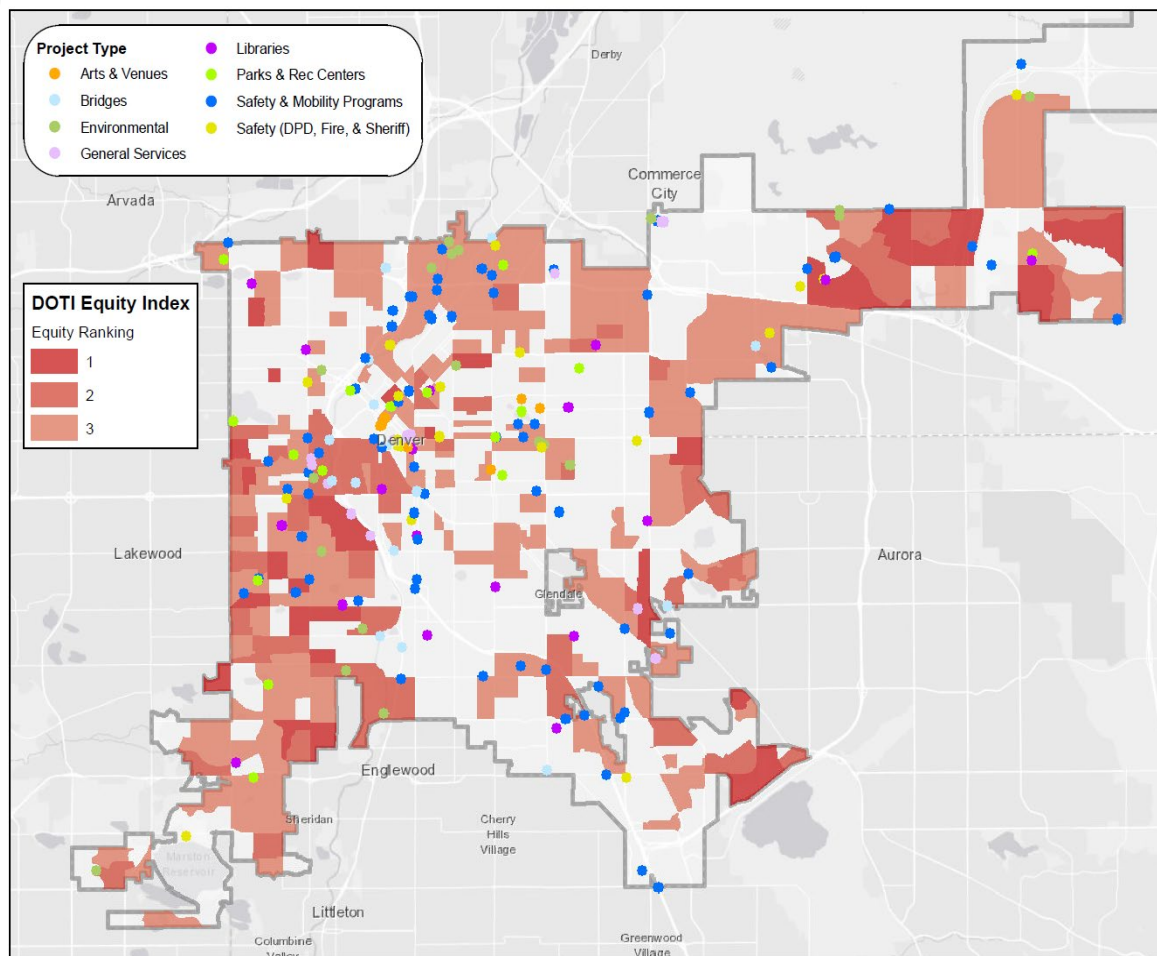
- *Council Budget Priority 6: Increase complete multimodal transportation connections*

Inflation - Expansions for rising fuel and materials costs.

Equity is achieved through the advancement of policies and practices on those who are currently and have historically been underrepresented and disadvantaged.

DOTI's 2023 budget continues its journey towards a more equitable organization by focusing policies, resources and investments on the areas of the City with the greatest need including:

- Ensuring investments focus on areas of the City with the greatest need.
- Utilizing SBE / MBE / WBE suppliers as much as possible.
- Ensuring development opportunities are extended to all levels of the organization with a focus on areas with the greatest need.



Equity Group	Project Type	Dollars Invested (millions)
1	Environmental	\$10.8
	General Services	\$11.2
	Libraries	\$0.5
	Paving	\$3.3
	Safety & Mobility Programs	\$24.3
	Safety (DPD, Fire, & Sheriff)	\$0.0
	TOTAL	\$50.2
2	Bridges	\$11.5
	Environmental	\$45.5
	General Services	\$14.5
	Libraries	\$3.1
	Parks & Rec Centers	\$2.0
	Paving	\$9.9
	Safety & Mobility Programs	\$92.6
	Safety (DPD, Fire, & Sheriff)	\$0.0
	TOTAL	\$179.1
3	Arts & Venues	\$72.3
	Bridges	\$23.8
	Environmental	\$145.2
	General Services	\$1.3
	Libraries	\$54.5
	Parks & Rec Centers	\$77.9
	Paving	\$26.3
	Safety & Mobility Programs	\$172.3
	Safety (DPD, Fire, & Sheriff)	\$30.7
	TOTAL	\$604.3
TOTAL IN AREAS OF NEED		\$833.6
TOTAL MAPPED		\$1,379.1
PERCENT IN AREAS OF NEED		60.4%

82% of DOTI's Total Capital Investment is Targeted in Equity Neighborhoods

Vacancy Rate

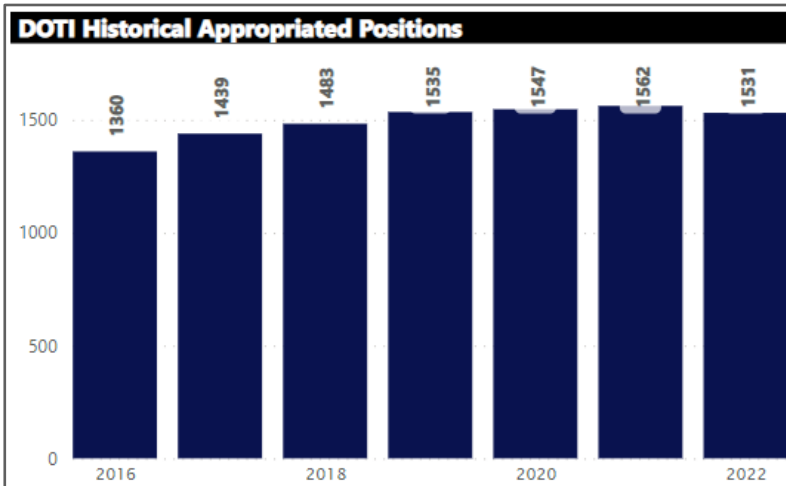
18.3%

Time to Fill

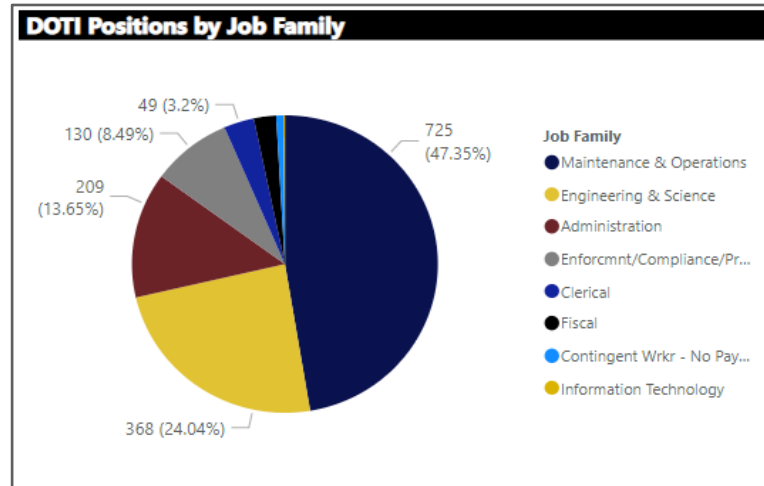
36.7 Days

Turnover

13.82%



DOTI's Current Position Appropriation is 31 less than 2021 due to the SIP abolishment and position freezes.



Approximately 60% of DOTI's personnel are front line workers providing critical or essential services.

DOTI Front Line Vacancy Metrics

Division	2019	2020	2021	2022
Enforce				
Right of Way Enforcement Agent I	17%	21%	49%	45%
Fleet				
Equipment Operator I	11%	13%	17%	31%
Fleet Technician I	0%	5%	20%	63%
Fleet Technician II	13%	44%	22%	11%
Fleet Technician III	6%	9%	14%	18%
Maintain				
Equipment Operator I	13%	24%	19%	13%
Equipment Operator II	20%	27%	14%	23%
Equipment Operator III	10%	24%	22%	2%
Equipment Operator IV	5%	25%	25%	11%
Equipment Operator V	0%	0%	14%	14%
Operate				
Equipment Operator I	30%	9%	18%	43%
Equipment Operator II	30%	9%	18%	43%
SWM				
Equipment Operator I	21%	26%	40%	31%
Equipment Operator II	23%	26%	68%	22%
Equipment Operator III	20%	26%	32%	33%
Total	16%	22%	31%	28%

While DOTI's front line staff vacancy rate has improved, the agency is still near historically high vacancy levels in these critical classifications.

Strategy for Attracting + Retaining Top Talent

Retention

- Provide opportunities for growth – focus on development goals, encourage and fund training, YTD: 33 WOC opportunities and 16% of staff have promoted
- Retention bonuses for critical operating positions – 130+ eligible employees
- Competitive compensation – recent pay studies and adjustments totaling \$2 million
- Engagement action planning and retention strategies tailored for each division; Employee-led solutions committee (IRC)
- Leaders who support, coach and recognize employees

Recruitment

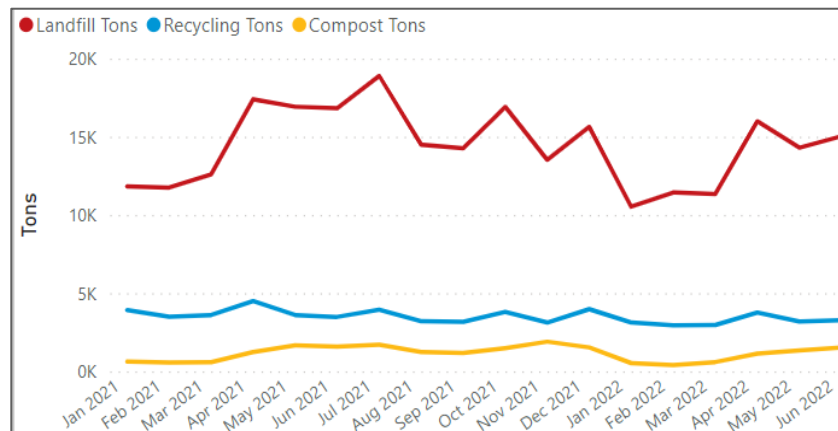
- 500+ hires YTD
- Hiring bonuses for critical front-line jobs: Equipment Operators, Fleet Technicians
- Attend career fairs and community events for proactive candidate sourcing
- Digital marketing and radio campaign to promote hard to fill positions
- Efficient direct hire model and hiring/onboarding events
- Data driven recruiting

EDI

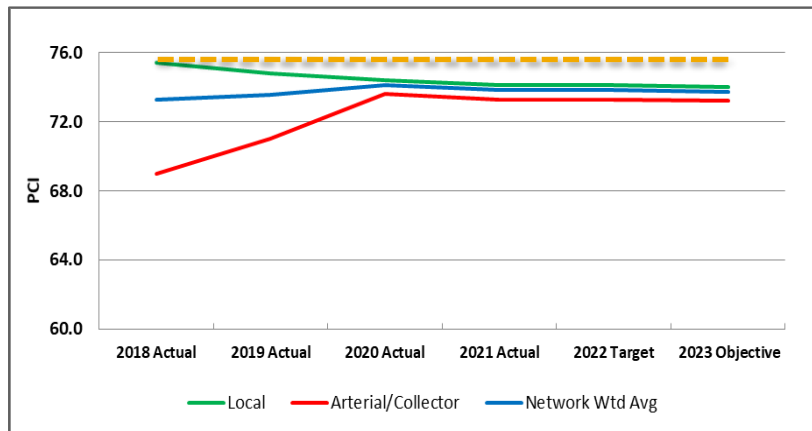
- Partnering with professional diversity networks to ensure a robust and diverse candidate pool
- Focus on increasing race and gender diversity in leadership positions
- Equitable workforce investments with a focus on front-line positions - development, pay, promotions, etc.
- Expanding and defining career paths to ensure continued growth within the city
- Create an inclusive and productive work environment for all employees
- DOTI's Race and Social Justice Academy completions are 37 with 214 future registrations

Key Strategic Metrics

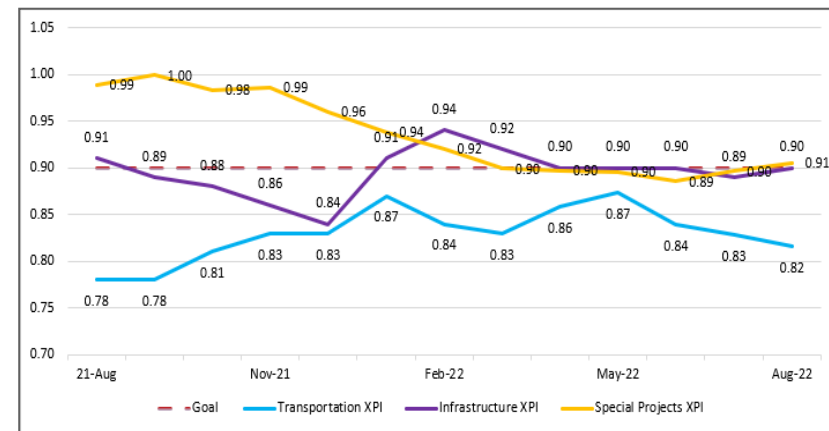
Solid Waste Tonnage:



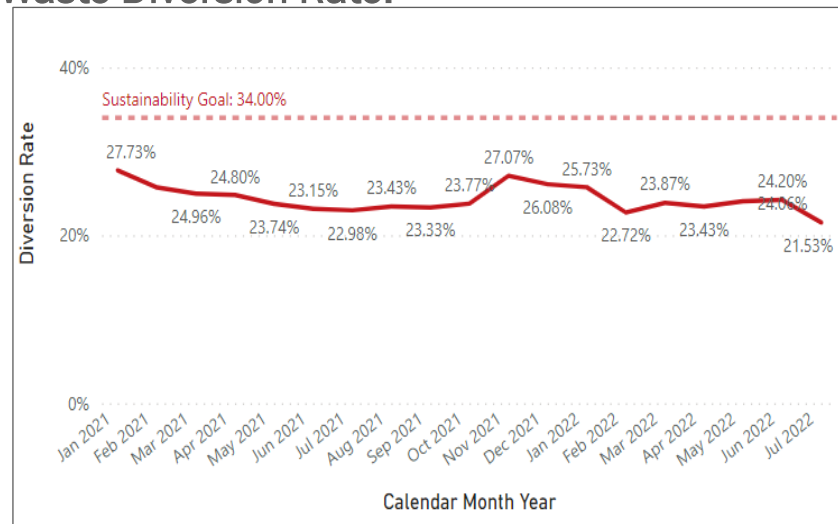
Pavement Condition Index:



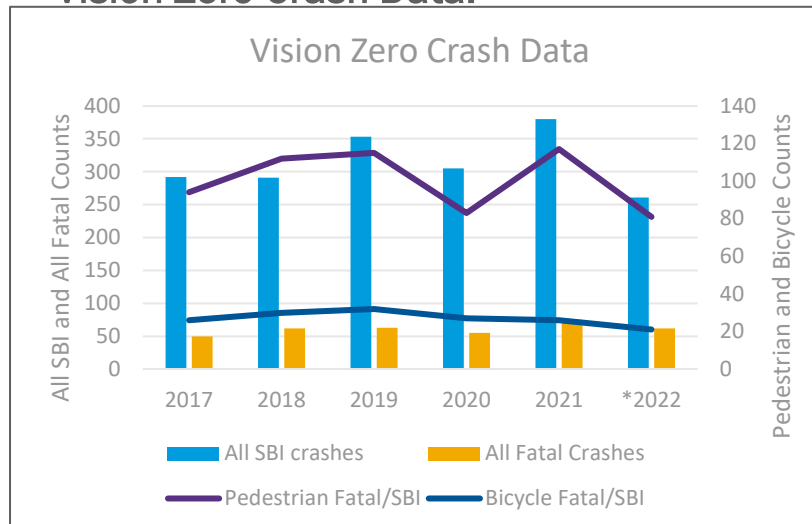
Expenditure Performance Index:



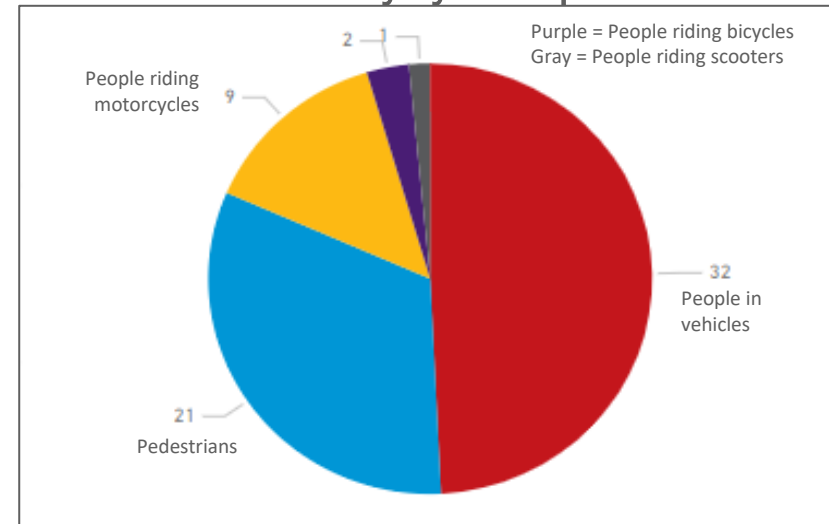
Waste Diversion Rate:



Vision Zero Crash Data:



Vision Zero Fatality by Transportation



Equity Framework: Signals will be replaced equitably to ensure the safety and security of historically marginalized communities. Traffic management systems along with signs and markings ensure that all modes of transportation are safe to use across the City.

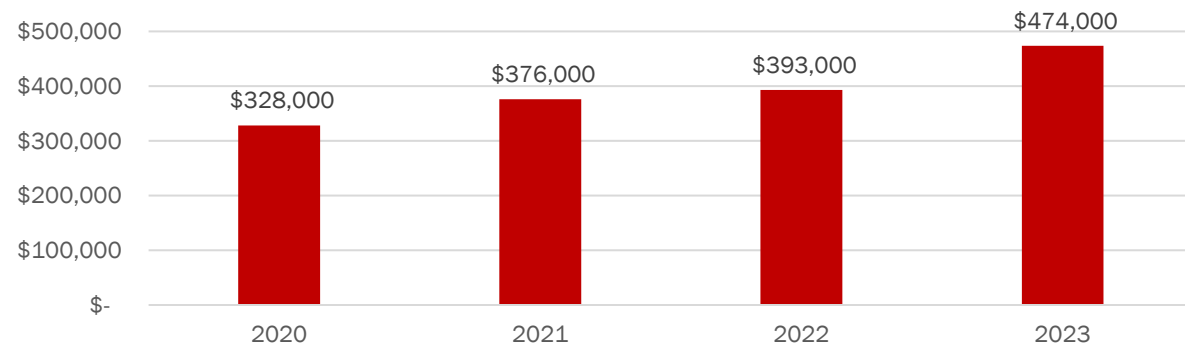
Fund	Name	Expense	FTE	Duration
General Fund	Traffic Signal Construction & Maintenance	\$281,208	3.00	Permanent
ARPA-Revenue Loss	Two Vehicles for Traffic Signal Construction & Maintenance	\$280,000	--	One-Time
General Fund	1 New Fiber Tech for Traffic System Operations	\$109,415	1.00	Permanent
General Fund	Cartegraph Licensing	\$250,000	--	One-Time
General Fund	4 New Staff for Traffic Signs and Markings	\$286,601	4.00	Permanent
General Fund	1 New Admin II for Transportation Asset Management	\$124,995	1.00	Permanent

Goal is to have one (1) installation and repair crew per quadrant of the City to address emergencies, 311s and Engineer work orders. 3 positions within the Sign Shop had been frozen and abolished with the 2020 SIP incentive.

Administrator II for DOTI Transportation Operations Asset Management will assist with:

- Support of Ongoing Work- includes System Administration and Team Training and System Configuration
- Maintain Data and Database System- includes Asset Data and System Data, GIS and Data Integration with other systems
- Annual Contract Procurement and Oversight
- Data Collection Projects- includes signals inventory and other special projects

Cartegraph Annual Licensing Cost Increases

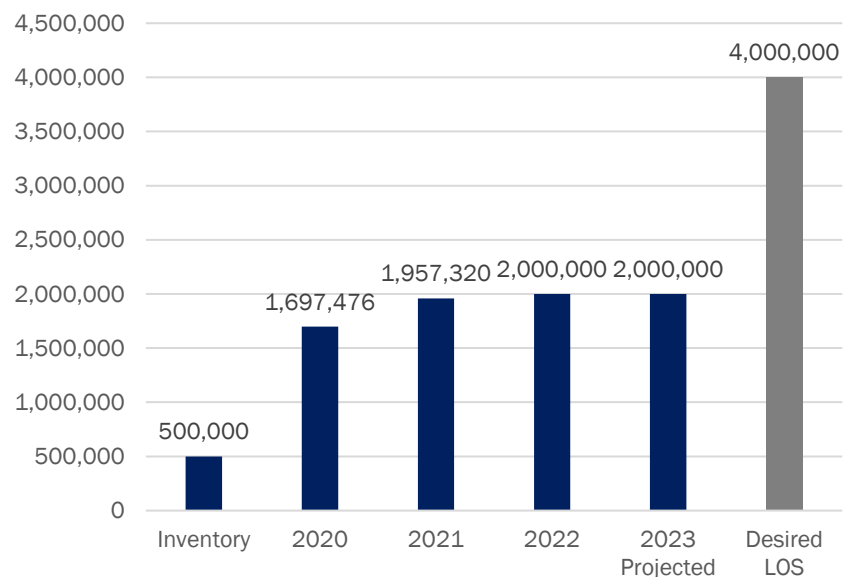


State of Good Repair of Assets in the ROW: Street Maintenance

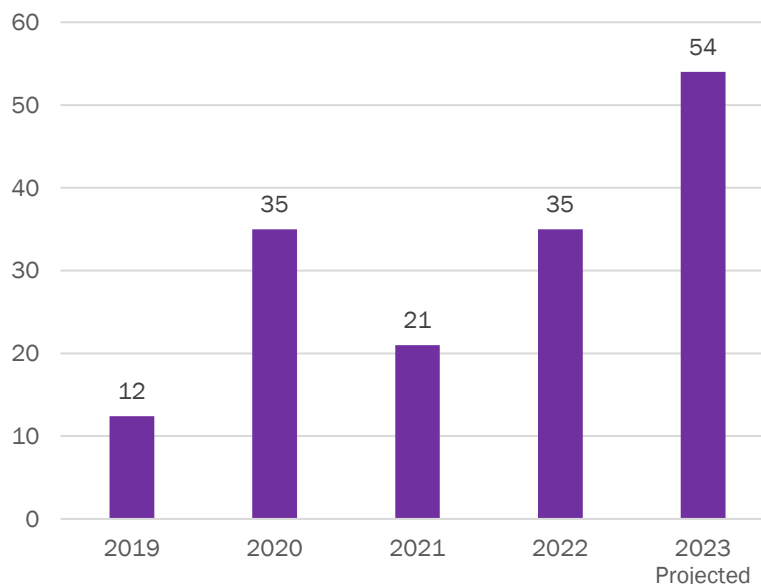
Equity Framework: Street Maintenance serves all communities in Denver while maintaining high maintenance standards. Increasing our workforce is part of the Economic Recovery effort to keep our staff at operational levels. These requests also support all communities, neighborhoods, and council districts.

Fund	Name	Expenditures	FTE	Duration
General Fund	Equipment Operator for Street Paving, Sweeping & Snow Removal	\$77,085	1.00*	Permanent
General Fund	Vehicles	\$636,500	--	One-Time
*Two Equipment Operators starting July 2023; annualizes to two FTE in 2024.		\$713,585		

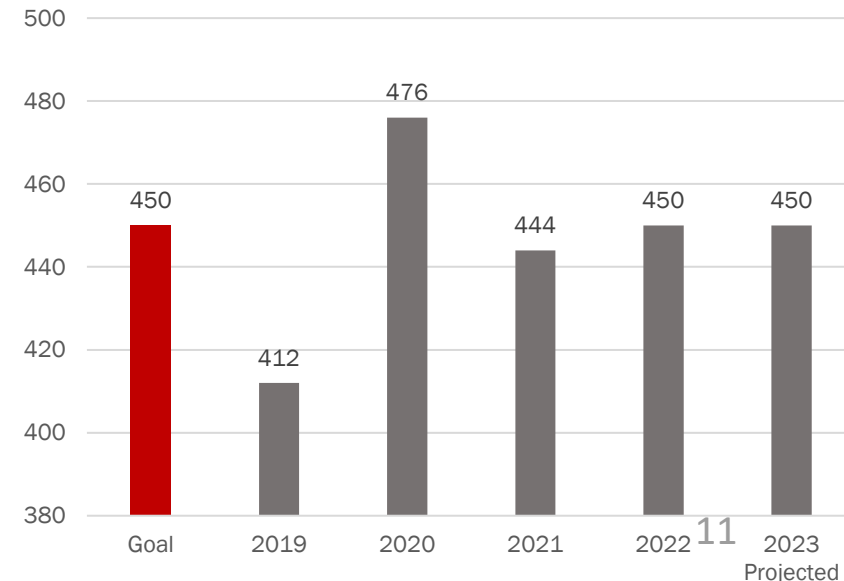
Medians Maintained (Square Feet)



Bike Lane Maintenance (Lane Miles)



Milling and Overlay (Lane Miles)



Safety: Training and Samsara

Fund	Name	Expenditures	FTE	Duration
General Fund	Samsara Telematics Licensing	\$800,000	--	Permanent
General Fund	2 New Agency Trainers for CDL Licensure	\$188,198	2.00	Permanent

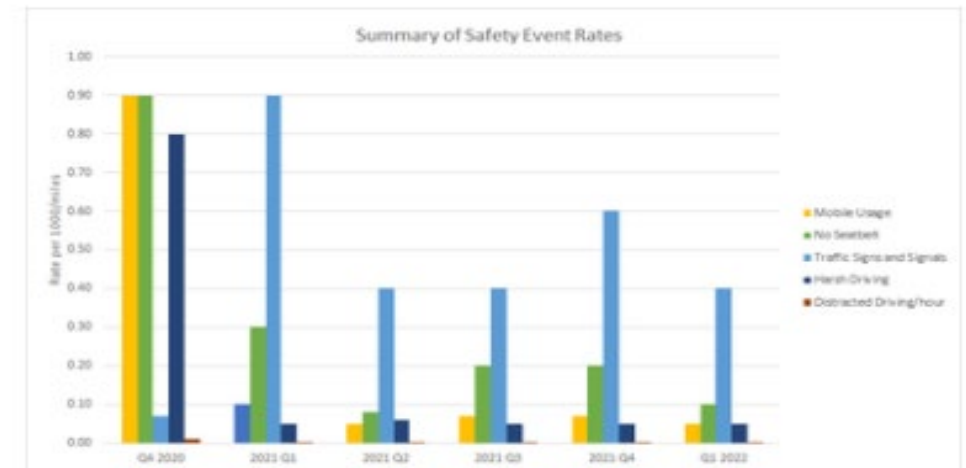
CDL Licensure Metrics:

Year	# of Drivers Trained Internally	Est. Annual Cost of INTERNAL Training	Est. Annual Cost of EXTERNAL Training	Savings
2017	75	\$200,000	\$375,000	\$175,000
2018	57	\$200,000	\$285,000	\$85,000
2019	49	\$200,000	\$245,000	\$45,000
2020	34*	\$200,000	\$170,000	\$(30,000)
2021	24*	\$200,000	\$120,000	\$(80,000)
2022	70**	\$200,000	\$350,000	\$150,000

* low numbers due to the COVID 19 pandemic. ** 2022 estimated

Samsara Licensing

- Expansion for continued Samsara Telematics software and support subscriptions to include an estimated Fleet expansion of 100 units.
- Benefits of this technology: analytics, compliance, increased visibility and productivity, reduction of operating costs, theft recovery, employee and public safety
- Assists in automating CDL vehicle inspections



Behavior Trends are improving

	2020	2021
Preventable Vehicle Crashes	89	78
Moderate, Major, Extensive Rate (per million miles driven)	5.48	4.88
Rear ended other vehicle	6	0

Budget Equity Framework Summary

This request accommodates the safe operation of ALL city vehicles so that the vehicles are available to qualified drivers to provide all types of city services, including those that provide for vulnerable or underserved residents.

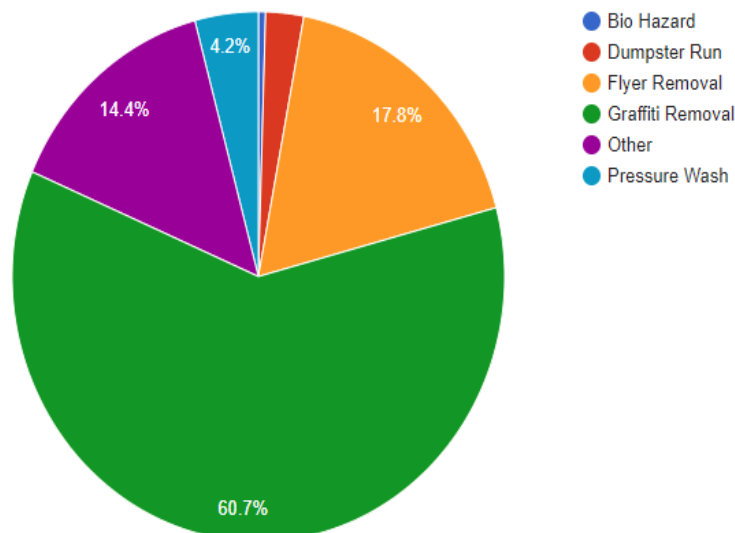
City Clean-Up Efforts: Downtown Action Team

Fund	Name	Expenditures	FTE	Duration
General Fund	1 New Inspector III for Encampment Management	\$65,024	0.75*	Permanent
General Fund	4 New FTE for Downtown Action Team (DAT)	\$274,812	4.00	Permanent
ARPA- Revenue Loss	Two Vehicles for Downtown Action Team	\$230,000	--	One-Time

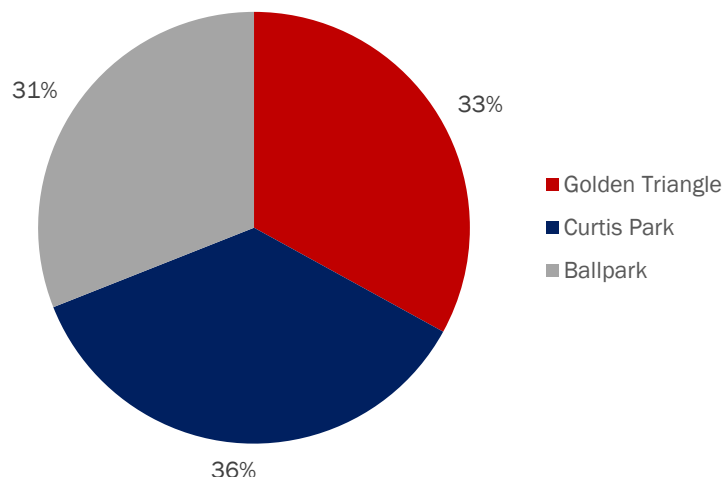
*1 FTE with April start

Justification:

DAT Action : All Sub Types



DAT By Neighborhood 2022



DOTI currently has 2 cleanup teams with only 1 Inspector III (team lead).

A 2nd Inspector III will complete our 2nd team and allow us to:

- ✓ Lead day-to-day operations of biohazard/graffiti cleanups, especially large cleanups

- ✓ Increase the # of locations cleaned annually
- ✓ Reduce the # of duplicate trips made to a location (when duplicate complaints have been submitted) Collaborate with leadership to create and execute plans and provide daily debriefs of operations

- ✓ Ensure that correct tools and equipment are on location
- ✓ Alleviate the workload of our current Inspector III

Budget Equity Framework Summary

Increases resources to accommodate rising workloads for City services that serve Denver's most vulnerable residents. Denver's most Vulnerable residents are PEH. Having this second Inspector will help us to better share information with other departments that offer services to these individuals. The more sites we visit will give more opportunity for services. Increases access or opportunities for those who have been historically marginalized. The areas that are recommended to be a focus have a larger population of PEH.

Bond/Federal Funds Management: Procurement Support

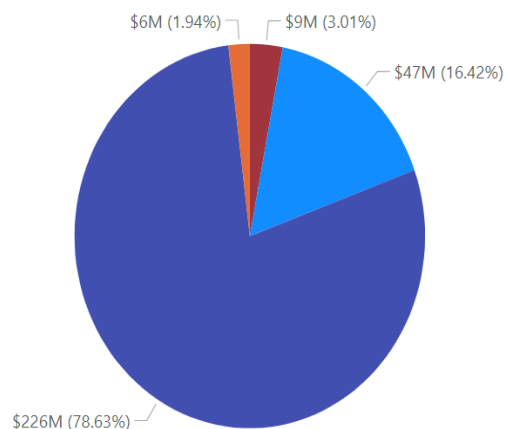
Fund	Name	Expenditures	FTE	Duration
General Fund	5 Procurement FTE for RISE Management	\$482,352	5.00	Limited

Professional Services - Paid to Date

Data Date: 9/19/2022

Paid to Date Invoice Count: **5526**
 Invoice Amount Paid to Date: **\$287.69M**
 Invoice Amount by Certification

Certification ● DBE ● MWBE ● None ● SBE

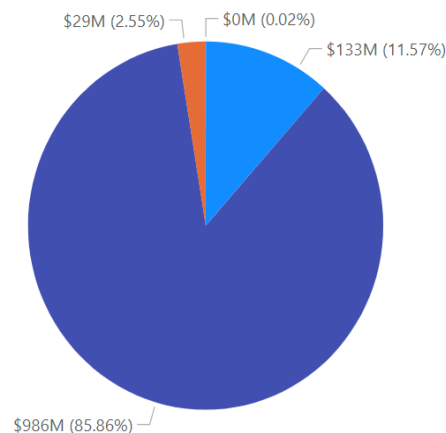


Construction Services - Paid to Date

Data Date: 9/30/2022

of Open Projects: **408**
 Invoiced Amount Paid to Date: **\$1.15bn**
 Invoice Amount by Certification

Certification ● DBE ● MWBE ● None ● SBE



Procurement's workload has increased due to Elevate Bond, the SPARK program, increased CIP funding, and will not be able to deliver RISE or the Federal Infrastructure Act projects without additional resources.

Procurements, contracts, and payments will experience delays resulting in negative impacts to these programs and potential delays to issuing work and payment to small and minority owned firms.

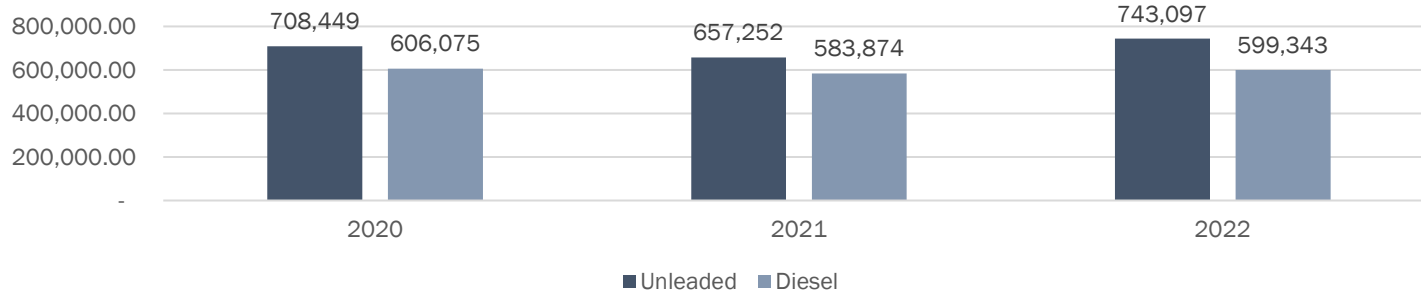
Budget Equity Framework Summary

These positions provide critical financial reporting data on DOTI's General Fund, Elevate, SPARK, and RISE projects and procure services to deliver. These projects are focused on areas of need that have been historically marginalized (equity neighborhoods) with disproportionate levels of crime and vehicular fatalities.

Inflation: Fleet and Logistics

Fund	Name	Expenditures	Duration
General Fund	Fleet Fuel	\$800,000	Permanent
General Fund	DLO Vehicle Parts and Outsource Labor Cost	\$200,000	Permanent
General Fund	Restore and Right Size DLO Budget for Demand	\$140,000	Permanent

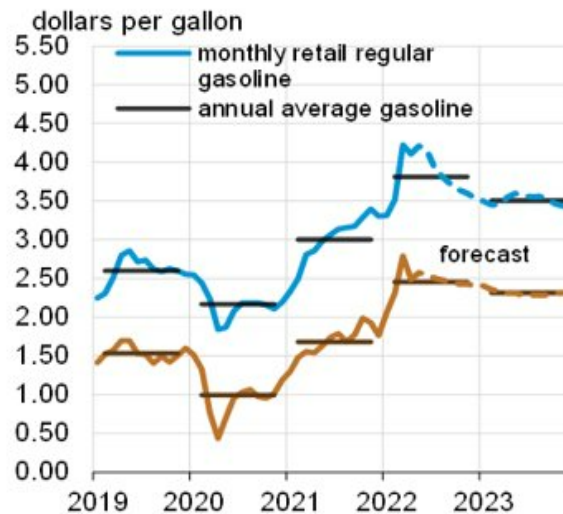
Annual Fuel Consumption through September



Logistics Increases by Vendor:

Vendor	2021 Spend	2022 Spend YTD	2022 Projected YE Spend	% Inflation	2023 Cost of Inflation
OJ Watson	\$106,989.99	\$85,092.32	\$204,221.57	20%	\$40,844.31
Front Range Fire	\$293,215.19	\$132,444.20	\$317,866.08	20%	\$63,573.22
Hardline	\$1,399,379.03	\$617,831.45	\$1,482,795.48	20%	\$296,559.10
Ferkam	\$58,517.07	\$21,373.00	\$51,295.20	200%	\$102,590.40
Total					\$503,567.03

U.S. gasoline and crude oil prices



Federal Energy Information Administration (EIA) forecasting a growth of 3.1% in both 2022 and 2023 after a 5.7% increase in 2021. EIA expects regular gasoline prices to average \$3.51/gal in 2023 and highway diesel fuel average \$4.06/gal.

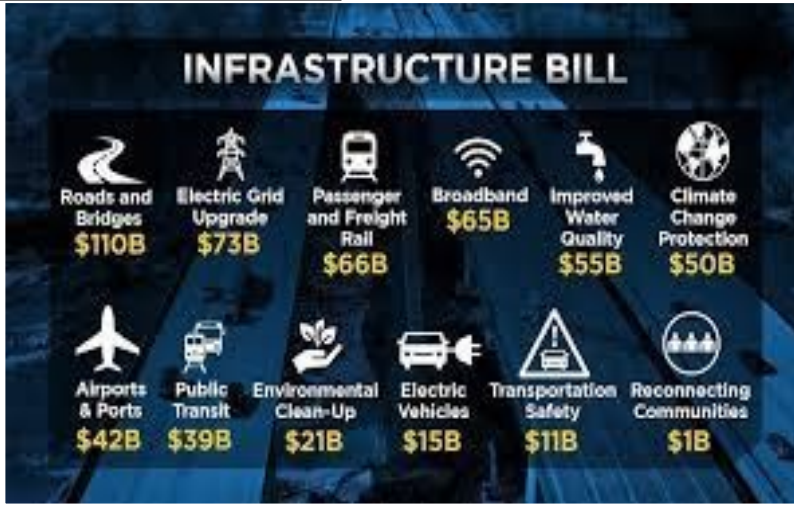
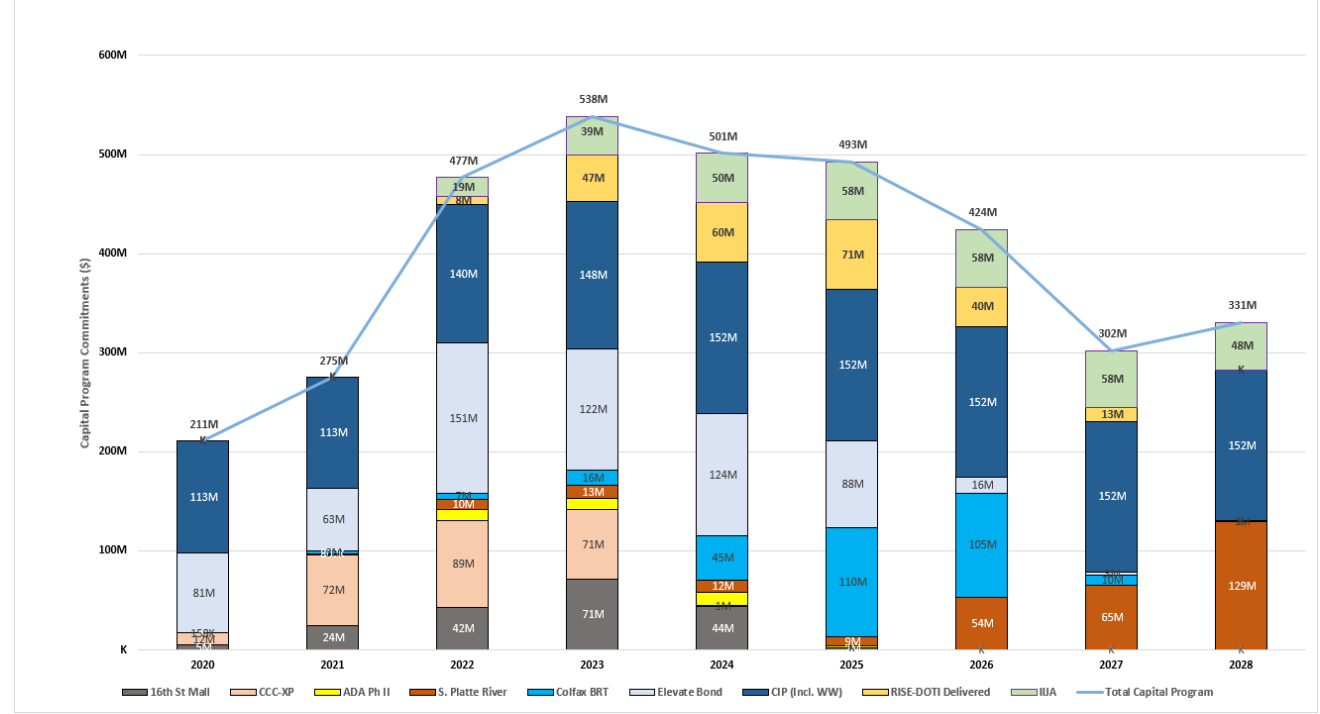
Budget Equity Framework Summary

Keeping all city vehicles in proper condition for safety and to continue operations and better serve communities, especially disenfranchised and historically marginalized neighborhoods.



Bond/Federal Funds Management: Engineering & Project Support

Fund	Name	Expenditures	FTE	Duration
General Fund	4 New Interagency FTE for IIJA & RISE Mgt	\$552,910	4.00	Limited
General Fund	2 New PMD Program Managers for IIJA & RISE Mgt	\$204,171	2.00	Limited
General Fund	5 New DOT FTE for RISE & IIJA Mgt	\$618,865	5.00	Limited
General Fund	1 New Infrastructure Program Manager for RISE & IIJA Mgt	\$162,938	1.00	Limited
General Fund	1 New BRT Director for IIJA Mgt	\$162,042	1.00	Limited



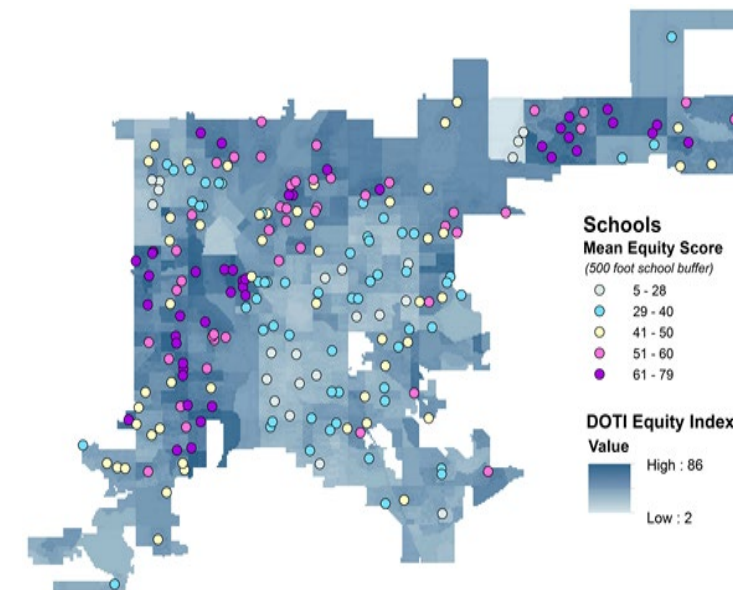
Enhancing Mobility & Multimodal Transportation: Implementation Support

Fund	Name	Expenditures	FTE	Duration
General Fund	Convert 1 Limited PM II for Program Management	\$138,650	1.00	Permanent
General Fund	Convert 1 Construction Manager for Special Projects	\$194,540	1.00	Permanent
General Fund	Engineering Manager for Transportation Demand Modeling	\$164,718	1.00	Permanent
General Fund	Extend 1 Limited Business Ops Admin & 1 Limited Sr. Engineer thru 2024	\$226,432	2.00	Limited

SRTS Coverage in Equity Neighborhoods:



**DENVER MOVES
EVERYONE** 2050
Our Vision to Move People,
Goods & Services



Budget Equity Framework Summary

This request supports all citywide communities, neighborhoods, and council districts. Projects managed by these positions will support legal mandates, legal obligations, mayoral initiatives, including ADA, SPARK, RISE Bond, IJJA, etc.

DOTI 2023 CIP Highlights + Focus Areas



Safety of CCD Employees Prioritized Through \$5.5 Million for Upgrades at DOTI Facilities



Funding Gaps Resulting From Cost Escalations – Community Bike, Iowa Street Underpass



Iconic Speer Boulevard Bridges Rehabilitation – Maintaining State of Good Repair



DOTI Continues to Emphasize Mobility & Safety – Sidewalks, High-Comfort Bike Lanes, Transit



South Platte River and Tributaries - \$5 Million for Project Planning



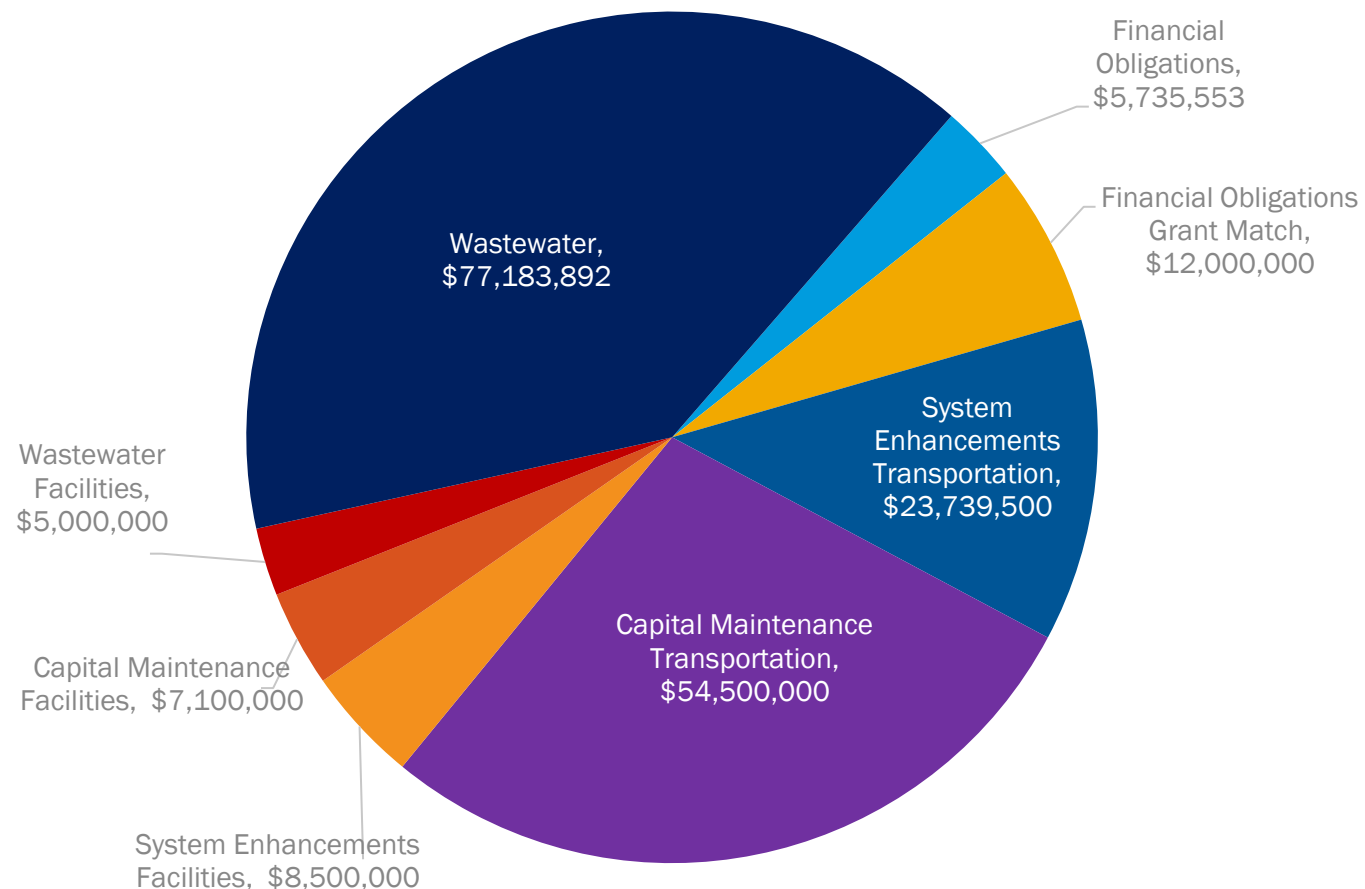
Investment in the Plan, Design and Implementation of Environmental Projects Valued at \$77.1M

DOTI 2023 Capital Improvement Program

Total investment in Transportation and Mobility capital projects is \$90.2M*.

Total investment in Facilities is \$20.6M, including \$3M for ADA improvements to City buildings.

Total investment in Environmental is \$77.1M, including \$5M for South Platte River and Tributaries.



* Includes \$12M for Capital Grant Matches



2023 Mobility Investments



Project	Amount
Transportation and Mobility Special Revenue Fund - \$14.6M	
Sidewalk Repair Program	\$ 2,993,000
New Warranted Signals	\$ 1,193,000
Bike Program Pavement Markings/Bike Planning	\$ 3,393,000
Vision Zero	\$ 2,193,000
Safe Routes to School	\$ 1,193,000
Pedestrian Crossings	\$ 493,000
Mobility Innovations (Bannock)	\$ 30,000
Design/Build Guidance Document	\$ 143,000
Transit	\$ 2,993,000
Additional Mobility Investments (CIF) - \$21.1M	
16th St Mall Reconstruction	\$ 2,600,000
Neighborhood Transportation Management Program	\$ 350,000
IJA Professional Services	\$ 1,500,000
Iowa Underpass	\$ 600,000
Speer over Little Raven Bridge	\$ 1,435,500
Bike Community Network Supplemental	\$ 2,280,000
Mobility Innovations - Participatory Budgeting	\$ 350,000
Mobility Capital Grant Matches	\$ 12,000,000
Total	\$35,739,500

Key Sanitary Projects

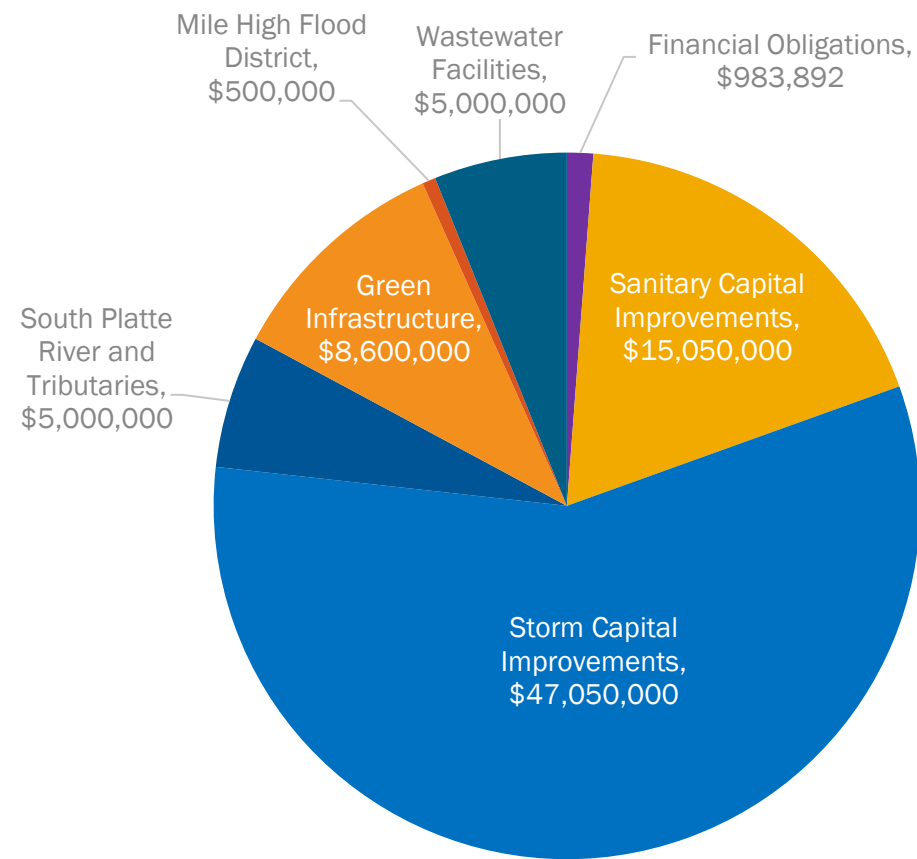
- Lift Station #5 Rebuild
- 29th & Speer Improvements
- South Wolcott St Improvements
- Neighborhood Sanitary Lining

Key Green Infrastructure (WQ) Projects

- Heron Pond-Carpio Sanguinette Park Regional WQ Facility
- Federal Green Boulevard – Mississippi to Alameda
- Kentucky & Irving Intersection Improvements

Key Storm Drainage Projects

- Globeville Levee
- Uvalda Tributary Improvements (Montbello Channels)
- Jackson Street System Phase 2
- Bowles Ditch Channel Improvements
- Tennessee & Oneida Storm Improvements
- South Platte River and Tributaries





Wastewater Enterprise Fund Operating Expansion Categories

Maintaining State of Good Repair of City Assets

\$3.3M; 7 FTE

- Technology and computer upgrades
- Replaces aged fleet infrastructure
- ROW maintenance and compliance staff

Enhancing Water Infrastructure

\$1.6M; 13 FTE

- Additional staff to begin SPRT projects
- Additional staff to expand water quality and green infrastructure efforts

Addressing Inflation Concerns

\$140k; 0 FTE

- Addresses rising utility costs
- Addresses rising costs of supplies for underground infrastructure

General Administration

\$990k; 9 FTE

- A new billing system for Sanitary and Storm operations
- Additional staff training
- First aid courses for all staff

Maintaining State of Good Repair (SOGR) of City Assets

Fleet

- New Boom lift \$250,000 One Time
- New Hydraulic Excavator \$666,000 One Time
- Replacement Vehicles \$1,165,500 One Time

Technology

- Building Technology & CPC Security Upgrades \$90,000 One Time
- New Computers 20,250 One Time
- Television Equipment & Software \$258,082 One Time
- Replacement Computers \$75,200 One Time

ROW

- Inspector Supervisor & Inspector for Water Quality \$174,315 Unlimited: 2.00 FTE
- Engineering Director \$188,080 Unlimited: 1.00 FTE
- Extend Limited Project Inspector through 2024 \$67,128 Limited: 1.00 FTE
- Senior Data Analyst & Senior Business Analyst for ROWS Analytics: \$253,550 Unlimited: 2.00 FTE
- ROWS Construction Project Inspector \$95,257 Unlimited: 1.00 FTE

Building

- Replacement Furniture: \$45,000 One Time

Total: \$3,348,362 - Limited 1.00 FTE + Unlimited 6.00 FTE

Inflation Concerns + Enhancing Water Infrastructure + Administrative

Inflation

- Utilities: \$40,000 Permanent
- Repairs & Maintenance: \$100,000 Permanent

Inflation:
\$140,000
No FTE

South Platte

- Manager, Program Lead & Engineers for SPRT: \$1,076,622 Limited 7 FTE

Green Infrastructure

- Planner, Engineer & Landscape Architect: \$312,830 Unlimited 3 FTE
- Irrigation & Utilities: \$10,000 Permanent

**Enhancing Water
Infrastructure:**
\$1,658,929
Unlimited 6.00 FTE
Limited 7.00 FTE

One Water

- Project Manager, City Planner & GIS Analyst: \$259,477 Unlimited: 3 FTE

General

- DOTI Enterprise Billing System: \$2,052,600 Permanent
- Mail, Freight, Delivery for Invoicing: \$240,000 Permanent
- Training: \$50,000 Permanent
- First Aid: \$10,000 Permanent

Administrative:
\$2,352,600
No FTE

Appendix



Commemorating the International World Day of Remembrance



DOTI's first all-electric street sweeper



Cranes atop the Colorado Convention Center construction site

RIGHT OF WAY ENFORCEMENT

METRIC	2021 ACTUAL
Parking Citations Issued	417,756
Face Value of Citations	\$18,970,275

RIGHT OF WAY SERVICES (ROWS)

METRIC	2021 ACTUAL
Concept Review	445
Site Development	395
Pipe Laid (Private Development Support)	2.75 miles
New Roadway (Private Development Support)	12.6 lane miles
Commercial Permits Issued	2,903
Residential Permits Issued	5,729

STREET MAINTENANCE

METRIC	GOAL	2021 ACTUAL
PCI (Pavement Condition Index)	75%	73.7%
Pedestrian Ramps Built or Rehabilitated	1,500	1,614
Bike Lane Miles	25	22.1
Average time to fill potholes		1.4 days
Total potholes patched		5,915
Percent of potholes filled proactively		34%
Lane Miles of Street Sweeping		122,164
Cubic Yards of Debris Removed		52,393
Lane Miles of Road Paved		441
Square Yards Milled		1,457,380
Bridge Rehabilitation Projects Completed		5
In-house Bridge Maintenance Activities Completed		258

TRANSPORTATION OPERATIONS

CURBSIDE & PARKING

METRIC	GOAL	2021 ACTUAL
IPS Parking Meter Issues Resolved	5,100	4,918
Total Bike Parking Spaces		302
Above Curb U-racks		99
Below Curb Corrals		12
Percent of Paid Parking purchased on mobile phone		11%
Car Share Locations (and total on-street spaces)		39 (95)
Valet permitted and licensed locations		44
Curbside Access Plans (CAP) implemented or finalized		3
NTMP Action Plans began, developed or finalized		5
NTMP projects began, implemented or finalized		20
Operational and Safety projects began, implemented or finalized		129

SIGNS & MARKINGS

METRIC	GOAL	2021 ACTUAL
Long Line Markings	1,080	961
Specialty Markings	17%	11.75%
In-House Signs installed		3,248

SIGNAL MAINTENANCE

METRIC	2021 ACTUAL
Tech Shop tasks completed	4,181
Maintenance Team tasks completed	3,163
Construction Team tasks completed	735

SYSTEM OPERATIONS

Note: Metrics are impacted by grant dollars

METRIC	GOAL	2021 ACTUAL
Conduit	2.5	2.75
Fiber	2.5	14.13
Gator patches	30	32
CCTV cameras	25	54
Cabinets installed or replaced		9
Controllers replaced		54



Montbello Connector microtransit service launch



Denver Moves Everyone — planning for our transportation future



ARPA funded restroom

2023 DOTI Financials

2023 General Fund Expansions Summary

Account Category	Permanent	One-Time	Total 2023
Personnel	\$3,719,209	-	\$3,719,209
Services and Supplies	\$1,940,000	\$256,600	\$2,196,600
Capital Equipment	-	\$23,140	\$23,140
Internal Services	\$12,312	-	\$12,312
Grand Total	\$5,671,521	\$279,740	\$5,951,261

Permanent FTE	On-Call/Limited FTE	Total New 2023 FTE*
17.75	18.00	35.75

General Fund Expenditures in DOTI's appropriation do not include \$636,500 for two new vehicles that are supported by a General Fund transfer to the Fleet Replacement Special Revenue Fund or \$510,000 for two vehicles that are funded in the ARPA allocation.

FTE do not reflect conversions of 3 limited positions to permanent.

General Fund Revenue: FY22 Revisions + FY23 Projection

FY23 Projections

- Continued improvement in commuter mobility should improve parking meter collections and ROWE compliance activities (even with greater remote work)
- Higher projected construction activity (RISE + IIJA) should provide incremental increases in the ROWS revenue budget.

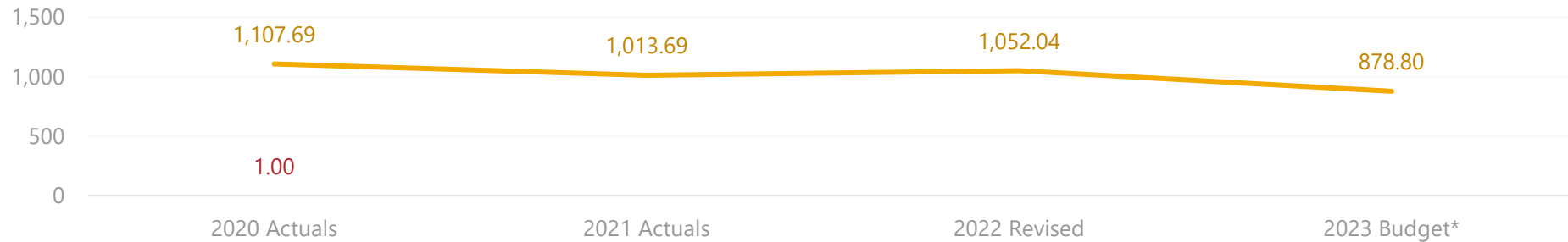
Category	2022 Original	2022 Revised	2023 Projection	YOY % Variance
Street Occ. Permits	\$18,523,640	\$22,700,000	\$18,523,640	-18.4%
ROWE Citations	\$24,032,768	\$30,432,768	\$30,952,923	1.7%
Total	\$42,556,408	\$53,132,768	\$49,476,563	-8.3%

FY22 Revisions

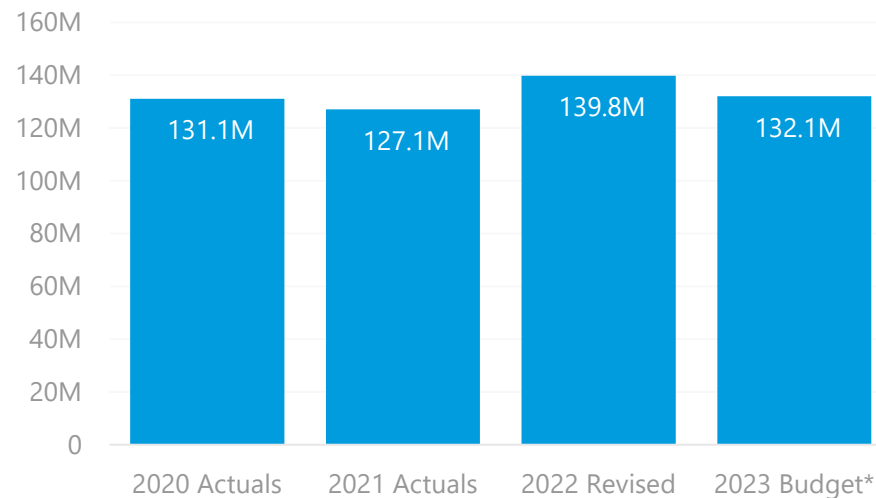
- Right of Way Enforcement (ROWE) Citations** - Budget was increased by \$6.4M due to the increase in fines approved in 2022 with the incremental increase being transferred to the Transportation SRF.
- Street Occupancy Permits** - Budget was increased by \$4.1M due to a substantial increase in street occupancy permits due to post-pandemic demand. FY23 revenues were revised back to 2022 levels as is uncertain that this demand will remain consistent in 2023.

DOTI General Fund Expenses, Revenues, and FTEs

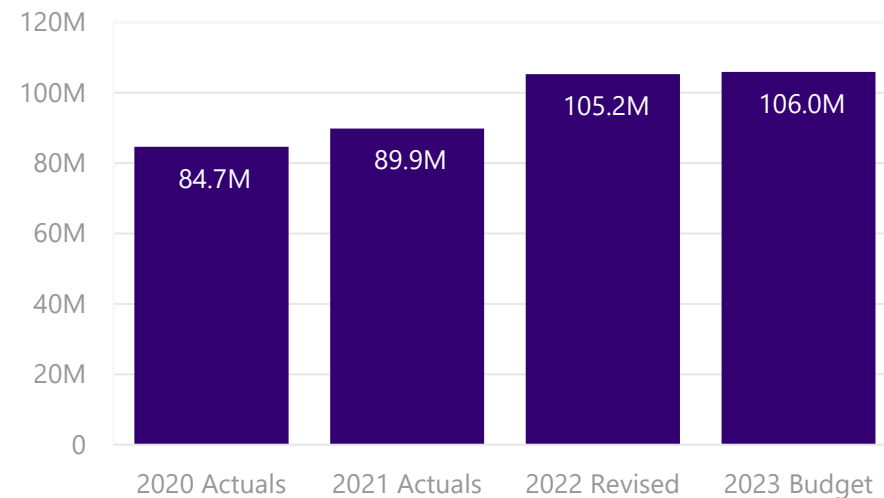
Total FTE



Total Expenses



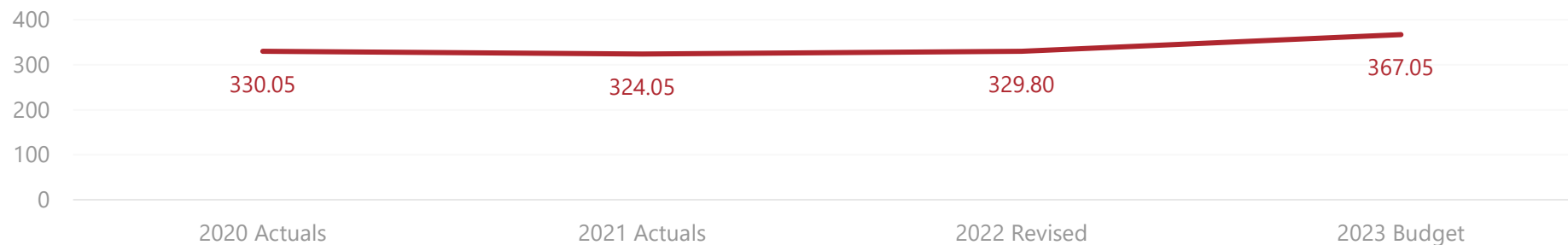
Total Revenues



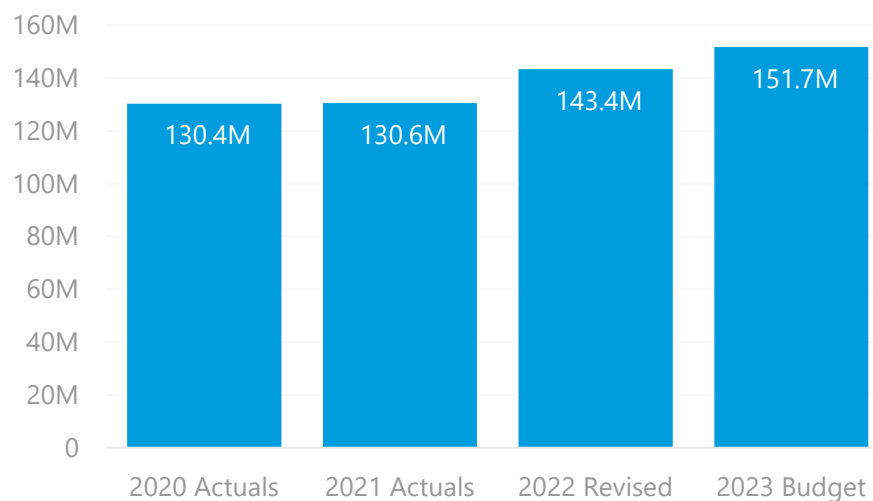
*DOTI's 2023 General Fund appropriation reflects moving the budget and FTE associated with waste collection to the new Volume-Based Trash Pricing Program.

DOTI Enterprise Fund Expenses, Revenues, and FTEs

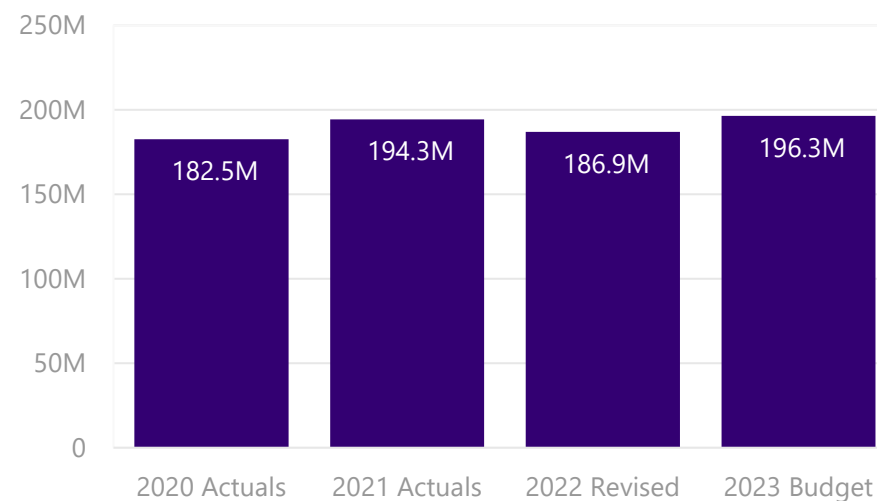
Total FTE



Total Expenses



Total Revenues



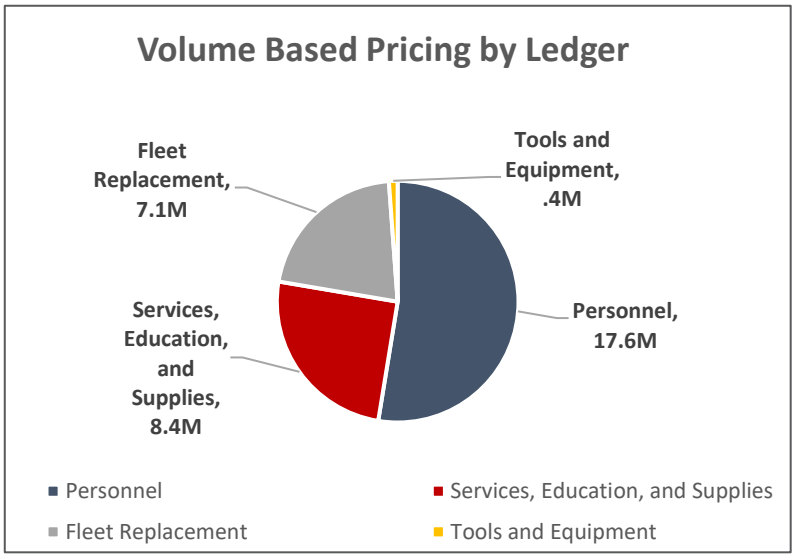
2023 SRF Appropriations

FY23 DOTI SRF Appropriations: Volume Based Pricing

Name	Expenditures	Duration
Volume Based Pricing 2023 Appropriation	\$34,156,483	Permanent

In 2022, City Council passed an ordinance amending Chapter 48 of the Revised Municipal Code of the City and County of Denver to repeal the fee on composting and implement a volume-based pricing system for trash, including recycling and composting services at no extra charge, to facilitate improved waste diversion and its related environmental benefits starting in January 2023.
2023 Operating expenditures are budgeted at ~\$33.5M

Monthly Cost by Cart Size:



Projected Revenue Collections:

Cart Size	Cost Per Cart	Number of HH's	Projected Revenue
95 Gallon Cart	\$ 21.00	83,525	\$ 21,048,315
65 Gallon Cart	\$ 13.00	74,244	\$ 11,582,141
35 Gallon Cart	\$ 9.00	27,842	\$ 3,006,902
Total			\$ 35,637,358

Budget Equity Framework Summary

Multiple areas in the city continue to need focused attention from SWM, while maintaining the proper level of safety & sanitation across all areas/city neighborhoods.

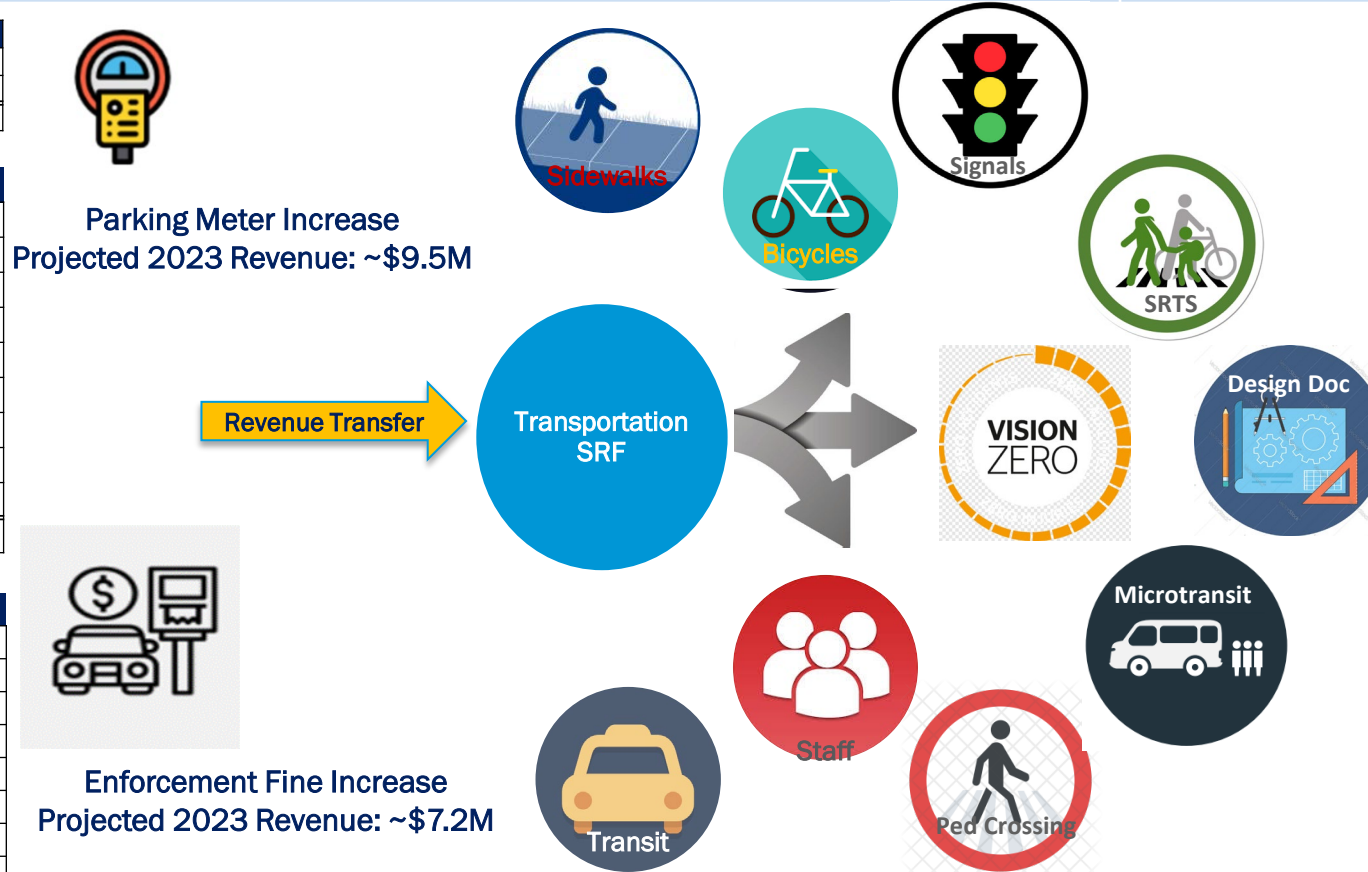
FY23 DOTI SRF Appropriations: Transportation SRF 2023 Appropriation

Name	Expenditures	Duration
Transportation SRF 2023 Appropriation	\$16,705,555	Annual Appropriation

2023 Sources	
2023 Parking Meter Revenue	\$9,500,000
2023 Enforcement Revenue	\$7,205,555
2023 Total SRF Revenue	\$16,705,555

Capital Uses	
Sidewalk Repair Program	\$2,993,000
New Warranted Signals	\$1,993,000
Bike Program	\$3,393,000
Vision Zero	\$2,193,000
Safe Routes to School	\$1,193,000
Pedestrian Crossings	\$493,000
Mobility Innovations (Bannock)	\$30,000
Design/Build Guidance Document	\$143,000
Transit	\$2,993,000
Total	\$14,624,000

Operating Uses	
Micro transit Connector Service	\$950,000
Safe Routes to School	\$200,000
Bike Count Equipment	\$125,000
Vision Zero Marketing	\$150,000
Project Manager (Sidewalks)	\$118,036
Project Inspector (Sidewalks)	\$101,196
Project Inspector (ROWS)	\$101,196
Project Inspector (PDA)	\$101,196
Traffic Signal Technician II x 2	\$133,994
Total	\$1,980,619



Program	Description
Bike Program	Citywide Denver Moves: Bicycles Network Verification; and Substandard Bike Facility Safety Upgrade Design and Construction.
Transit Program	Advance bus stop improvements, Bus Priority improvements such as bus lanes, Bus bulbs and transit signal priority on 17 th & 18 th Avenues
Vision Zero Program	Road Safety Audit Construction 4 corridors k, Road Safety Audit Planning 3 new corridors, Slow Zone Planning
SRTS Program	SRTS Full Construction - Travel Plans 2023, SRTS Full Engineering Design, Travel Plans 2023, SRTS Smith Elementary
Sidewalk Repair Program	Reconstruction of sidewalk segments deemed to be in poor condition, segments aligned to the 2024 paving season
Pedestrian Program	Design 90th Percentile Uncontrolled Locations
Signals Program	2023 New warranted and prioritized Traffic Signals
Design/Build Guidance	Professional services to support development of a DOTI Design/Build Guidance Document resulting from audit finding
Innovation Program	Bannock Mural Refresh

2023 Annual Capital Maintenance

FY23 Annual FIT Capital Maintenance

- Prioritized Agency project requests received from GS, DFD, DSD, Libraries, and DOTI.
- Received almost 400 requests totaling \$67 million.
- Reviewed projects based on FIT Criteria, Agency priorities, and FCAP data.

Recommended Funding		
DFD	2 projects	\$580,000
DPL	5 projects	\$875,000
DSD	7 projects	\$375,000
GS	12 projects	\$2,105,000
DOTI	4 projects	\$1,585,000
FCAP	-	\$250,000
Contingency	-	\$830,000
Total		\$6,600,000

2023 Wastewater Enterprise Fund Metrics

State of Good Repair & Safety of Wastewater

Support Assets: Wastewater Building

Name	Expenditures	FTE	Duration
Replacement Furniture for Wastewater Building	\$45,000	--	One Time



Budget Equity Framework Summary

Investments into building infrastructure for the safety of employee and residents.

State of Good Repair & Safety of Wastewater

Support Assets: Technology

Name	Expenditures	Duration
Building Tech & CPC Security Upgrades	\$90,000	One Time
C50620000 New Computers	\$20,250	One Time
Television Section Equip/Software	\$258,082	One Time
C5065000 Computer Replacement	\$75,200	One Time

Replacement for computers with expired licenses and upgrade security software. Laptops will allow flexibility with remote work. iPads allows field staff to access resources.



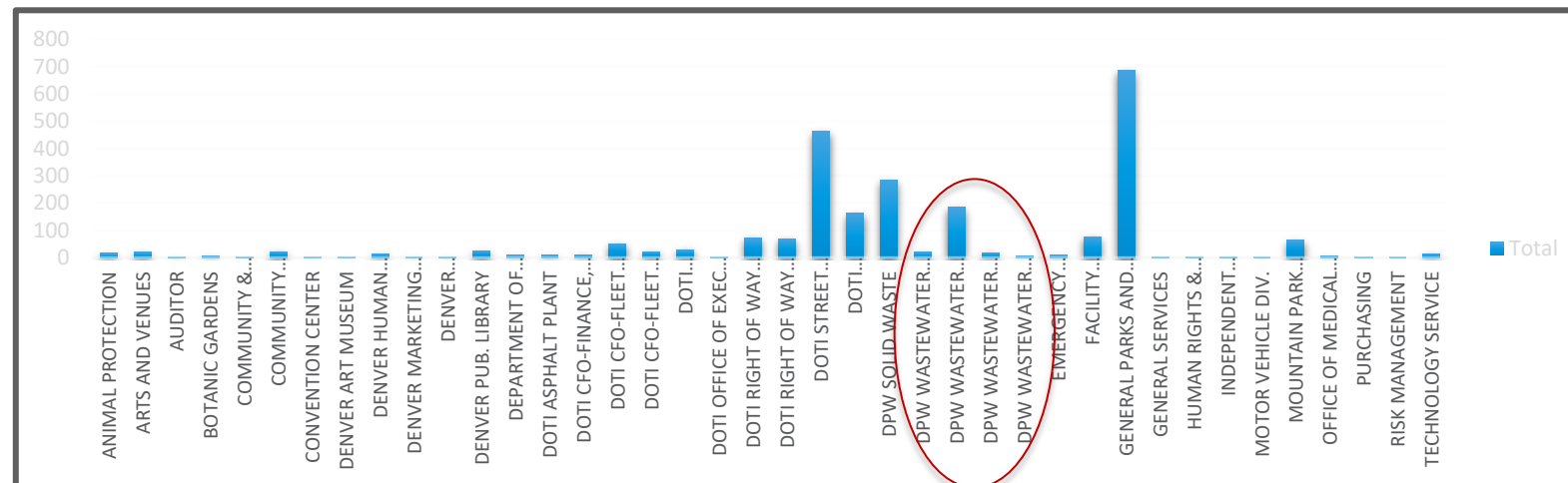
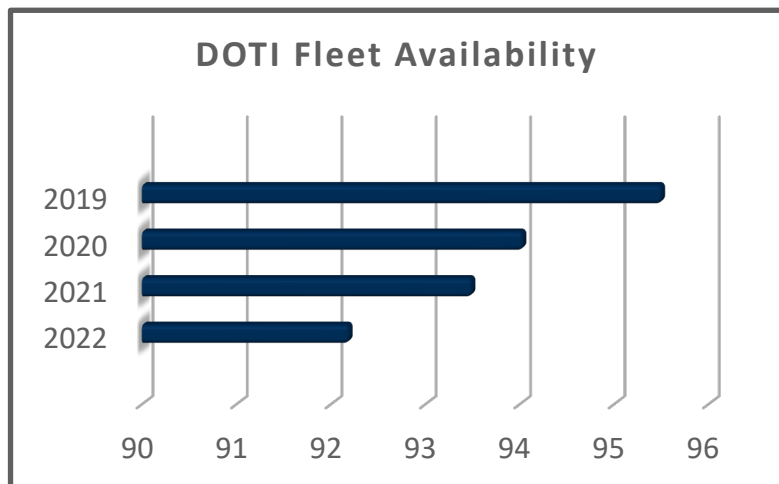
Budget Equity Framework Summary

Wastewater services are provided equitably across the City to ensure continuity of service and water cleanliness.

State of Good Repair & Safety of Wastewater

Support Assets: Fleet

Name	Expenditures	Duration
New Boomlift - C5061000	\$666,000	One Time
Vehicle Replacement - C5061000	\$150,000	One Time
Vehicle Replacement - C5062000	\$1,020,000	One Time
1 New Hydraulic Excavator - C5062000	\$250,400	One Time
Vehicle Replacement - C5064000	\$65,000	One Time
Vehicle Replacement - C5065000	\$65,500	One Time



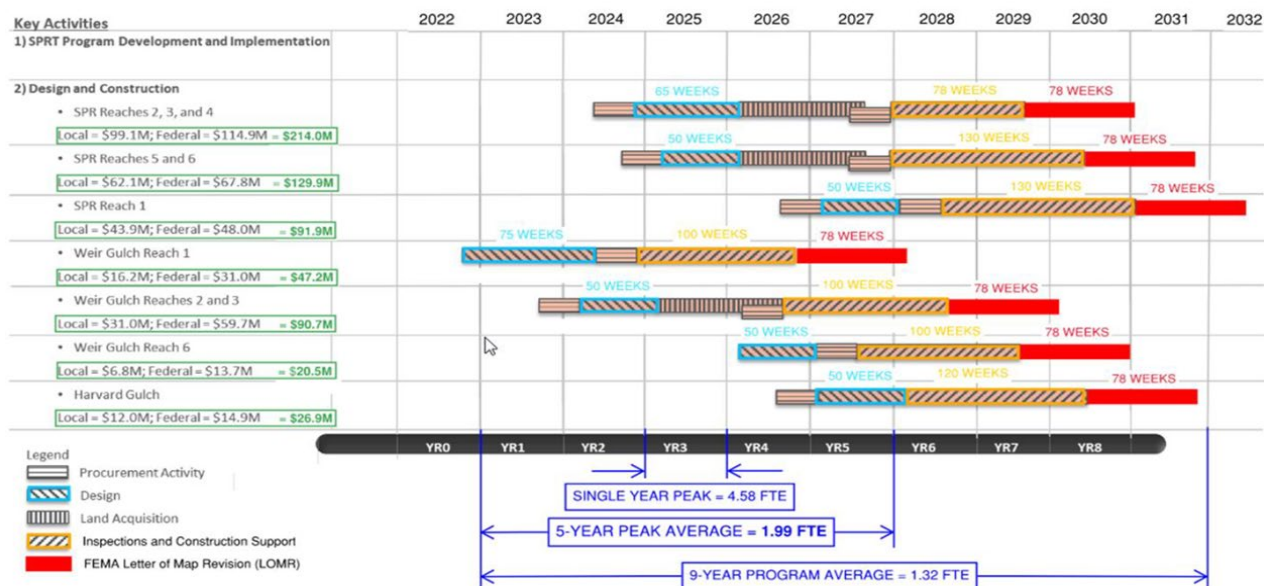
Budget Equity Framework Summary

This will provide using agencies unit availability of 96% or higher to provide better service to Citizens. This request accommodates the repair and maintenance of ALL city vehicles so that the vehicles are available to provide all types of city services, including those that provide for vulnerable or underserved residents.

Enhancing Wastewater Infrastructure: South Platte Rivers & Tributaries

Name	Expenditures	FTE	Duration
4 New FTE for SPRT - PDA	\$638,740	4.00	Limited
2 New FTE for SPRT - ROW	\$298,208	2.00	Limited
1 New FTE SPRT – Project Manager II for Real Estate Support	\$139,674	1.00	Limited

The SPRT Program:



Develop and implement program controls plan (PCP) in accordance with the overall program plan and goals. Implement the controls portion of the program outlining policies and operational processes ensuring program-wide compliance. Develop and lead a cohesive, program-wide controls approach, including the areas of schedule, financial, contracts, risk, operational procedures, and program information/documents. Serves as a liaison to funding departments and coordinates responses to inquiries, mandates, audits, and requests for funding related information. Manage the day-to-day project floodplain management elements of the South Platte River & Tributaries (SPRT) program including property-level mitigation along Weir Gulch and Harvard Gulch.

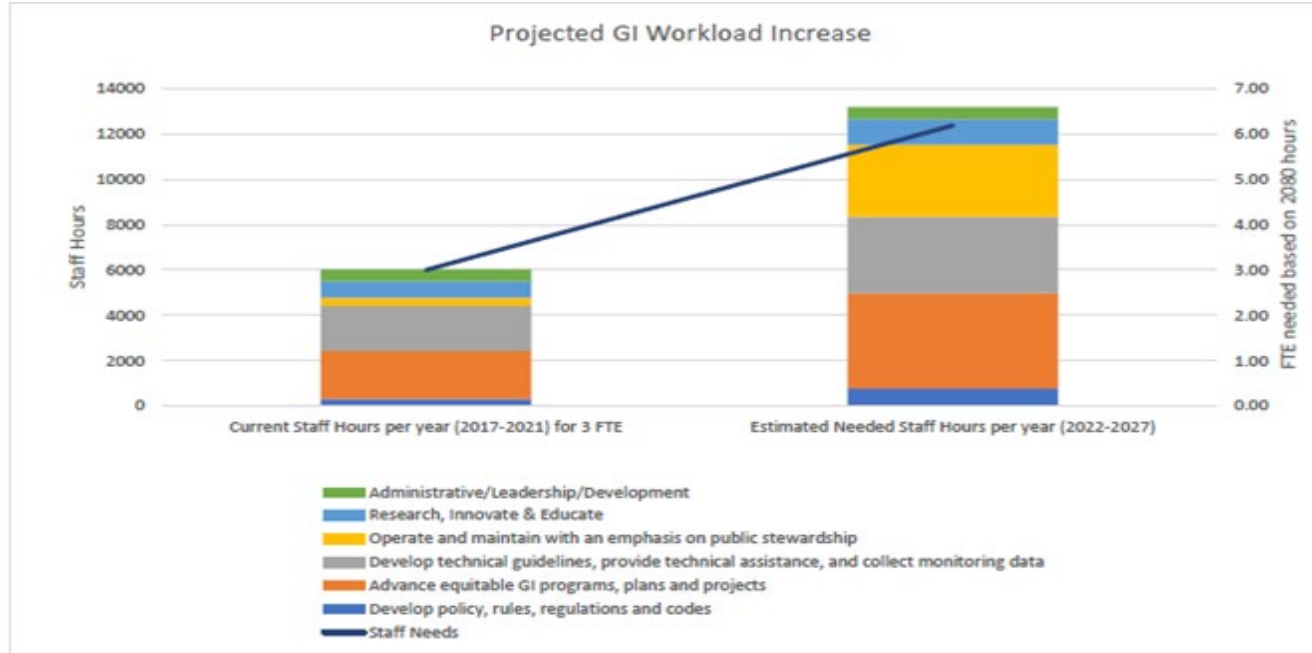


Budget Equity Framework Summary

Historically under-served communities and adjacent neighborhoods including Globeville, Elyria-Swansea, Five Points, and Sun Valley.

Enhancing Wastewater Infrastructure: Green Infrastructure

Name	Expenditures	FTE	Duration
Green Infrastructure Irrigation/Utilities	\$10,000	--	Permanent
3 New Green Infrastructure FTE	\$312,830	3.00	Permanent



- DOTI's Office of Green Infrastructure has a goal of constructing 5 miles of green streets each year.
- Currently over 325 ultra-urban green infrastructure facilities are in design or have been constructed to meet this target.
- DOTI is prioritizing the use of green infrastructure (GI) to enhance watersheds, protect human health, and create a more climate resilient Denver. To plan and prioritize this funding and deliver green infrastructure projects in neighborhoods most in need.

Budget Equity Framework Summary

These efforts will be targeted towards the City's equity neighborhoods, specifically Valverde

Enhancing Wastewater Infrastructure: One Water

Name	Expenditures	FTE	Duration
3 New FTE for One Water Program	\$359,477	3.00	Permanent

In 2022, DOTI established the Water Services Business Unit to support the findings of the Plan and implement a One Water Program citywide. The Plan outlines 5 overarching goals with 24 strategies and 55 implementation actions that will drive equitable approaches to sustainable water efficiency, conservation, security, and resilience.

The impact of the One Water Program is citywide, with and even larger regional presence to address these critical water needs that span multiple jurisdictions.

DENVER URBAN WATER CYCLE

The One Water Plan takes a holistic and integrated approach to planning, considering all aspects of the urban water cycle from stormwater, surface water, groundwater, recycled water, potable water, wastewater, and treating it as "One Water."



ONE WATER PLAN GOALS



GOAL #1
PROMOTE
INSTITUTIONAL
COLLABORATION



GOAL #2
IMPLEMENT
MULTI-BENEFIT
PROJECTS AND
PROGRAMS



GOAL #3
FOSTER
COMMUNITY
SUPPORT



GOAL #4
INCREASE
RESILIENCE AND
CLIMATE CHANGE
PREPAREDNESS



GOAL #5
IMPLEMENT
INTEGRATED WATER
MANAGEMENT
SOLUTIONS

Budget Equity Framework Summary

These efforts will be targeted towards the City's equity neighborhoods although, investments in clean water benefit the entire City

ROW Compliance

Name	Expenditures	FTE	Duration
1 New Inspector Supervisor & 1 New Investigator for Water Quality	\$174,315	2.00	Permanent
1 New Engineering Director for ROWS	\$188,080	1.00	Permanent
Extend 1 Limited Project Inspector for ROWS thru 2024	\$67,128	1.00	Limited
1 New Sr. Data Analyst & 1 New Sr. Business Analyst for ROWS Analytics	\$253,550	2.00	Permanent
1 New Project Inspector in ROWS	\$95,257	1.00	Permanent
Vehicle for ROWS Inspection	\$65,000	--	One-Time

- Positions will serve as the subject matter expert in the specialized inspections and handle difficult or escalated inspections or citizen complaints. It will assist with investigations, respond with the investigators to two party response situations, and provide onsite coaching and mentorship.
- With an average 4%+ growth each year over the previous five years (including during the pandemic) of development related activities, there is need to provide high level sustainable leadership to a division of approximately 150 to ensure consistent, effective, and efficient customer service delivery.
- To support the Central-70 project via agreement with CDOT and the 16th St Mall project (constructs expected thru 2024). Handles administrative functions & inspections, approvals and acceptance of public infrastructure.
- Data Analyst Senior and an IT Business Analyst Senior will optimize the way ROWS' does business by improving the overall business process and the use of technology.
- One Project Inspector is needed to inspect storm infrastructure and permitted floodplain development throughout Denver which would mitigate the risk of private policies losing their insurance discounts as these sites currently go uninspected.

Budget Equity Framework Summary

Projects will impact communities adjacent to the Central 70 project corridor, esp. north central Denver GES; also, CBD adjacent to 16th Mall; Future work aligned with Colfax Avenue BRT.

Wastewater Administration

Name	Expenditures	Duration
DOTI Enterprise Billing System	\$2,052,600	Permanent
Mail, Freight, Delivery for Invoicing	\$240,000	Permanent
Training	\$50,000	Permanent
CPC/WW First Aid	\$10,000	Permanent

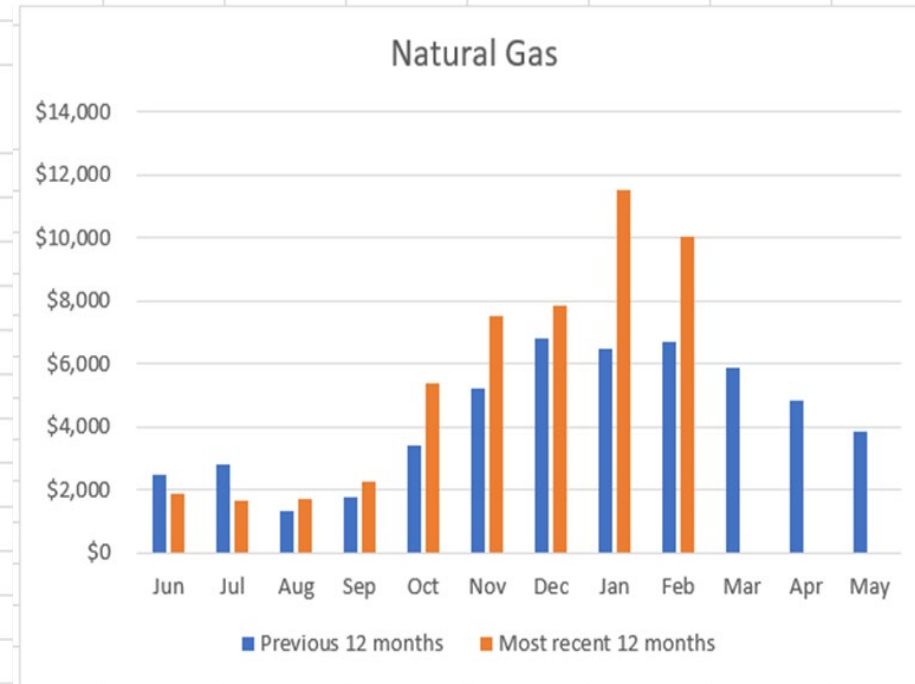
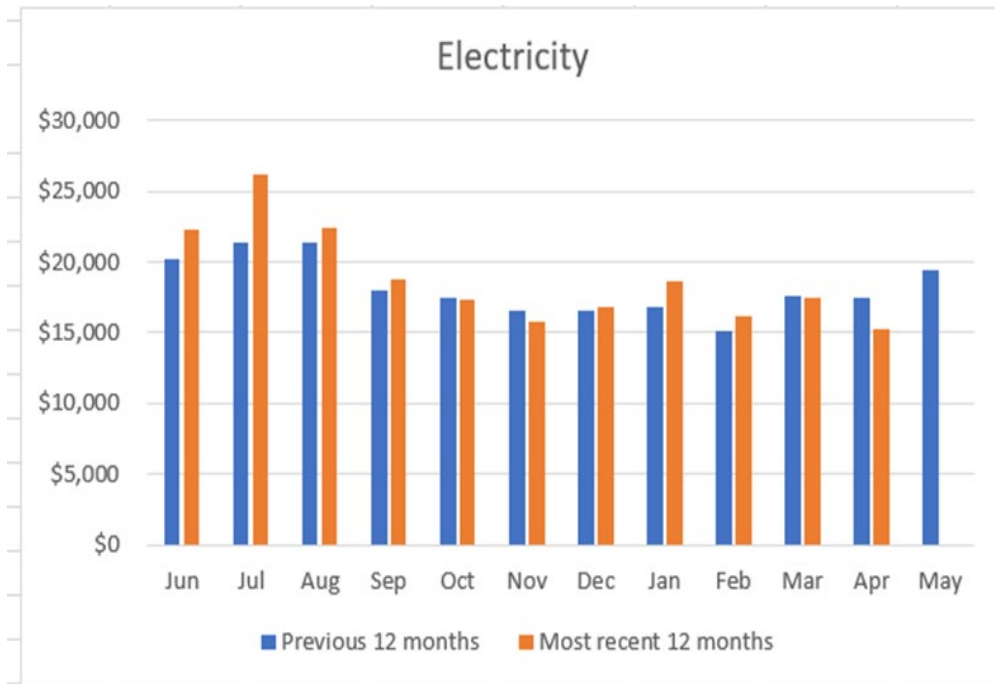
- The DOTI Enterprise Billing System is a multi-year phased implementation that will ultimately provide DOTI and other City entities a single software solution for invoicing citizens for services. The intent of this program is to reduce waste going to the landfill and increase recycling and composting in Denver.
- With volume-based pricing trash collection passing, the production of quarterly invoices to every residence in Denver will be about 720,000 invoices in 2023. This request is for funds for paper, envelopes, and postage for SWM invoices.
- Providing training and exposure to industry trade shows provides technical expertise in our line of business while providing insight for the innovation and technology offered by the industry. The certifications or innovations gained with additional training ensures the rate payer is being delivered a service that is efficient, effective and reliable.
- To cover the cost of first aid kits, eye wash stations, and fire extinguisher replacement/additions for CPC campus and Wastewater. To provide a safe workplace.

Budget Equity Framework Summary

Multiple areas in the city continue to need focused attention from Wastewater, while maintaining the proper level of safety & sanitation across all areas/city neighborhoods.

Wastewater Inflation

Name	Expenditures	Duration
Utilities, Repair & Maintenance	\$140,000	Permanent



Expected rate increase and inflation for natural gas, electricity and repair & maintenance of buildings on CPC campus.

Budget Equity Framework Summary

Cost inflation is impacting operations on a Citywide basis. Without these expansions, WW services will be delayed impacting equity neighborhoods and populations.