



DENVER
THE MILE HIGH CITY

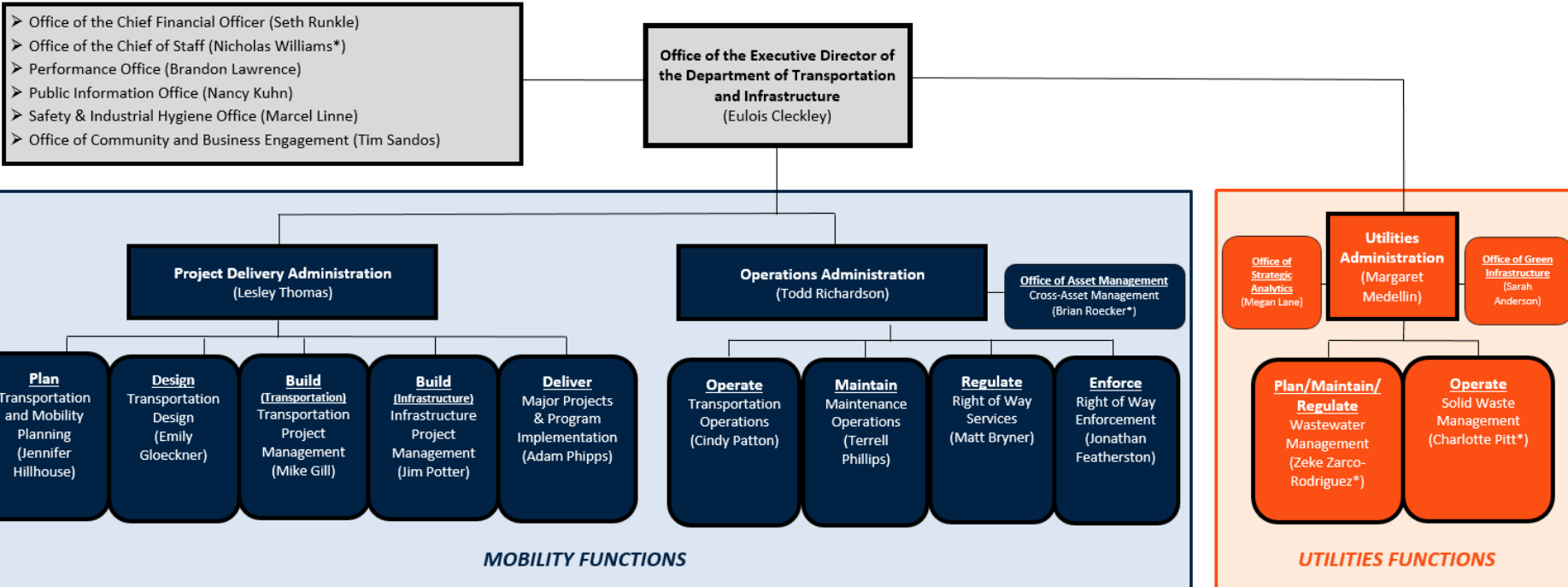
DEPARTMENT OF TRANSPORTATION AND INFRASTRUCTURE

2021 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.



Organization Chart



* Denotes interim status



Workforce

- Vacancy growth
- Intellectual capital loss (retirements)
- Staff retention

Service Delivery

- Snow events and holiday coverage
- Maintaining service levels
- Meeting new city needs (e.g. patio expansion, TRECs)

Project Delivery

- Schedule Performance Index (“SPI”) – completion of projects on time and budget
- ADA settlement
- Social ordinances (Prompt Pay, etc.)

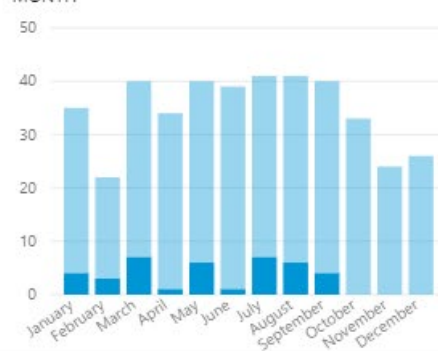
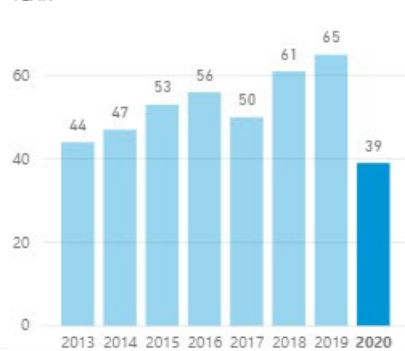
Equity

- Equity, diversity and Inclusion initiatives
- Impact of core services

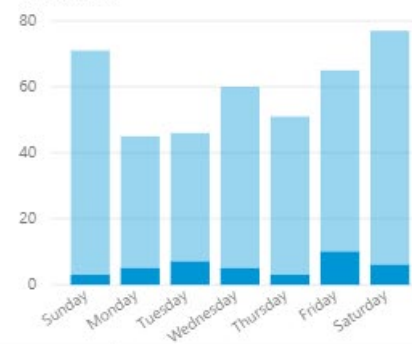
Vision Zero

Fatality Statistics Dashboard

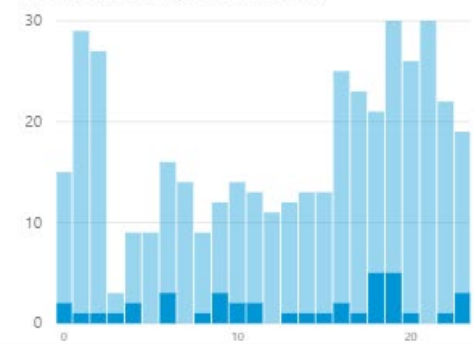
Killed or Seriously Injured (Number of Crash Events)



DAY of WEEK

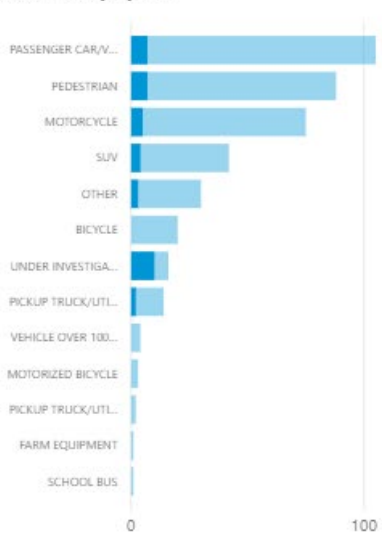


HOUR (24 Hour, 00:00 am - 23:59 pm)

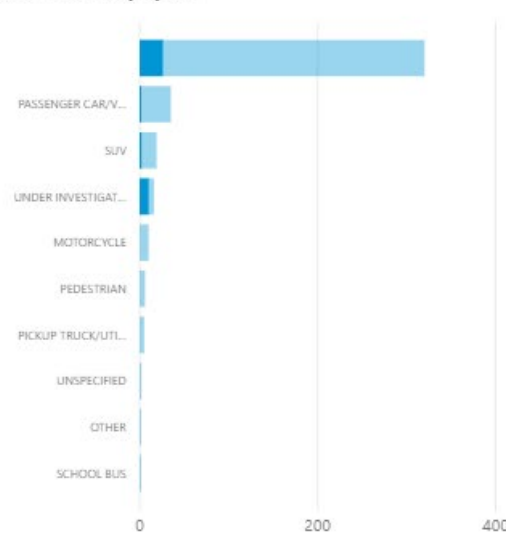


Injury Type: ☒ Fatal
☐ Seriously Injured

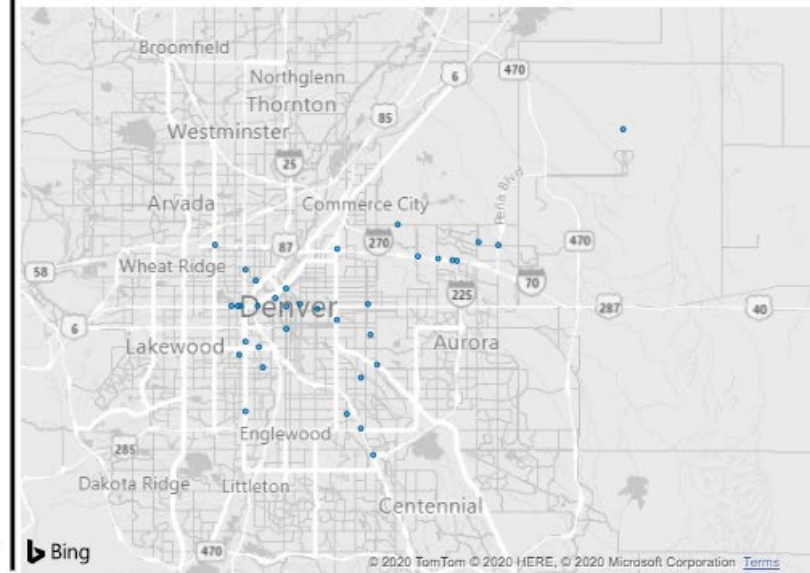
Mode of Fatally Injured



Mode of Seriously Injured



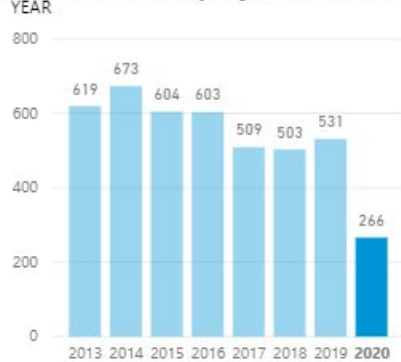
Search



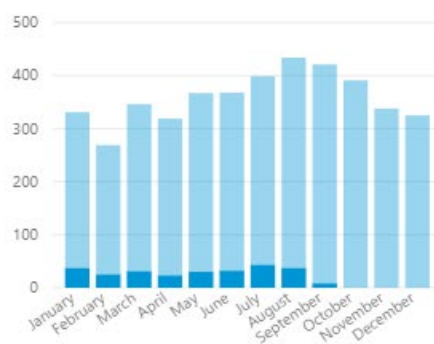
Vision Zero

Serious Injury Dashboard

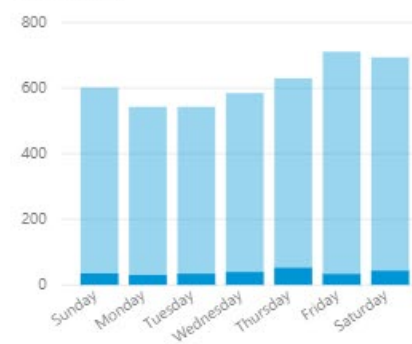
Killed or Seriously Injured (Number of Crash Events)



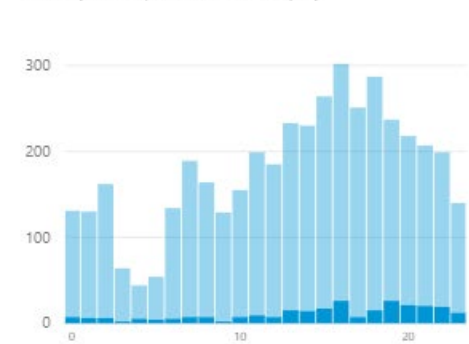
MONTH



DAY of WEEK

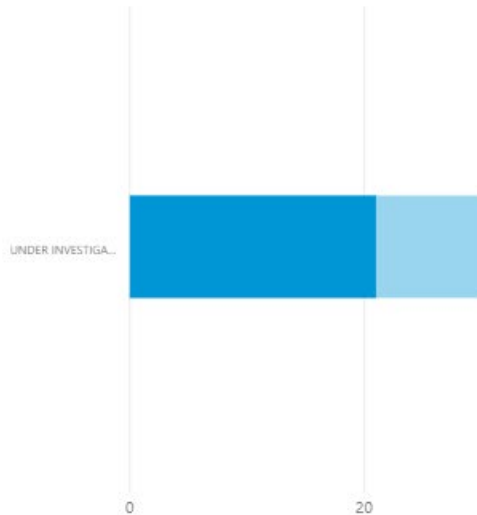


HOUR (24 Hour, 00:00 am - 23:59 pm)

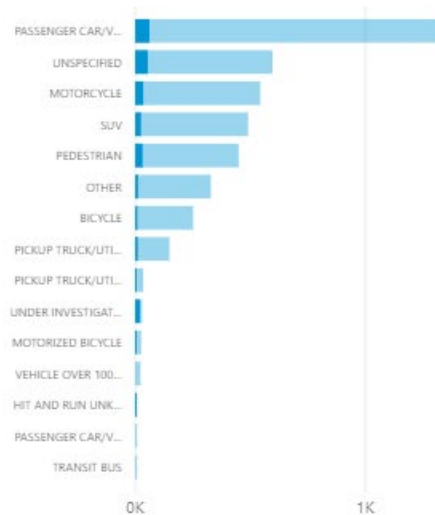


Injury Type: ☐ Fatal ☒ Seriously Injured

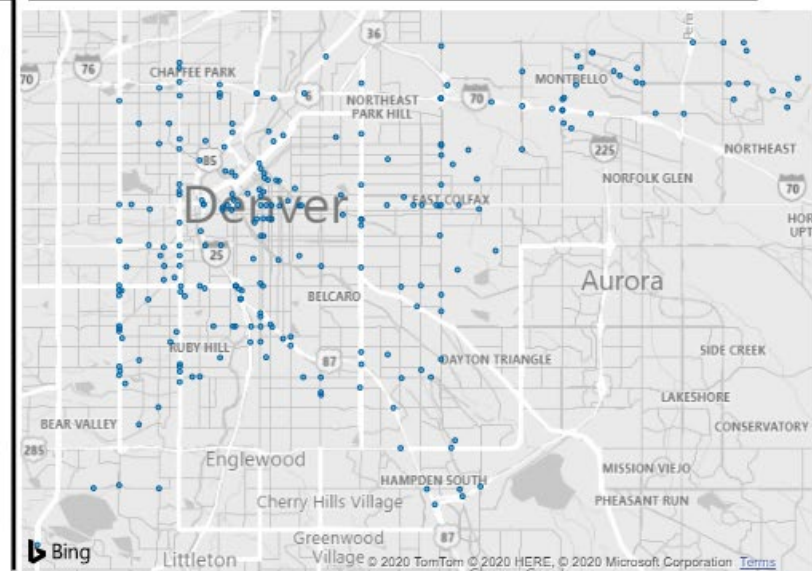
Mode of Fatally Injured



Mode of Seriously Injured



Search





DENVER TRANSPORTATION & INFRASTRUCTURE Safety

Reduce safety incidents involving employees by 20%.

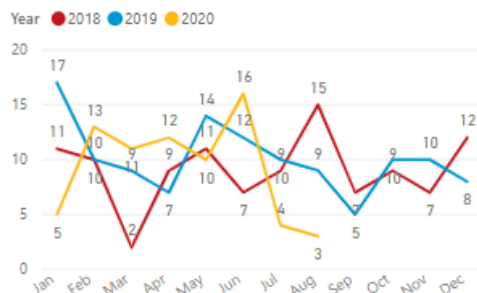
- Reduce lost time injuries by 20%.
- Reduce preventable vehicle crashes by 20%.

Total Safety Incidents (PVC + LTI) Prev. Month

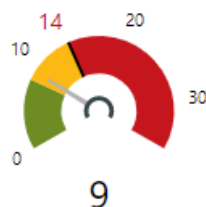
74✓

Goal: 97 (+23.71%)

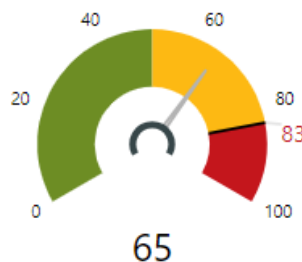
YTD Safety Incidents Since 2018 (PVC+LTI)



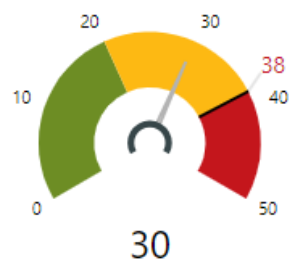
Lost Time Injury Previous Month



Current Year PVC Previous Month



Moderate, Major, Extensive PVC Previous Month



LTI Incidence Rate

0.67✓

Goal: 1.00 (+32.89%)

$$LTI \text{ Incidence Rate} = \frac{(\text{Lost Time Injury} \# \times 200,000 \text{ hrs})}{(\text{Total} \# \text{ FTE} \times 2,000 \text{ hrs})}$$

PVC Incidence Rate

7.58✓

Goal: 10.00 (+24.24%)

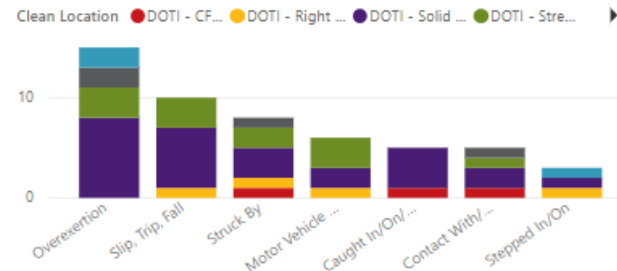
$$PVA \text{ Incidence Rate} = \frac{\# \text{ Preventable Accidents} \times 1,000,000 \text{ miles}}{\text{Total} \# \text{ miles driven}}$$

MME PVC Incidence Rate

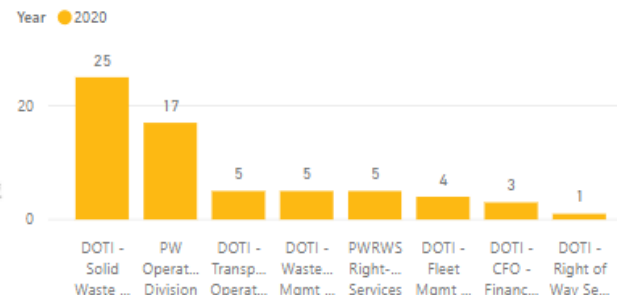
3.50

$$MME \text{ PVA Incidence Rate} = \frac{\# \text{ Preventable MME Accidents} \times 1,000,000 \text{ mi.}}{\text{Total} \# \text{ miles driven}}$$

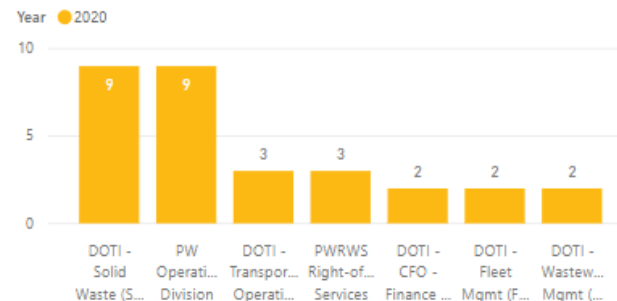
2018 - 2020 Lost Time Injuries by Incident Type



PVC YTD By Division



MME PVC YTD By Division



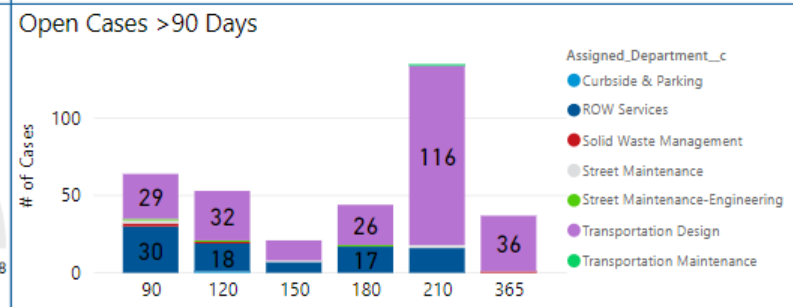
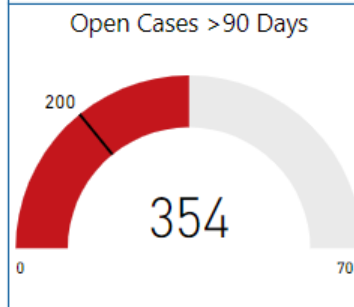
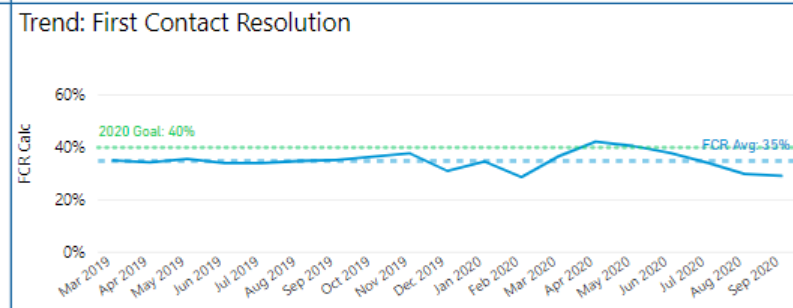
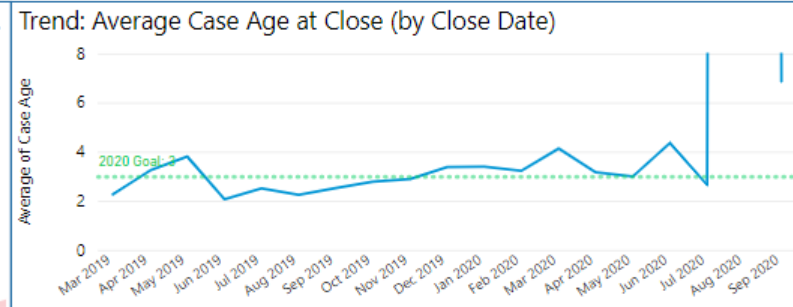
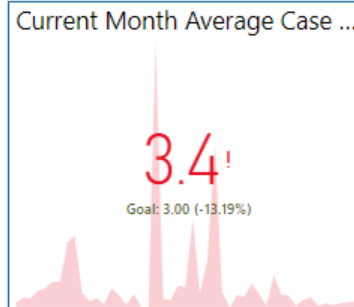


Customer Service Goals

1. Average of 3 days or less completion time.
2. Achieve and maintain a 40% First Contact Resolution rate.
3. Reduce cases open greater than 90 days to 200 or less.

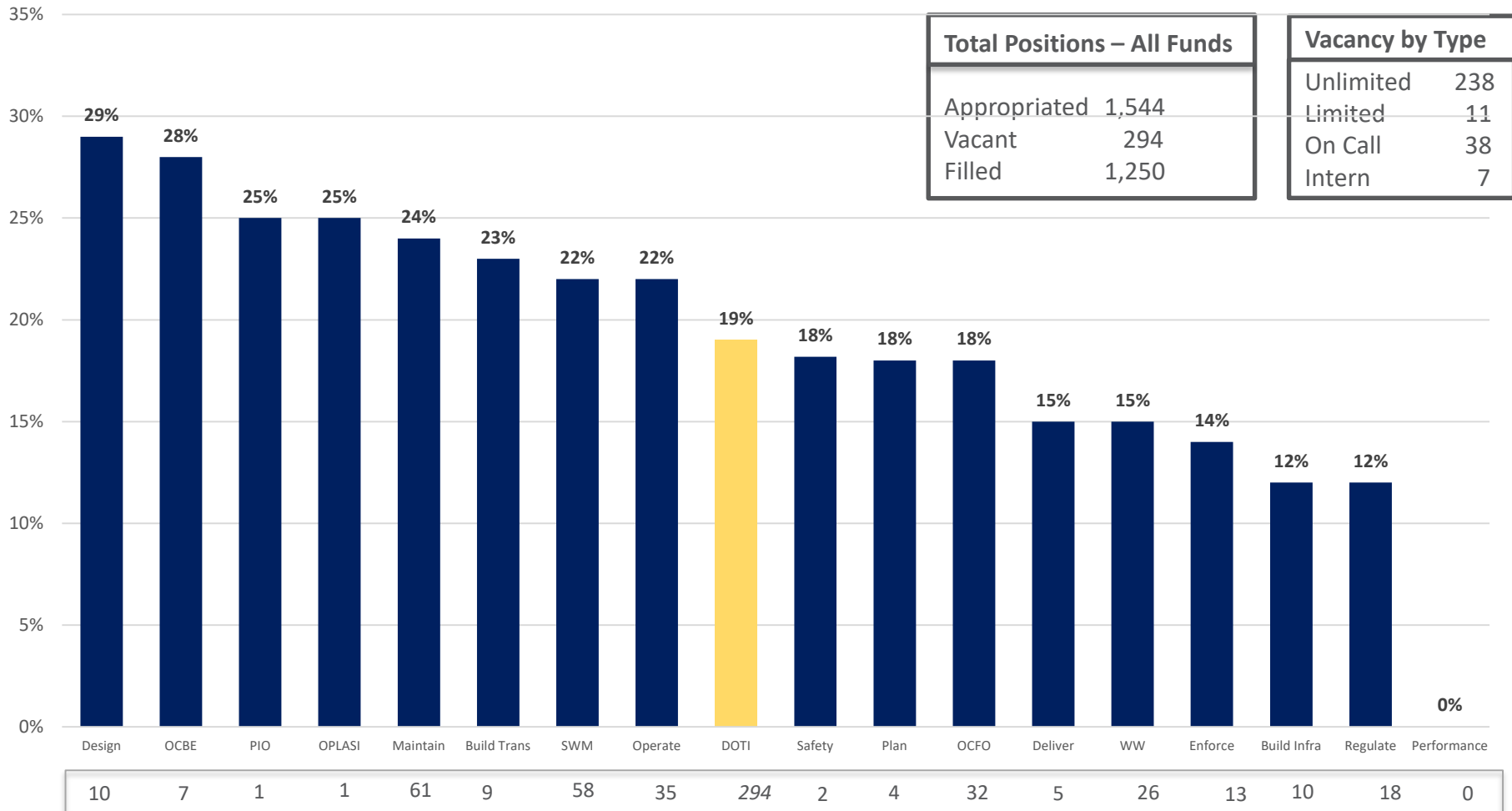
Select Division

- ☐ Select all
- ☐ Curbside & Parking
- ☐ ROW Services
- ☐ ROWE
- ☐ Solid Waste Management
- ☐ Street Maintenance
- ☐ Street Maintenance-Engineering
- ☐ Transportation
- ☐ Transportation Design
- ☐ Transportation Maintenance
- ☐ Transportation Planning
- ☐ Wastewater Ops



- Customer Service staffing has declined while incoming cases are rising significantly
- Incoming cases tend to peak in the summer months each year

Current Staffing and Vacancies





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DOTI Budget



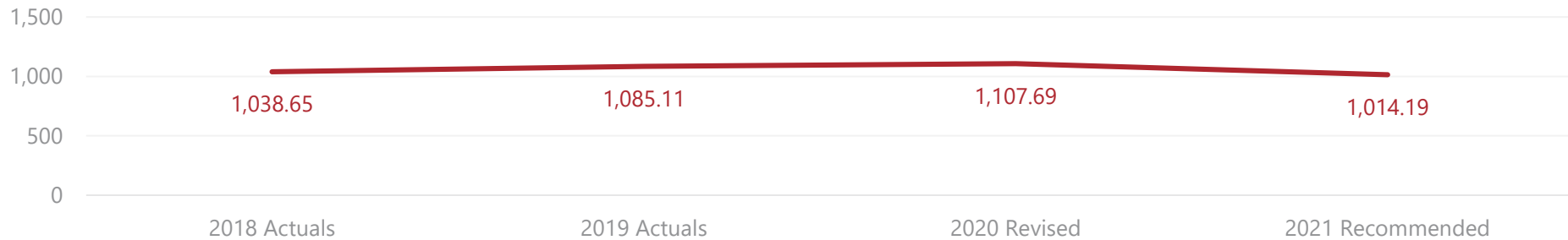


- Preservation of city programs and services
- Minimize impacts to residents and the public
- Acceleration of the Elevate Denver Bond program
- Greater use of online customer services to ensure safety and social distancing standards

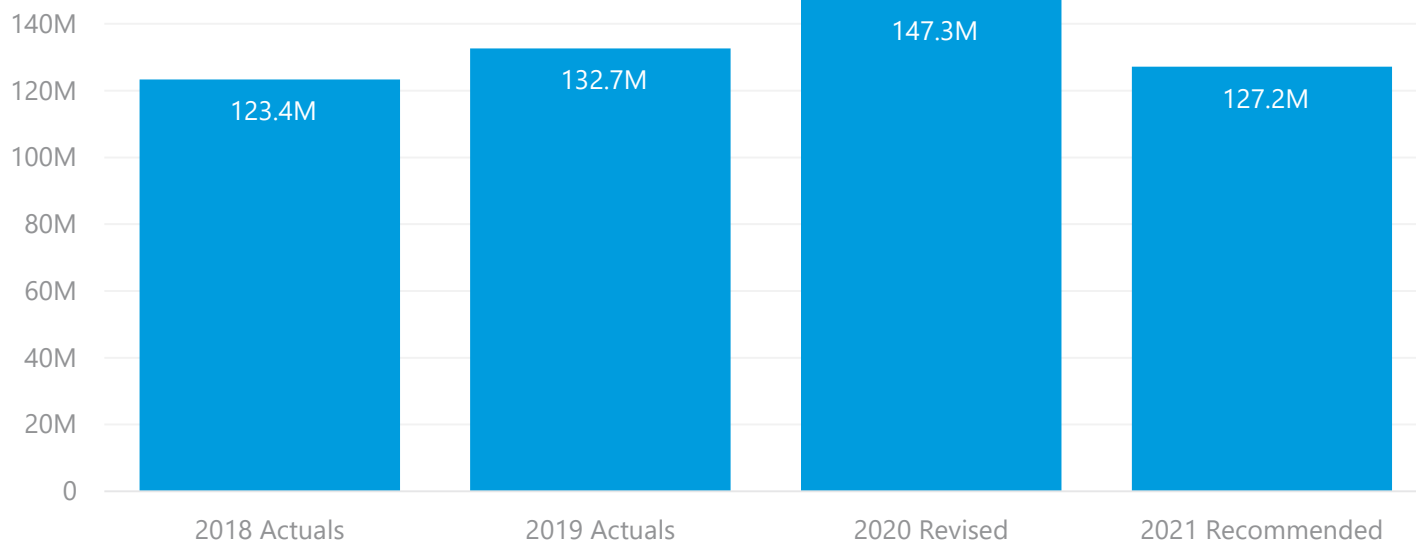


- Deliberative review of vacant positions
- Capture internal efficiencies and reallocation of staff
- Postpone discretionary purchases
- Expanded Work From Home

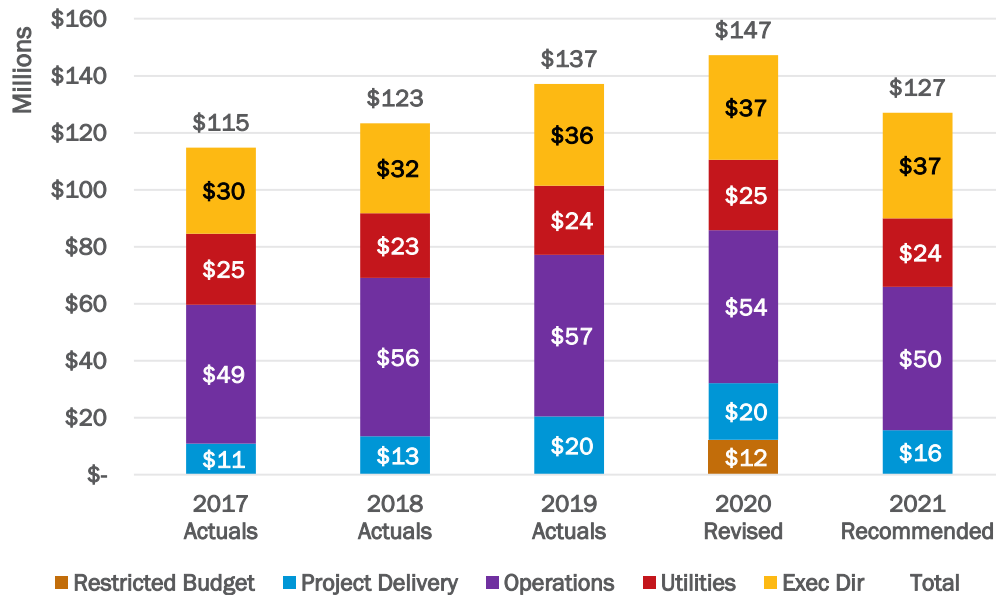
Total FTE



Total Expenses



GENERAL FUND OPERATING EXPENDITURES



Fund(s) Overview

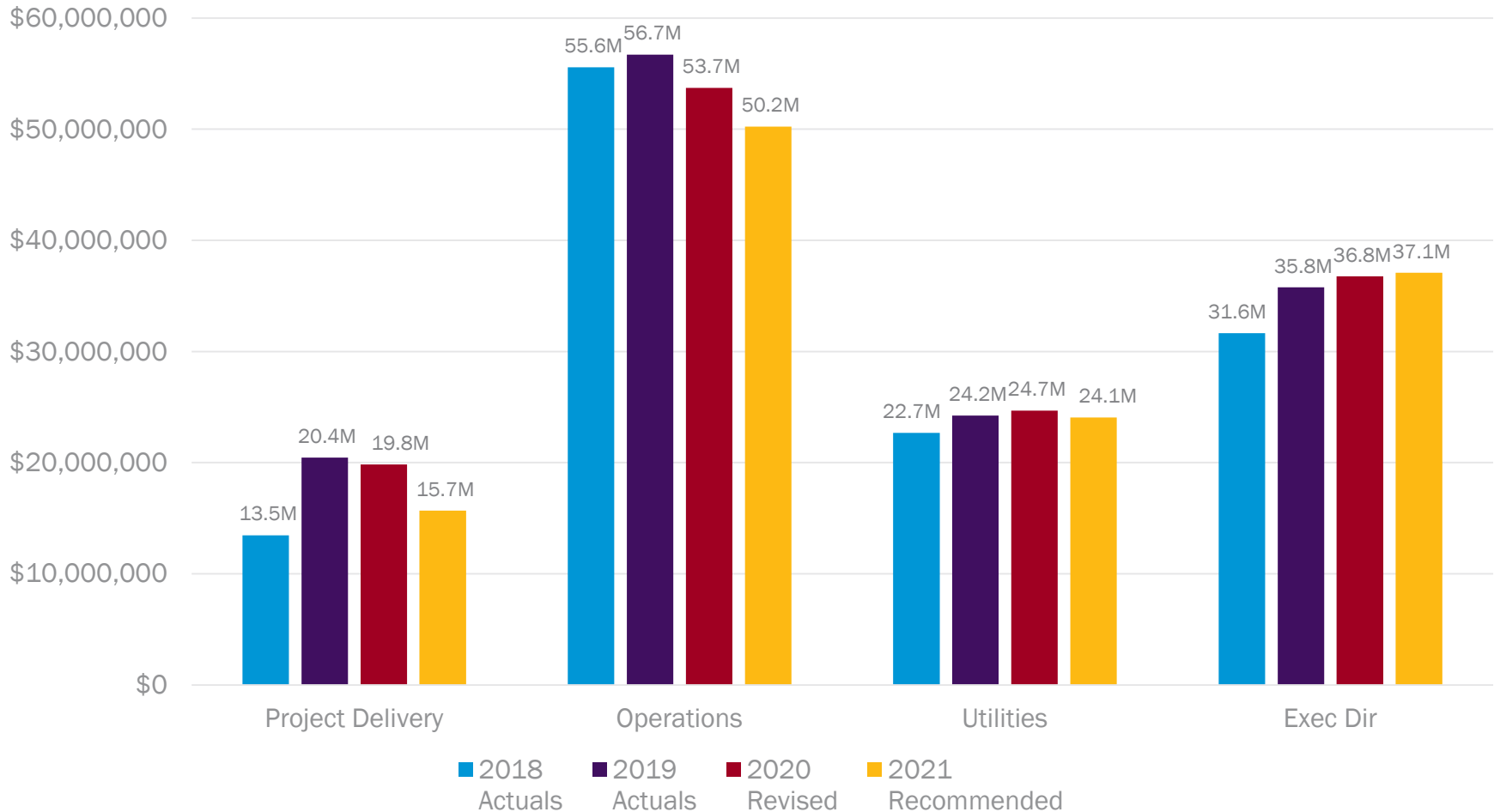
	2020	2021
General Fund	\$147 ¹	\$127
Wastewater Fund (EF)	141	133
Sidewalk Repair Fund (SRF)	1	1
Asphalt Plant Fund (ISF)	9	9
Composting Fund (SRF)	2	2

Personnel Compliment

	2020	2021
General Fund	1,107	1,014
Wastewater Fund (EF)	330	324
Sidewalk Repair Fund (SRF)	4	4
Asphalt Plant Fund (ISF)	8	8
Composting Fund (SRF)	11	12

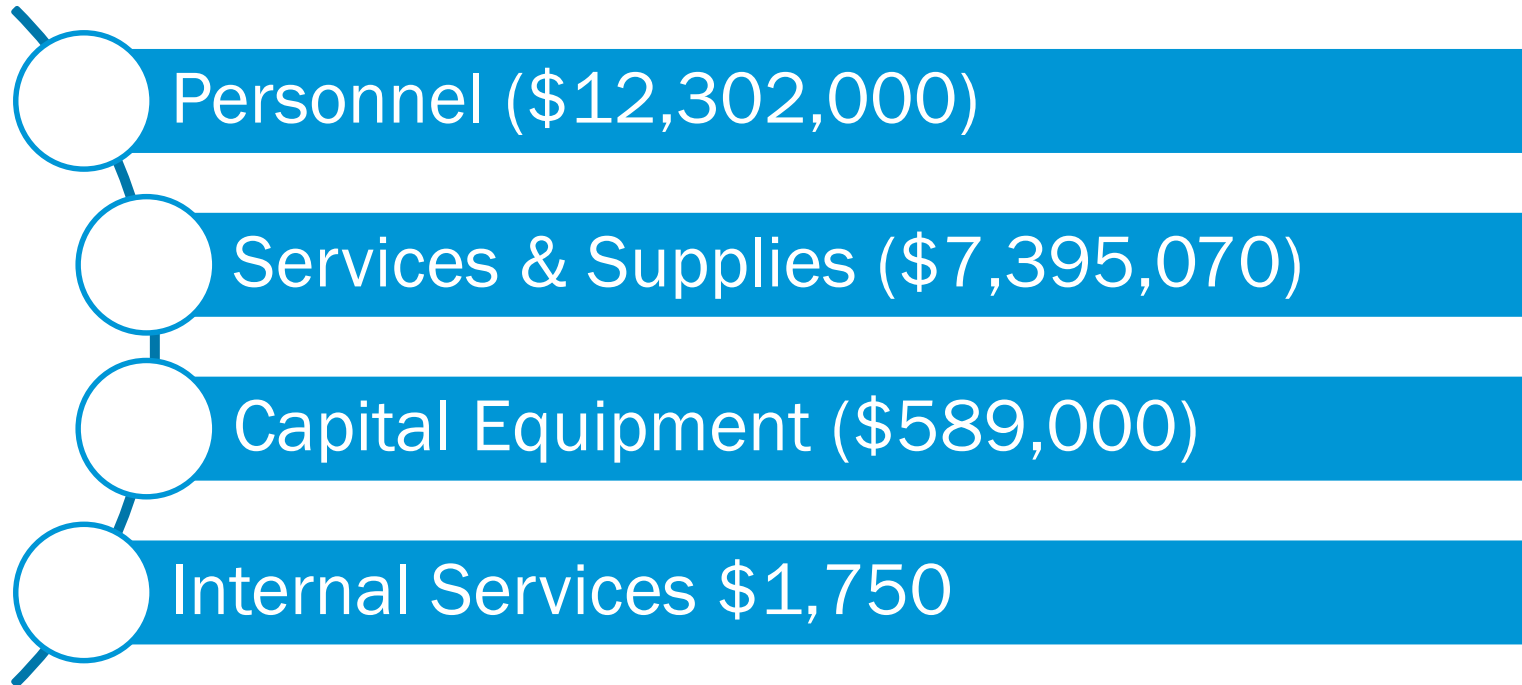
¹ 2020 reflected prior to reductions

2018-2021 Budget Comparison



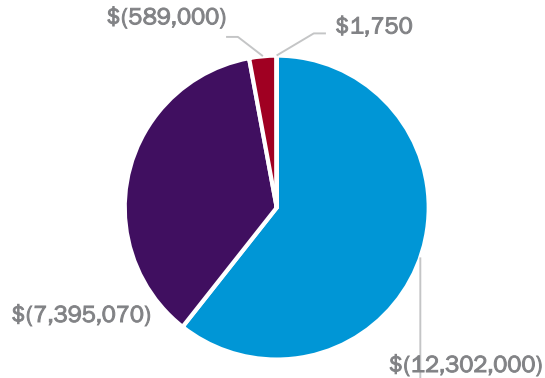
Note: 2020 inclusive of budget reduction actions

2021 NET CHANGE



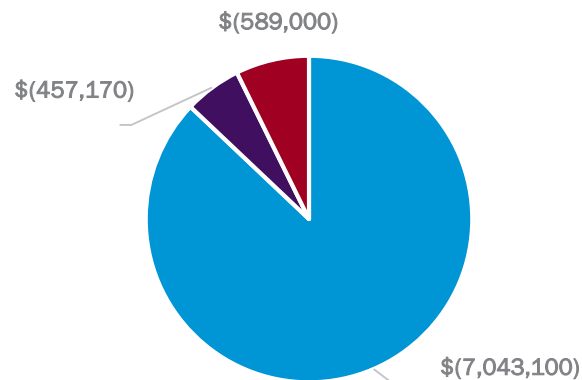
Reductions by Administration and Expense Category

General Fund



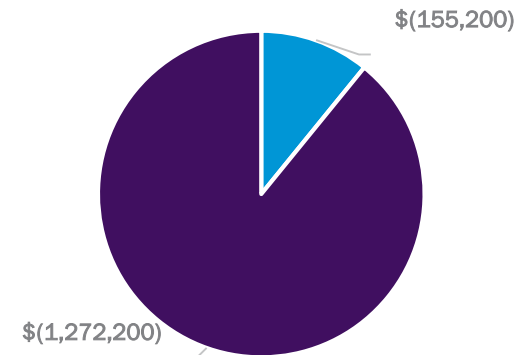
■ Personnel ■ Services & Supplies
■ Capital Equipment ■ Internal Services

Agency Wide



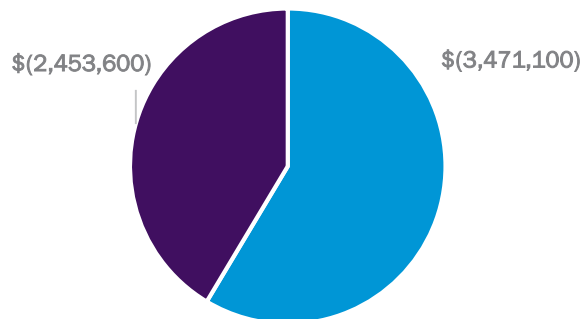
■ Personnel ■ Services & Supplies ■ Capital Equipment

Project Delivery



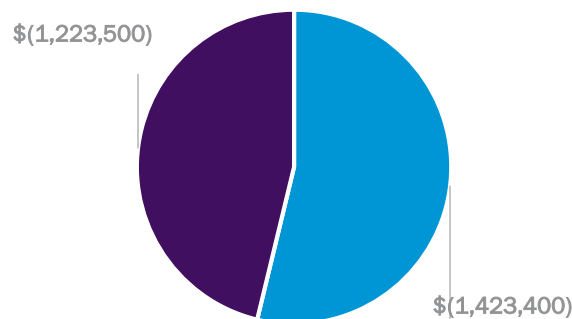
■ Personnel ■ Services & Supplies

Operations



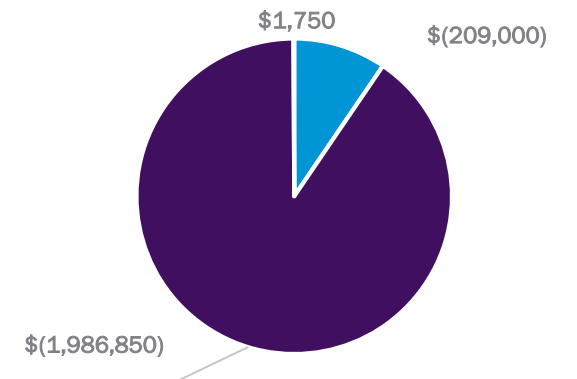
■ Personnel ■ Services & Supplies

Utilities SWM



■ Personnel ■ Services & Supplies

Executive Director



■ Personnel ■ Services & Supplies ■ Internal Services

CIP and Bond Staff Charging

Expenditures	FTE
-\$4,852,100	N/A

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 in the Department of Finance for 2021

Mitigating Actions to Deliver Service:

- Planned charging of staff time to CIP and Bond will not impact programmed projects
- This effort will aide in retaining city personnel to deliver the city's capital investments to support a sustainable economic recovery



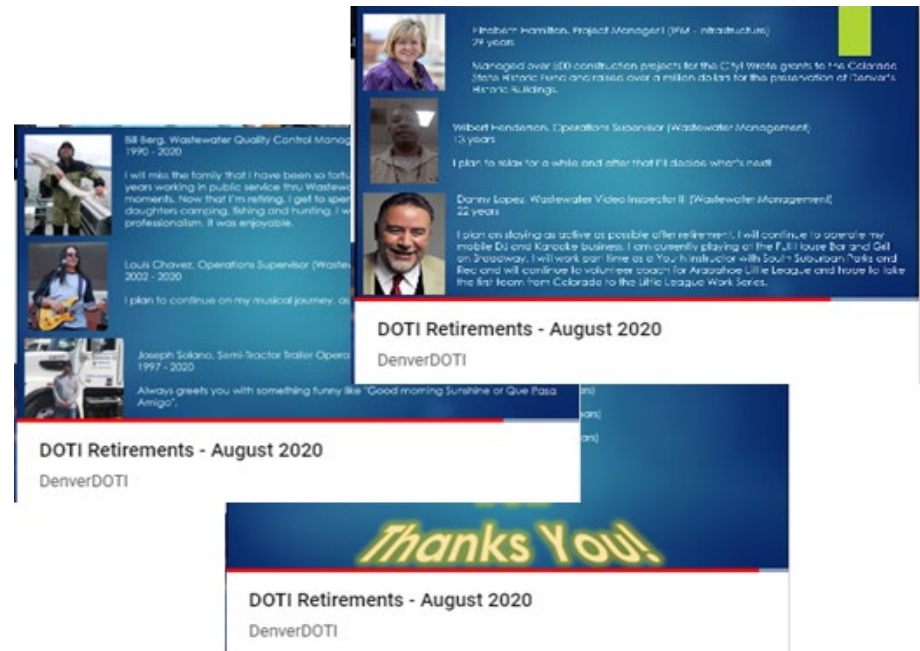
Special Incentive Program

Expenditures	FTE
-\$2,191,000	-27.0

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.

Mitigating Actions to Deliver Service:

- Positions vacated through the SIP will be mitigated by distributing work to existing staff
- A limited number of SIP positions were retained to maintain essential functions



The collage features several retirement cards from DenverDOTI for August 2020. Each card includes a photo of the retiree, their name, title, years of service, and a personal message. The cards are for:

- Ernest Hamilton**, Project Manager (PWA - Infrastructure), 24 years. Message: "Managed over 100 construction projects for the City! Worked grants to the Colorado State Historic Park and raised over a million dollars for the preservation of Denver's Historic Buildings."
- Willard Henderson**, Operations Supervisor (Wastewater Management), 13 years. Message: "I plan to relax for a while and then that I'll decide what's next."
- Danny Lopez**, Wastewater Video Inspector II (Wastewater Management), 22 years. Message: "I plan on staying as active as possible after retirement. I will continue to operate my mobile DJ and Karaoke business. I am currently playing at the Full House Bar and Grill on Broadway. I will work part time as a Youth Instructor with South Suburban Parks and Recreation and will continue to volunteer coach for Arapahoe Little League and hope to take the first team from Colorado to the Little League World Series."
- Bill Berg**, Wastewater Quality Control Manager, 1990 - 2020. Message: "I will miss the family that I have been so fortunate to work with for 30 years. I will miss the family that I have been so fortunate to work with for 30 years. I will miss the family that I have been so fortunate to work with for 30 years."
- Louis Chavez**, Operations Supervisor (Wastewater Management), 2002 - 2020. Message: "I plan to continue on my musical journey, as I have been for many years."
- Joseph Salano**, Semi-Tractor Trailer Operator, 1997 - 2020. Message: "Always greets you with something funny like: 'Good morning Sunshine or Que Pasa Amigo'."

At the bottom of the collage is a large blue banner with the text "Thanks You!" in yellow script, followed by "DOTI Retirements - August 2020" and "DenverDOTI" in white text.

Discretionary Expenses

Expenditures	FTE
-\$457,170	0.0

A net decrease in services and supplies associated with a department-wide reduction of travel, training, dues, licenses, office supplies, technology equipment and related supplies. This includes deferring of the replacement and upgrading of computers and tools for staff.

Mitigating Actions to Deliver Service:

- Technology and tool replacements will be prioritized based on equipment being in non-working condition
- Expanded use of Workday learning to meet employee training needs
- One-time costs in 2020 related to professional services for postponed projects

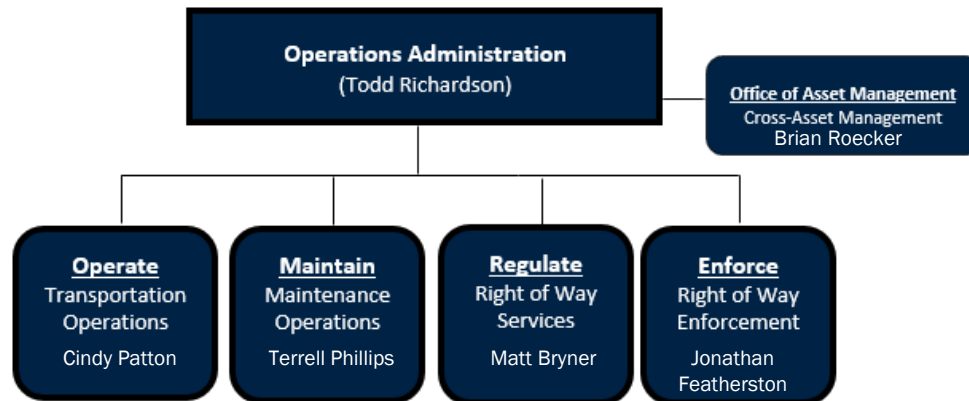




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Operations Administration





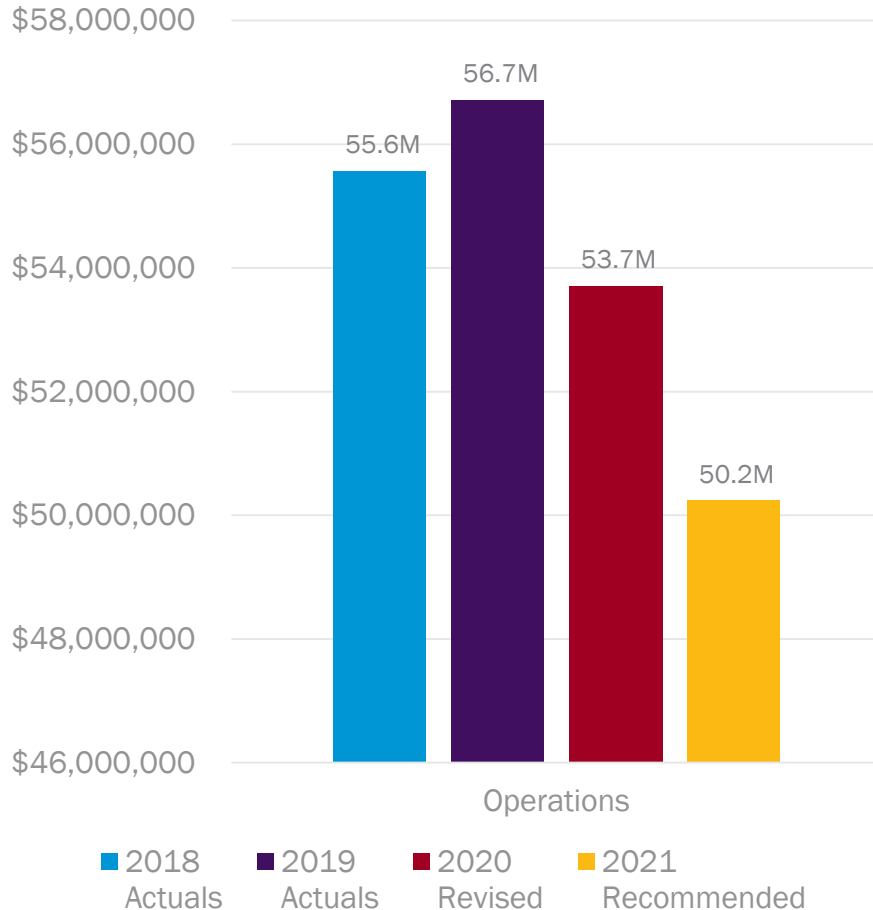
Fundamental Services

- Snow Removal, Paving, Sweeping
- Signal network ops / maintenance
- ROW development & construction
- ROW enforcement
- CIP Maintenance

Challenges and Headwinds

- Snow removal - protected bike lanes and residential snow program
- Paving program
- Development reviews, permitting and inspections
- Traffic signal maintenance & operations
- Elevated vacancy levels
- Furloughs and retirements
- Reduced sweeping in central business district and non-posted areas

Operations Budget



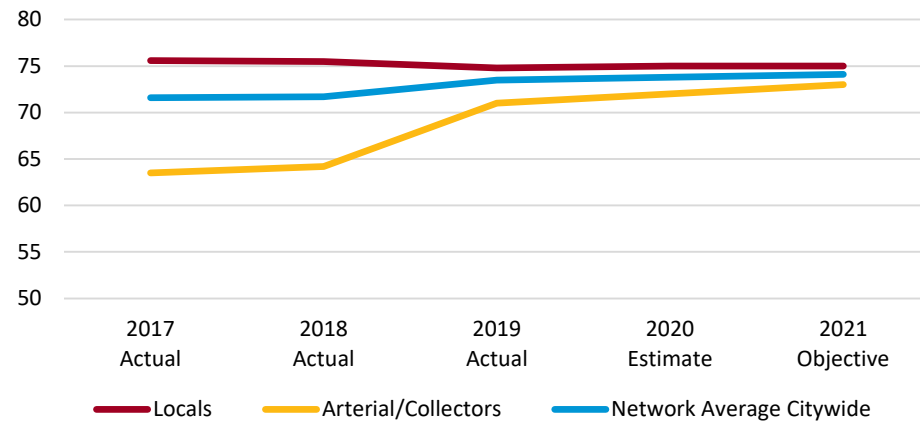
Operations Administration

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.

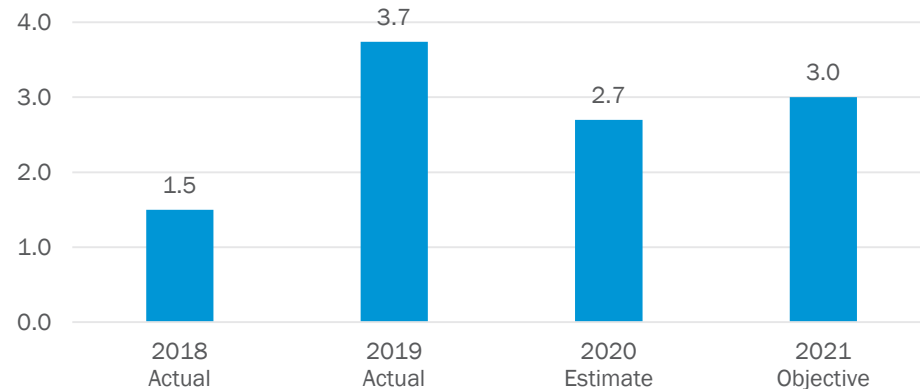
2021 Budget Detail

- Transportation Operations: \$14.6M
- Street Maintenance: \$17.5M
- ROW Services: \$7.3M
- ROW Enforcement: \$10.8M

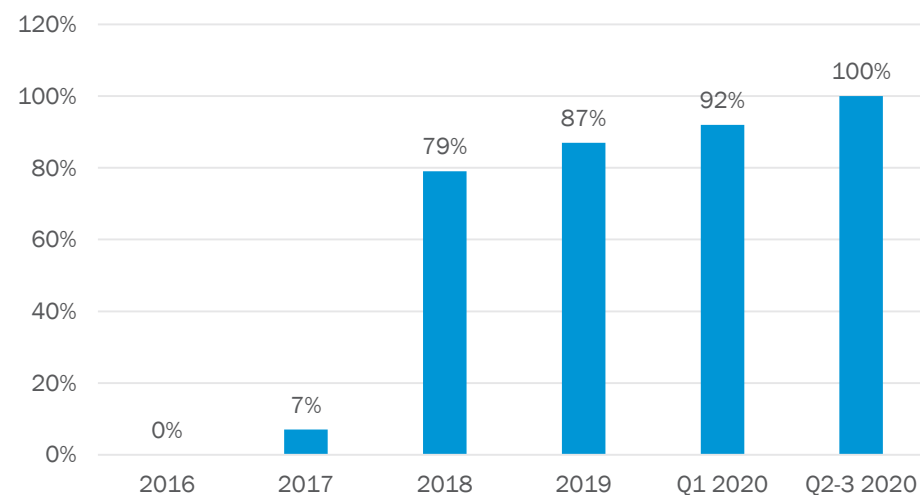
Pavement Condition Index



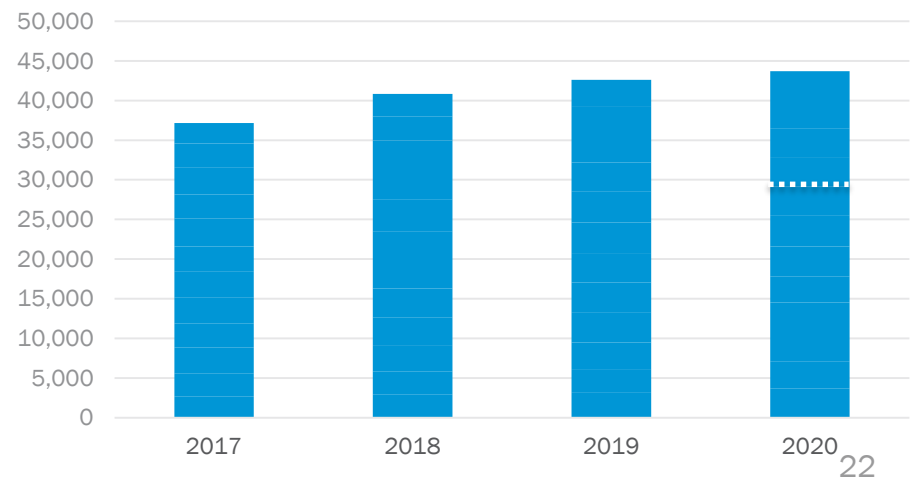
Average Days to Respond Pothole Reports



Online Address Issuance



Plan Review, Permitting & Inspection



Street Maintenance Personnel

Expenditures	FTE
-\$1,403,000	-17.0

A decrease in Street Maintenance personnel services to freeze one 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.

Mitigating Actions to Deliver Service:

- Reallocation of third paving crew to supplement vacant positions in other functions within the division
- Shift additional paving work to industry where possible
- Sweeping in central business district will be reduced to once per week from five times per week
- Pull from other Departments, City staff and DOTI staff to supplement snow removal



Expenditures	FTE
-\$1,129,800	-11.0

A decrease in Transportation Operations, ROWS and ROWE personnel services to freeze one administrator, one IT communications technician, one project inspector, one vehicle boot investigator, five enforcement agents and one staff assistant.

Mitigating Actions to Deliver Service:

- ROWE to maintain level of service as a function of reduced commuter traffic and technology related efficiencies
- ROWS activity anticipated to decline; customer activity also moving online
- Staff reallocation and efficiencies maintain service levels; if economic activity does not decline, service delivery / response times may be impacted



Transportation Operations Personnel

Expenditures	FTE
-\$691,700	-9.0

A decrease in Transportation Operations personnel services to freeze three traffic operations technicians, two traffic signal technicians, two staff engineers, one senior utility worker and one administrative support assistant.

Mitigating Actions to Deliver Service:

- Transportation Operations will shift crews between work groups for coverage and prioritize emergency response (signal outages, knock-downs), which could impact routine work order and other service delivery times.
- Transportation maintenance activities will be prioritized, with in-house signal rebuilds potentially moved to industry to allow a focus on maintaining and operating the system



Expenditures	FTE
-\$238,500	0.0

A decrease in personnel time due to the reduction of overtime costs across Operations divisions.

Mitigating Actions to Deliver Service:

- Operations will prioritize work during regularly scheduled hours. Emergency calls will take priority, which may result in delays in regularly scheduled maintenance or ability to implement special projects.
- Snow operations is not expected to be negatively impacted based on a “regular” snow season (24 events), but may be stressed if there is an above-average snow season



ROW Enforcement Expenses

Expenditures	FTE
-\$1,205,200	N/A

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.

Mitigating Actions to Deliver Service:

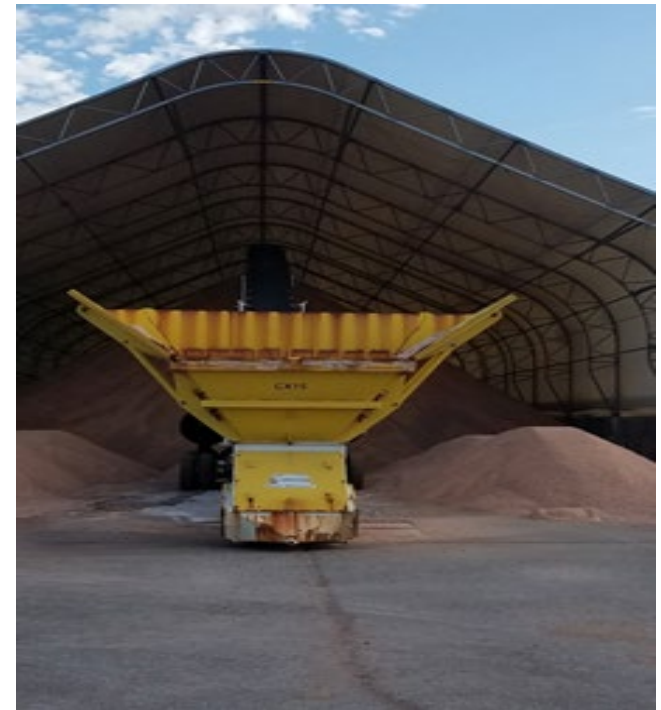
- This expense reduction is a direct result of the projected lower citation issuance for 2021. Fewer citations equates to less expenses paid to the Conduent Vendor.
- Negotiated lower processing fees per citation in new contract



Expenditures	FTE
-\$1,248,400	N/A
A decrease in service and supplies due to a reduction in professional services for Transportation Operations, as well as a decrease in associated with a reduction of materials, supplies, and equipment related to meter maintenance and materials for snow removal.	

Mitigating Actions to Deliver Service:

- Favorable pricing on snow fight material allowed 100% materials to be stocked
- Materials at risk with an above average winter
- Purchased ROWE handheld devices earlier this year
- Move contracted services to city personnel

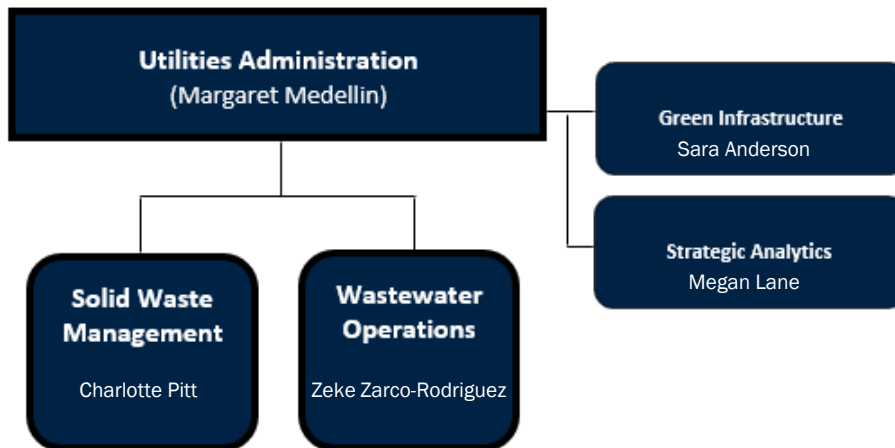




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Utilities Administration



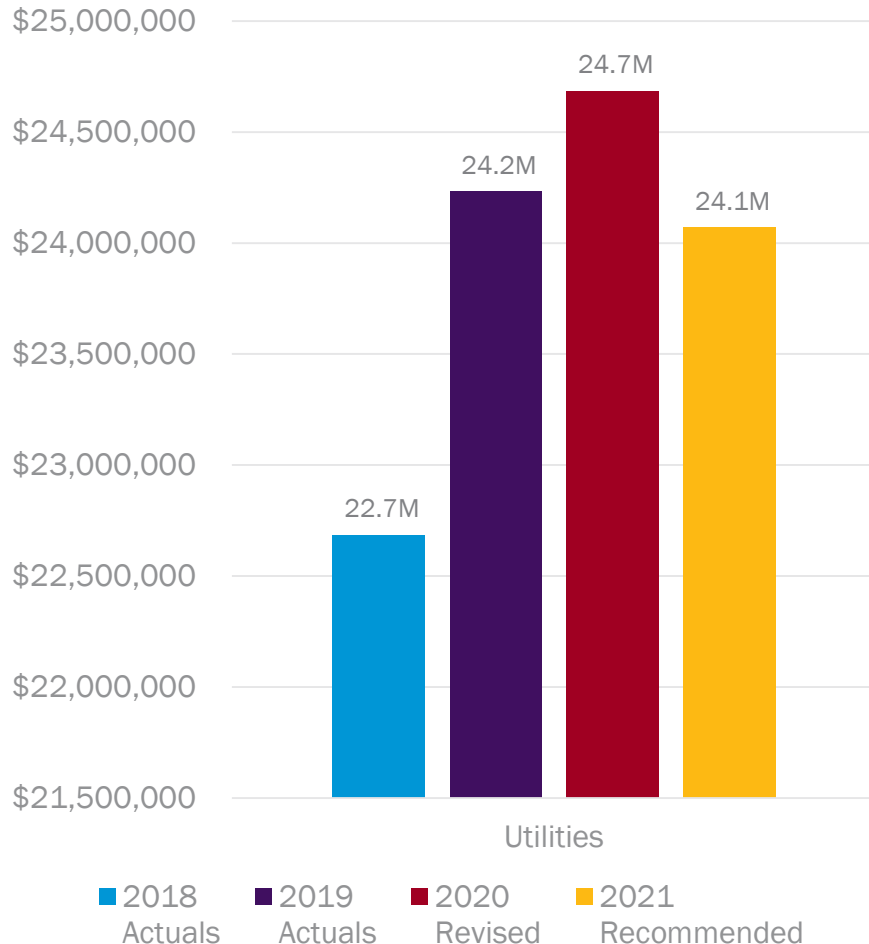


Fundamental Services

- Trash collection and community cleanup
- Compost, Recycle, Graffiti Programs
- Wastewater operations

Challenges and Headwinds

- Increased waste tonnage
- Sustainability program(s) implementation
- Elevated vacancy levels
- Furloughs and retirements



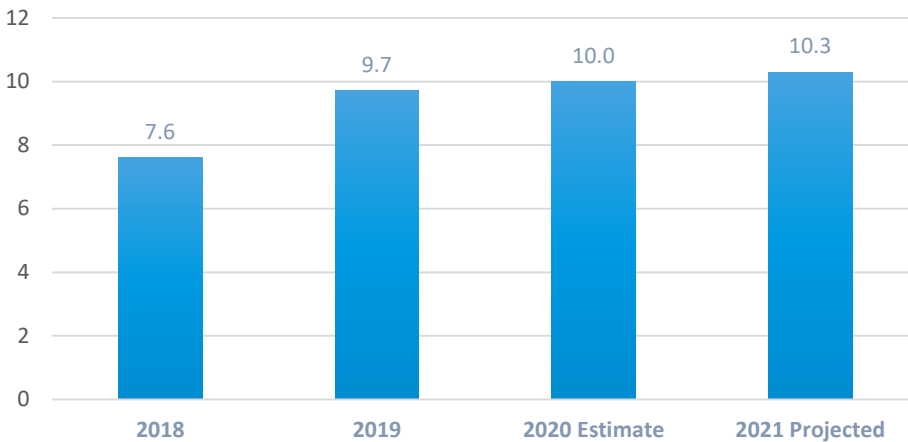
Utilities Administration - Solid Waste Management

Provides trash collection, recycling, and composting for single family homes and multi-family dwellings with up to seven units, municipal facilities and Denver Public Schools. Graffiti removal and Keep Denver Beautiful are also housed in this division.

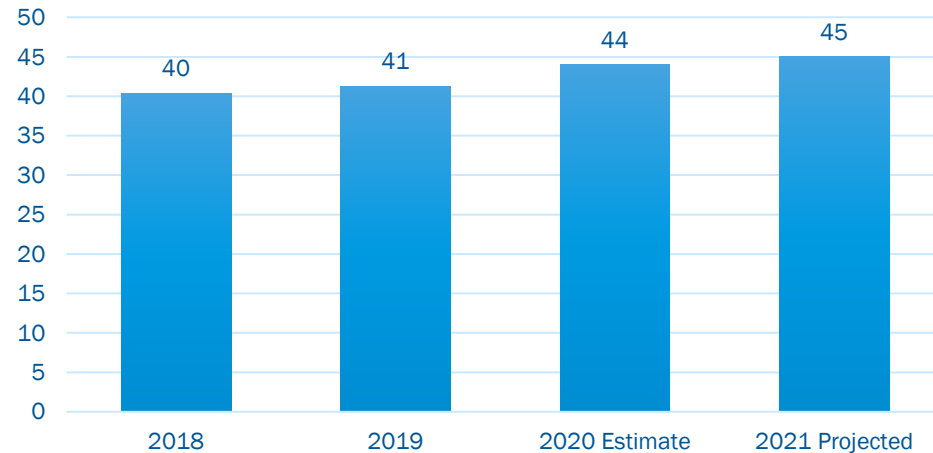
2021 Budget Detail

- Trash Collection: \$20.4M
- Recycling: \$3.0M
- Graffiti: \$640K

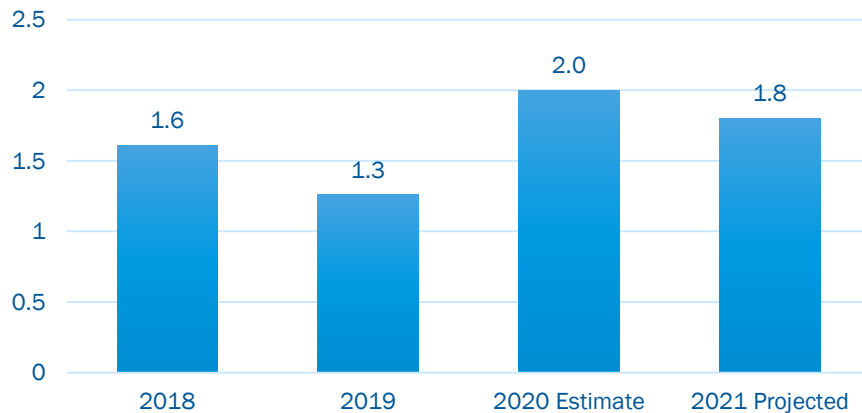
Compost Tons



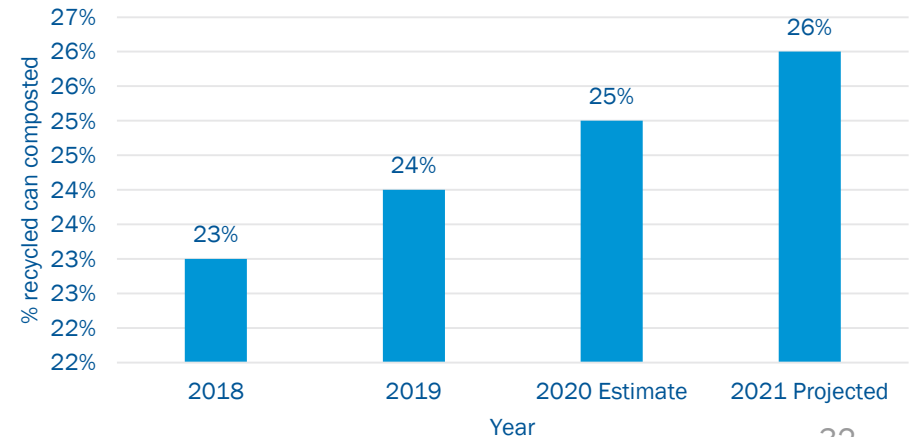
Recycling Tons



Graffiti SqFt Removed



Percent Recycled and Composted



Solid Waste Personnel

Expenditures	FTE
-\$1,423,400	-19.5

A net decrease in personnel due to the annualization of the 2020 mid-year start of Recycling and Composting Program positions offset by the freezing of twenty-five Equipment Operators, two Maintenance Technicians, three Utility Workers and one Administrative Support Supervisor along with associated on-call budget and overtime. DOTI will shift these position's responsibilities to existing staff in the Solid Waste Unit.

Mitigating Actions to Deliver Service:

- Delay implementation of programs scheduled for expansion. Minimal impact to current services.
- Assign duties to existing staff



Expenditures	FTE
-\$1,223,500	N/A

A decrease in the tools and equipment budget, delaying trash cart and recycle bin maintenance and purchases, professional service budget associated with Recycling and Composting consultant and contractors as well as reductions in community education services, extra trash collection/large item pickup, and employee uniforms.

Mitigating Actions to Deliver Service:

- Secure support from internal city staff to work on programs in place of consultants
- Wash and repair broken carts for redistribution in place of new carts
- Utilize more online resources for education and outreach



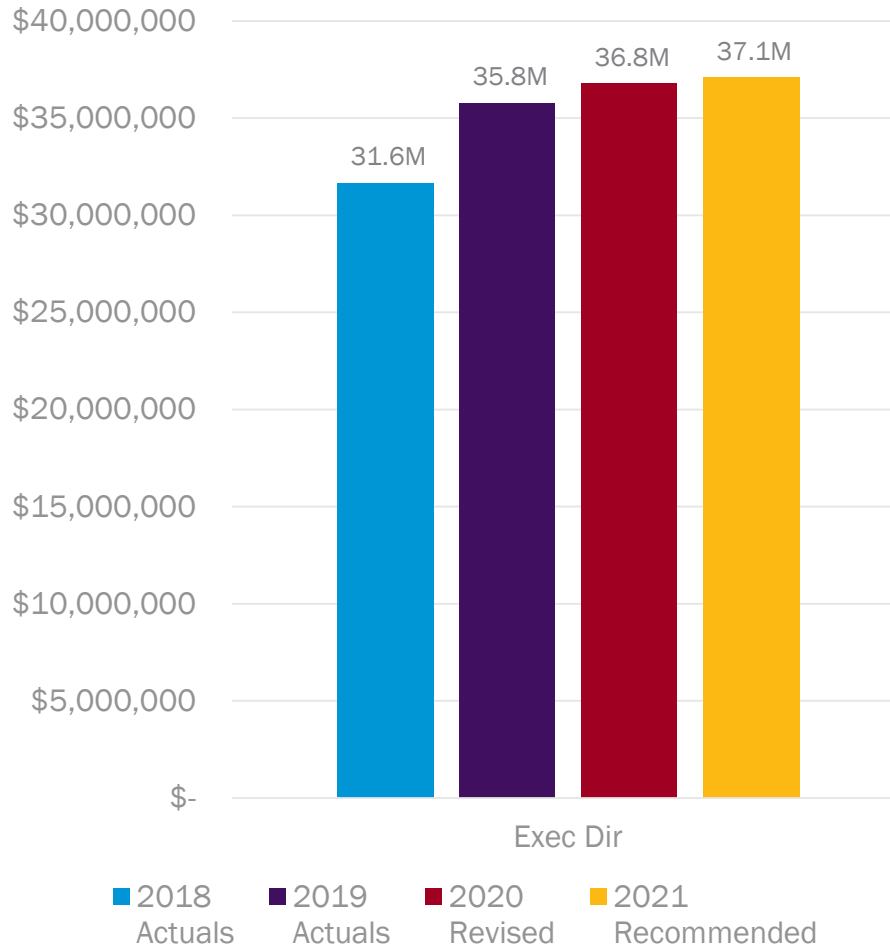


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Executive Director Administration



Executive Director Budget



The Office of the Executive Director 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.

2021 Budget Detail

- Executive Director's Office: \$6.4M
- CFO- Finance and Admin: \$12.2M
- CFO- Accounting: \$700K
- CFO- Fleet Maintenance: \$14.6M
- CFO- Other: \$3.2M

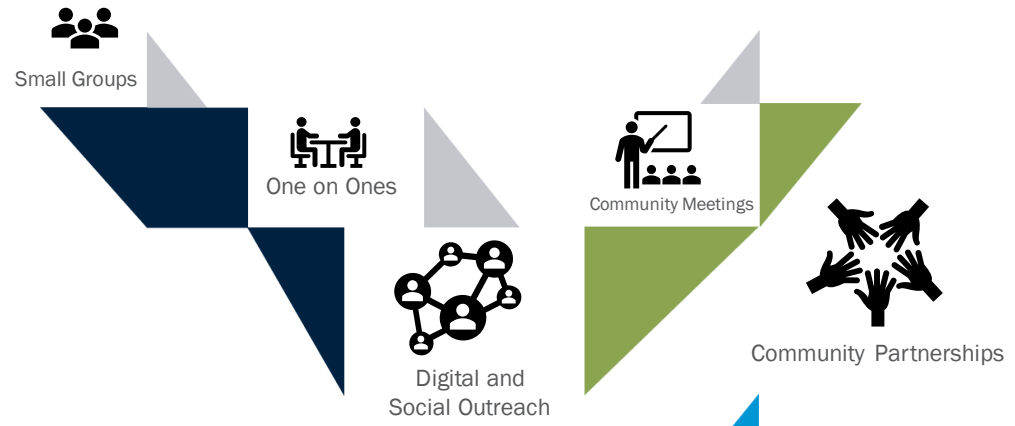
Office of Community and Business Engagement

Expenditures	FTE
\$1,533,150	8.0

A transfer of personnel budget and resources from North Denver Cornerstone Collaborative (NDCC) and Denver's Department of Public Health and Environment (DDPHE). This new office ("OCBE") within DOTI leads outreach and public involvement efforts for DOTI projects, programs and safety initiatives, with a particular focus in equity areas, with harder-to-reach residents and stakeholders, and with business partners.

Mitigating Actions to Deliver Service:

- OCBE will continue to leverage grant funding and internships to support and execute a robust engagement model



Fleet Management Personnel

Expenditures	FTE
-\$735,400	-7.0

A decrease in personnel services to freeze one Fleet Maintenance Manager, one Fleet Technician Supervisor, four Fleet Technicians and one Administrative Support Assistant III, as well as a reduction of the use of overtime.

Mitigating Actions to Deliver Service:

- Supervisory responsibilities are being shared by managers and supervisors across campus locations
- Vehicle maintenance will be prioritized based on highest area of need, with a focus on vehicles supporting essential services



Fleet Maintenance Supplies

Expenditures	FTE
-\$1,319,700	N/A
A decrease in services and supplies due to a reduction in expenses related to Fleet maintenance and repairs including vehicle supplies, materials, replacement tools and equipment, as well as a reduction in outsourcing repair and maintenance of equipment.	

Mitigating Actions to Deliver Service:

- Part and supply inventory levels will be reduced to focus on the most heavily utilized parts and difficult-to-source items
- Repairs typically outsourced will be brought in house



Citywide Fuel Services

Expenditures

-\$415,000

FTE

N/A

A decrease in the City's fuel budget associated with a lower market rates for fuel.

Mitigating Actions to Deliver Service:

- DOTI Finance and Fleet Management lock in fuel pricing on an annual basis and will continue to monitor market fuel rates



Expenditures	FTE
-\$645,600	-7.0

A decrease in personnel services within Finance and Administration, Accounting, Safety and Public Information, including freezing 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.

Mitigating Actions to Deliver Service:

- Responsibilities will be reallocated amongst staff
- Public and project facing activities will be prioritized including contract administration / payment functions



Executive Director Services & Supplies

Expenditures

-\$613,000

FTE

N/A

A decrease in professional services associated with 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 efforts to continue at reduced levels, balancing financial stability and delivering equity and inclusiveness.

Mitigating Actions to Deliver Service:

- Prioritize outreach in equity areas and with hard to reach populations
- Shift focus from large scale events to community driven activities
- Develop best practices for effective engagement and continuous improvement through evaluation

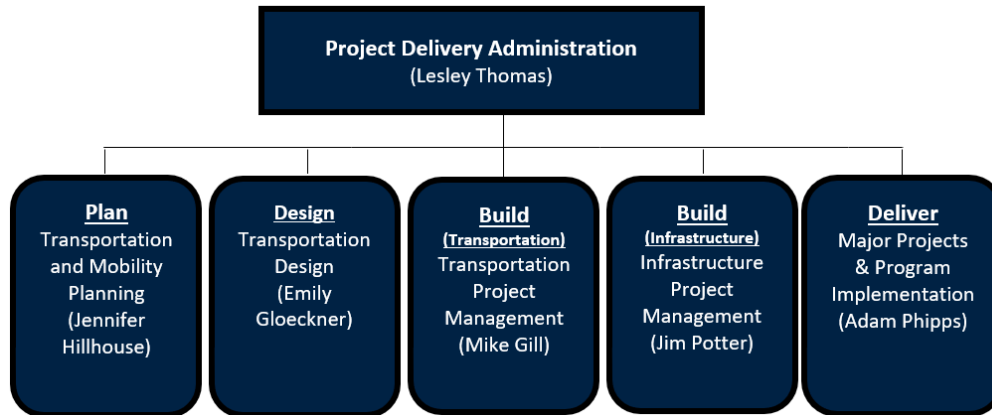




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Project Delivery Administration





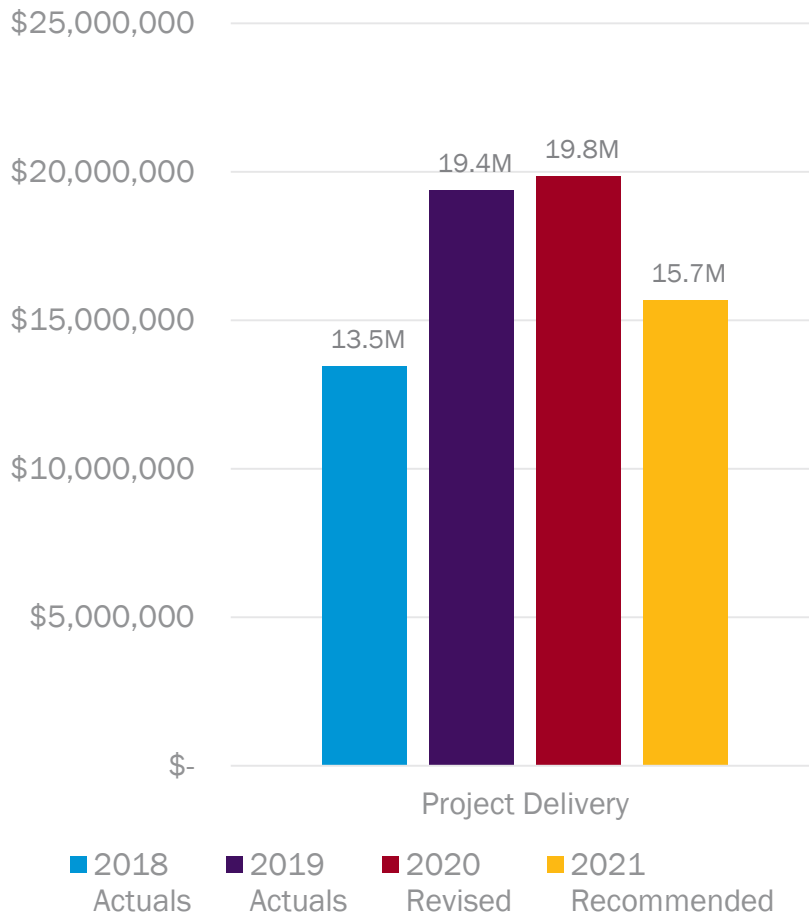
Fundamental Services

- Ensure safety for all modes of transportation, development and community requests
- Acceleration of capital projects
- Strategic planning efforts
- Citywide programmatic support
- Special Initiatives

Challenges and Headwinds

- Industry availability to supplement projects
- Strive to continue meeting aspirational SMWBE participation
- Elevate Denver acceleration
- Contractor Prompt Pay goals
- Elevated vacancy levels
- Furloughs and retirements

Project Delivery Budget

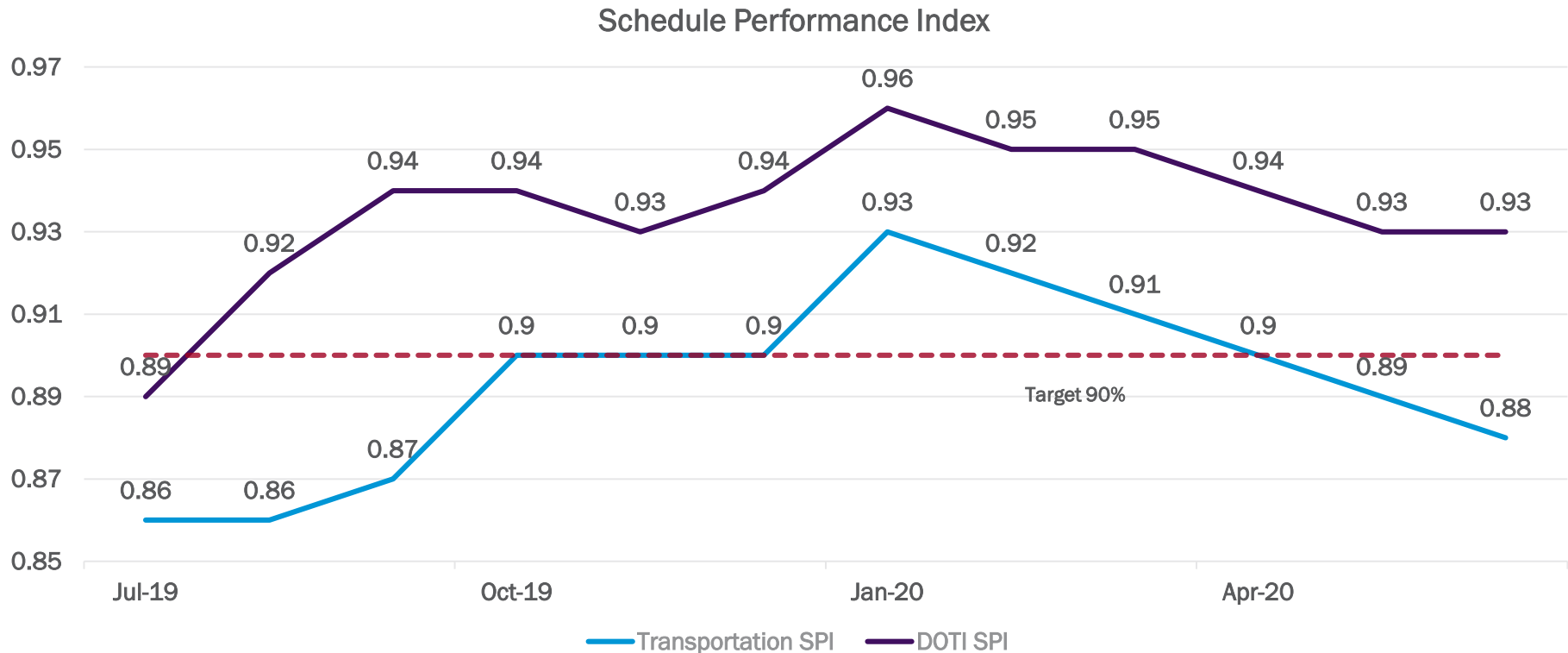


Project Delivery Administration

Responsible for the full spectrum of planning, design, and construction activities for the Department of Transportation and Infrastructure's Capital Projects and Programs Citywide.

2021 Budget Detail

- Transportation and Mobility Planning: \$2.6M
- Community Design and Project Development: \$2.9M
- Build: \$2.7M
- Project Delivery: \$7.4M



Schedule Performance Index ("SPI") measures project progress against a baseline estimate of time and budget to completion

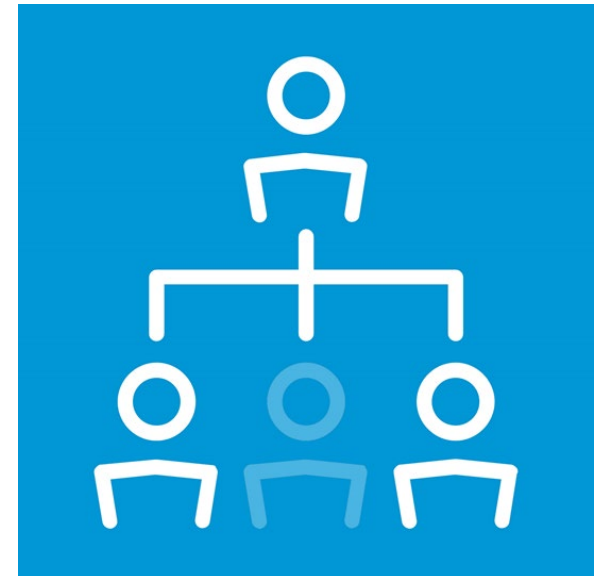
Project Delivery Personnel

Expenditures	FTE
-\$155,200	-3.0

A net decrease of 3.0 FTE due to moving a Senior City Planner and an Associate City Planner from grant funding to the general fund. An offsetting decrease in personnel services due to freezing 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.

Mitigating Actions to Deliver Service:

- PDA will prioritize projects and programs to align with current resources. When funding is available, PDA will supplement City Staff with professional services.
- New starts will be re-prioritized to align with resource availability.



Project Delivery Services & Supplies

Expenditures	FTE
-\$1,272,200	N/A

A decrease in professional services, training, support for Transportation Management Associations, and office renovations and lease expenses.

Mitigating Actions to Deliver Service:

- Work from Home opportunities reduce pressures to renovate and lease office space
- Expanded use of Workday learning in place of external training
- Identify grant funding to support transportation management initiatives
- Capital funding will be used for professional services to support projects





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Equity Commitments and Investments



DOTI Definition

Providing attention and resources to the areas, assets and people of the city with the greatest need.

1. Equitable Investments

Ensuring investments focus on bringing every area of the City up to the same standards

2. Equitable Contracting

Utilizing SBE/MBE/WBE as suppliers whenever possible

3. Equitable Workforce Development

Ensuring development opportunities are extended to all levels of the Department

One Build Overview (Asset Based Approach)

Plan	5-Year Mobility Implementation Strategies					
	Small Area Strategy	Corridors	Preventative Maint.	Regulate	Develop.	Utility
Strategy	Bikes	Bikes	Pavement	Sidewalk	Private building	Denver Water
	Pavement	Pavement	Curb & gutter			Xcel
Catalyst	Curb & gutter/ramps	Sidewalk	Signals			
	Water quality	Storm sewer	Signs			
	Intersections	Fiber	Bridges			
	Signs		Point Sanitary Repair			
	General storm		Sanitary lining			
	Sanitary lining		Fiber manufacturing			
	Sidewalk		Markings			

2020 One-Build Successes

- ✓ One Build procedures formalized and incorporated into Project lifecycle workflow.
- ✓ More than \$5M in coordination savings.
 - ✓ 14th Street Bridge
 - ✓ Connecting Auraria
 - ✓ Colfax Safety Improvements
- ✓ More than 30 miles of bike lanes installed with Paving in 2020.
- ✓ Coordinated Capital Maintenance funding request keeps all programs functioning in 2021 while meeting budget reduction targets.

One Build 5-year implementation plan



Year 1 2019 – Charter and pilot coordination efforts

Year 2 2020 – Formalize procedures. Enhance GIS capabilities. Train staff

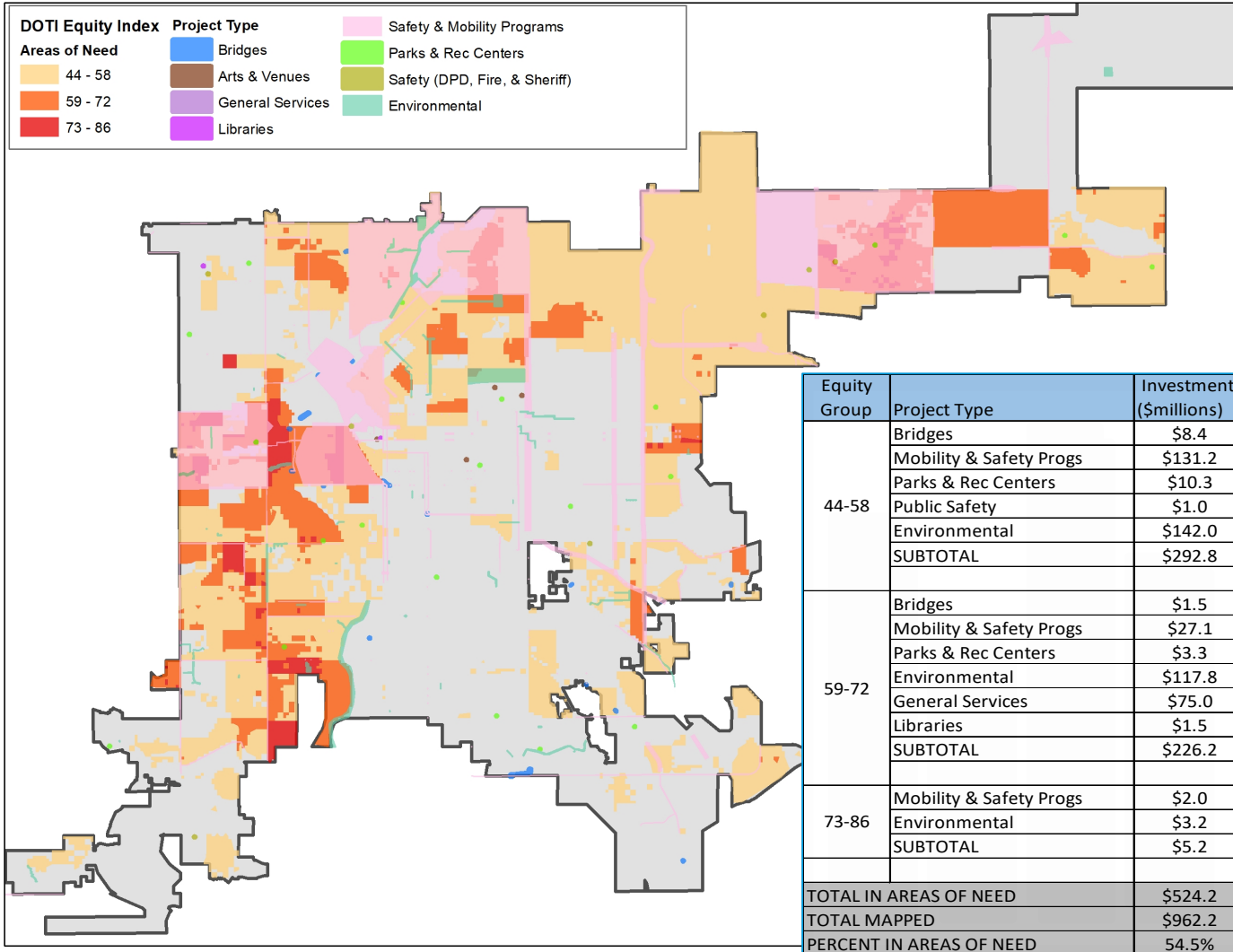
Year 3 2021 – Coordinated implementation becomes standard

Year 4 2022 – Adjust to “growing pains” accelerate delivery

Year 5 2023 – Fully incorporate 6 year coordinated program delivery

Equity Index

2021-2023 Capital Projects



DOTI MWBE Aspirational Goals

Construction 21%
Prof Svcs 33%
Goods & Svcs 8%

2021 Projected MWBE Spending

Construction \$69.7M
Prof Svcs \$24.1M

Small Business MWBE Utilization*

Construction 19%
Prof Svcs 22%

*Based on Nov 2019 - 2020 YTD averages











Neighborhood Asset and Mobility

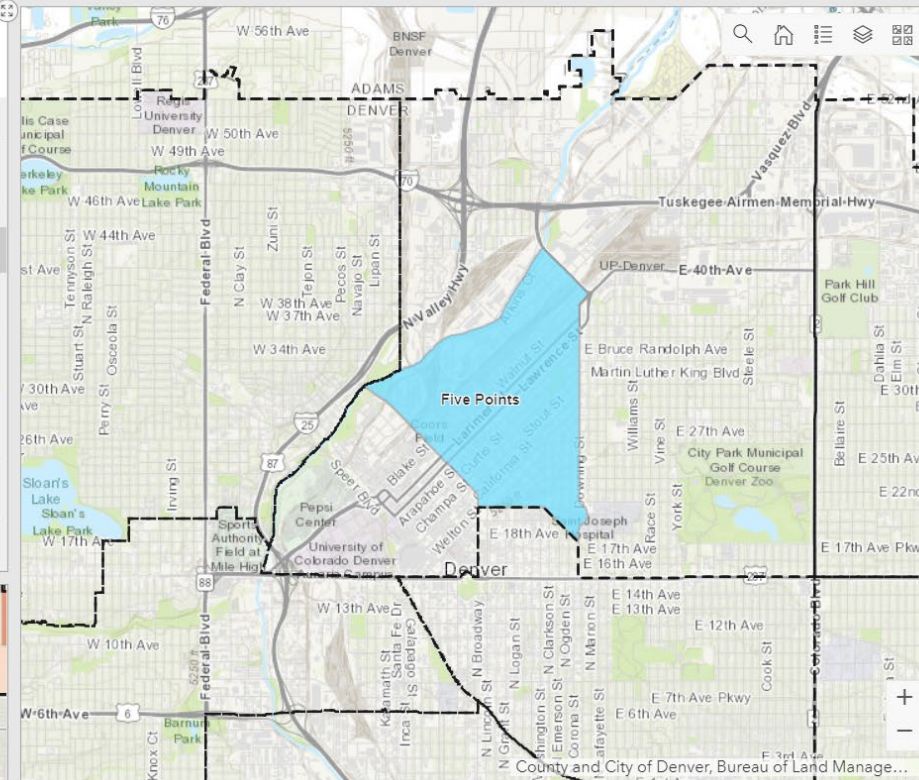
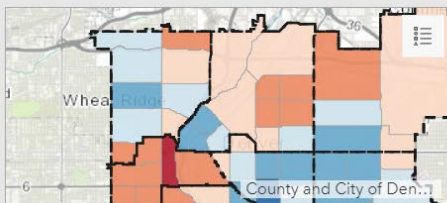
City Council Filter All Districts

Denver Neighborhoods

select a neighborhood to focus the map

colors represent the overall equity index value

-  Cory - Merrill
-  Country Club
-  DIA
-  East Colfax
-  Elyria Swansea
-  Five Points
-  Fort Logan
-  Gateway - Green Valley Ranch




Overall Asset Score

 **3.9**

Asset Score  Mobility Score Equity Index

 **Pavement Score** 4
Avg. PCI = 78.48 | SD = 15.01 | Count = 282

 **Bridge Score** 3
Avg. NBI = 6.68 | SD = 0.63 | Count = 25

 **Crosswalk Score** 4
Avg. OCI = 84.07 | SD = 9.44 | Count = 104

 **Sanitary Main Score** 4
Avg. Index = 57.84 | SD = 5.20 | Count = 334

Asset Score Breakdown  Mobility Score Breakdown



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Capital Budget Overview



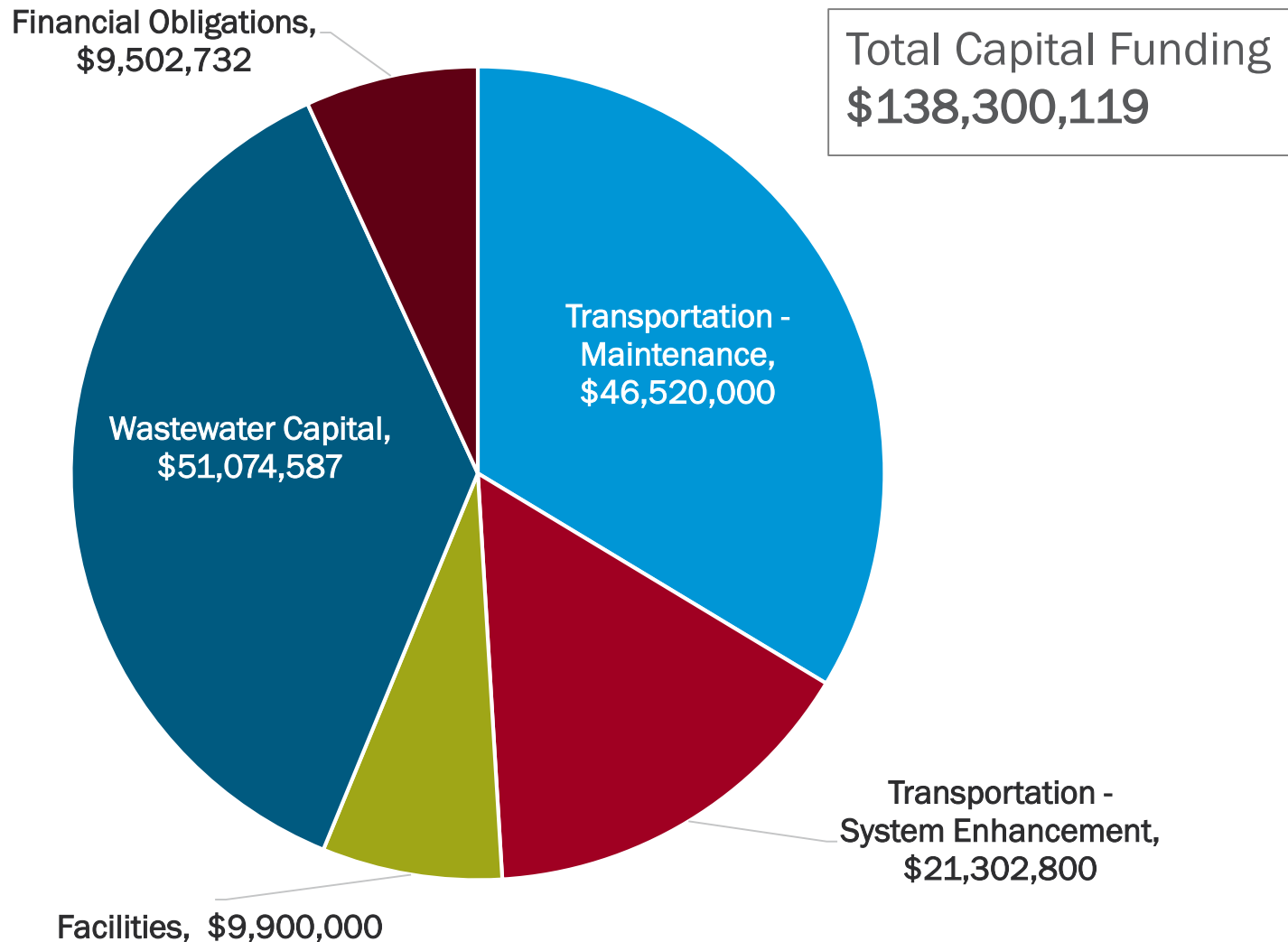
Capital Budget - Key Considerations

- External commitments
- Minimizing delay and accelerating project delivery
- Prioritizing equity
- Current workload

Project Delivery - Strategy

- Close resource gaps (staffing & professional services)
- Align project scopes to identified capital stack
- Leverage grant dollars and continue to seek funding partners
- Prioritize projects and optimize cash flow

DOTI 2021 CIP Funding Distribution



- **\$9.2M** for implementation of Denver Moves: Bicycles, Pedestrians, and Transit
 - \$5M to continue commitment of building 125 miles of bikeways by 2023
 - \$3M for sidewalk program
 - \$650K for pedestrian safety improvements
 - \$500K for transit
- **\$1.5M** for capital improvements to address safety
 - \$500k - Safe Routes to School
 - \$890K - Implementation of Vision Zero
 - \$150K - Neighborhood Transportation Management Program Improvements
- **\$1.0M** to update the Strategic Transportation Plan to provide a comprehensive delivery approach in implementing the goals outlined in the Mobility Action Plan
- **\$2.5M** for further design to improve connectivity between neighborhoods in the North Denver area

Transportation System Enhancements

Key Transportation Investments \$12.6M

- Strategic Transportation Plan - \$1.0M
- Bicycle Program - \$5.0M
- Improved North Denver Connectivity - \$2.5M
- Gateway Infrastructure - \$4.1M

Mobility & Safety Programs \$6.7M

- Vision Zero - \$890K
- Safe Routes to School - \$500K
- Denver Moves – Transit - \$500K
- Mobility & Wayfinding Programs - \$1.0M
- Sidewalk Program - \$3.0M
- Pedestrian Crossings - \$650K
- Neighborhood Transportation Management Program - \$150K

Capital Project Support \$2.0M

- Project Management Funding

Total Transportation System Enhancements - **\$21,302,800**

Transportation Capital Maintenance

Street Maintenance \$22.7M

- 8,000 square yards of concrete pavement repaired
- 35,000 linear feet of curb and gutter
- 1,300 of required 1,500 curb ramps
- 430 lane miles of street paving

Transportation & Mobility \$13.9M

- Repair and replacement of city-owned street lights
- Sign replacement in 5-6 neighborhoods
- Maintenance of 2 Traffic Management Centers
- New and rebuilt traffic signals
- Cameras, vehicle count, and traffic monitoring device installation
- Maintenance of city-owned parking garages and curbside parking

Capital Projects \$9.9M

- 1 major and 5 minor bridge rehabilitations
- 120 bridge inspections
- 2,000 feet of median curb repair

Total Transportation Capital Maintenance Program **\$46,520,000**

Expansions \$3.7M

- Solid Waste Transfer Station - \$2.2M
- ADA Program Set-up - \$1.5M

Maintenance \$6.2M

- Library Facilities - \$1.2M
- Emergency Reserves - \$620K
- Minori Yasui Building - \$400K
- Human Services Facilities - \$350K
- Public Safety Facilities - \$2.8M
- Justice Center - \$355K
- 1245 Champa - \$240K
- City and County Building Campus - \$125K
- Waste Management Facilities - \$120K
- Roslyn Campus - \$25K
- Studies/Assessments - \$30K

Total Facilities Capital Program = **\$9,900,000**

Storm Drainage \$29.7M

- Major system upgrades in Whittier, Hale/Mayfair - \$12.5M
- Local drainage improvements i.e. General Storm - \$9.8M
- Flood control improvements along open channels - \$7.1M
- Public restrooms program - \$300K

Sanitary \$8.9M

- Capital replacement of aged and failing sewers - \$5.7M
- Capital investments for sewage pump stations - \$3.0M
- Sanitary Master Plan updates - \$200K

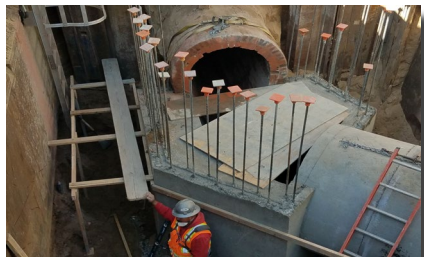
Water Quality \$5.3M

- Regional project implementation in Globeville - \$3.0M
- Site scale Green Infrastructure i.e. streetside planters - \$2.0M
- Green Infrastructure study & special initiatives - \$300K

Capital Maintenance \$7.3M

- Manhole and pipe rehabilitation - \$3.8M
- Citywide concrete improvements (curb and gutter) - \$2.1M
- East Corridor Payment - \$912K
- Critical repairs of storm and sanitary sewers - \$463K

Total Wastewater Capital Program = **\$51,074,587**



Colfax & Jackson



Sanderson Gulch



33rd Street Outfall

Project Highlights

Storm

- Jackson Street System
- E 16th Avenue System
- Tennessee & Oneida Storm
- General Storm – E Ellsworth Ave
- General Storm – S Adams Way
- Sanderson Gulch Improvements
- Yale & Glencoe Storm
- 33rd Street Outfall

Water Quality

- Heron Pond /Carpio Sanguinette
- Kentucky & Irving WQ / Park
- S Federal Green Blvd

Sanitary

- 29th & Speer Replacement
- Five Points Lining
- Lift Station #5 Design
- Lincoln Park Lining

Project Progress to Date	#
Completed	49
Under Construction	7
In Progress (w/ '20 Construction)	6
In Progress (w/ '21 and '22 Construction)	17
Planning Studies Underway	6

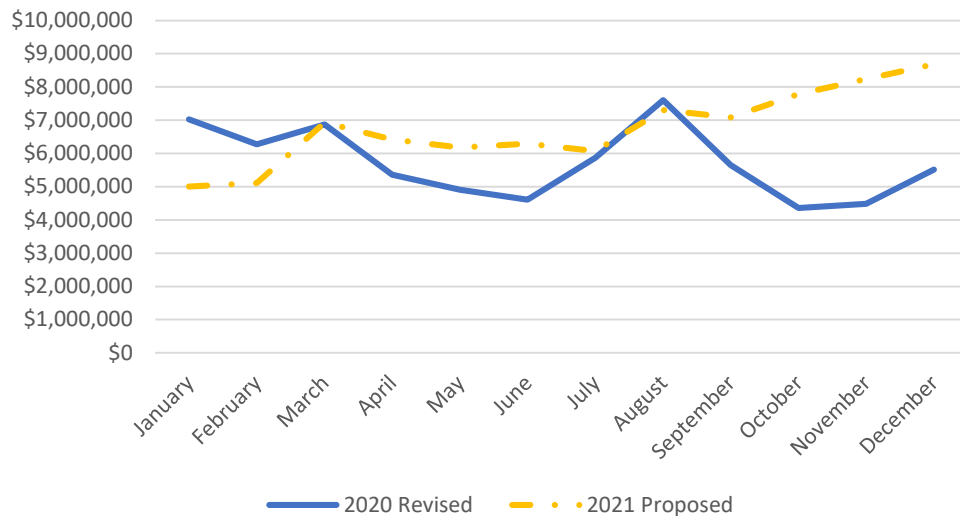
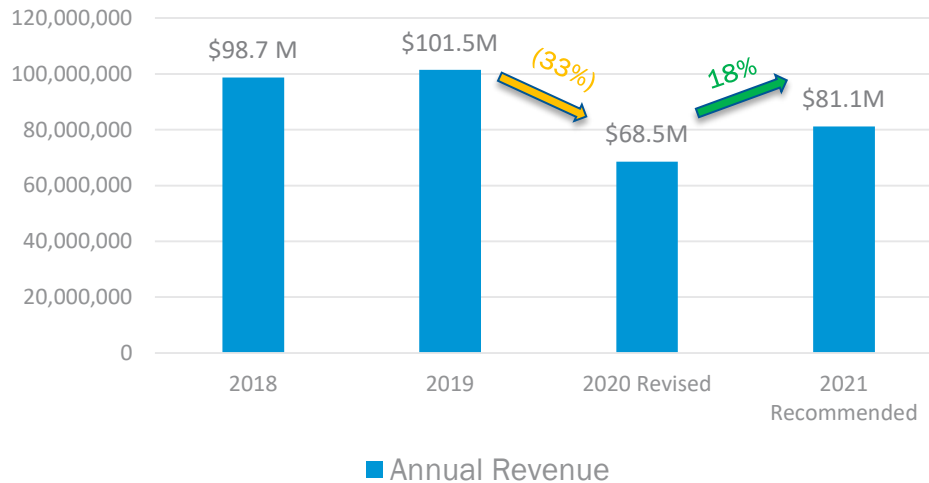


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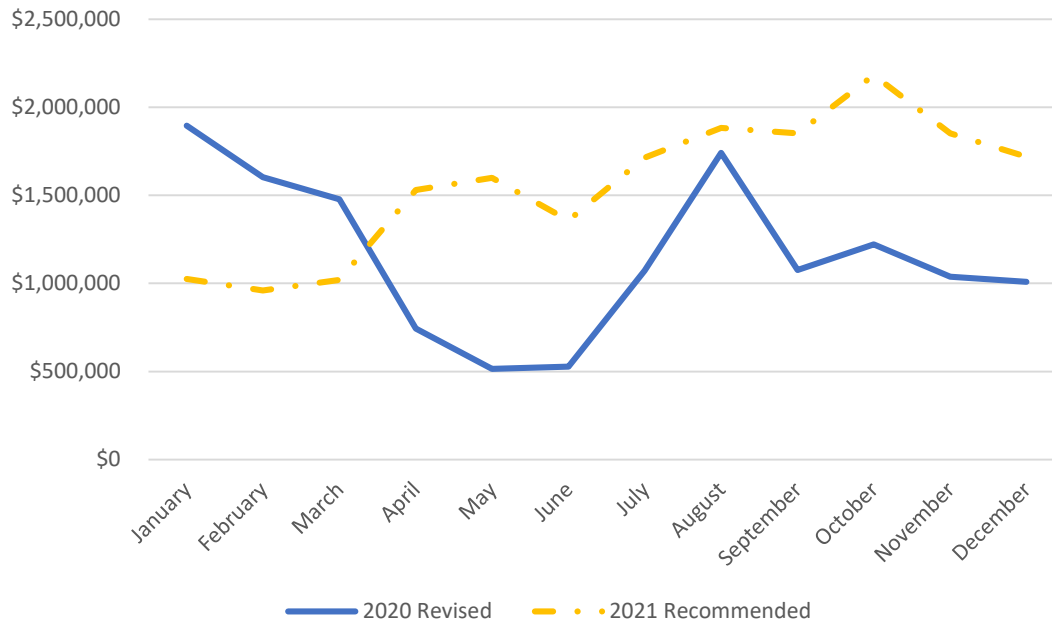
Revenues



DOTI General Fund Revenue



- DOTI Revenues include Parking Meters, Parking Lots, ROW Enforcement, Construction Permitting, Licensing and Inspections and Highway User Tax Fund
- Continued, limited commuter mobility associated with social distancing and work from home schedules
- Parking and Enforcement revenues anticipated to increase vs 2020, with construction permitting and inspections declining

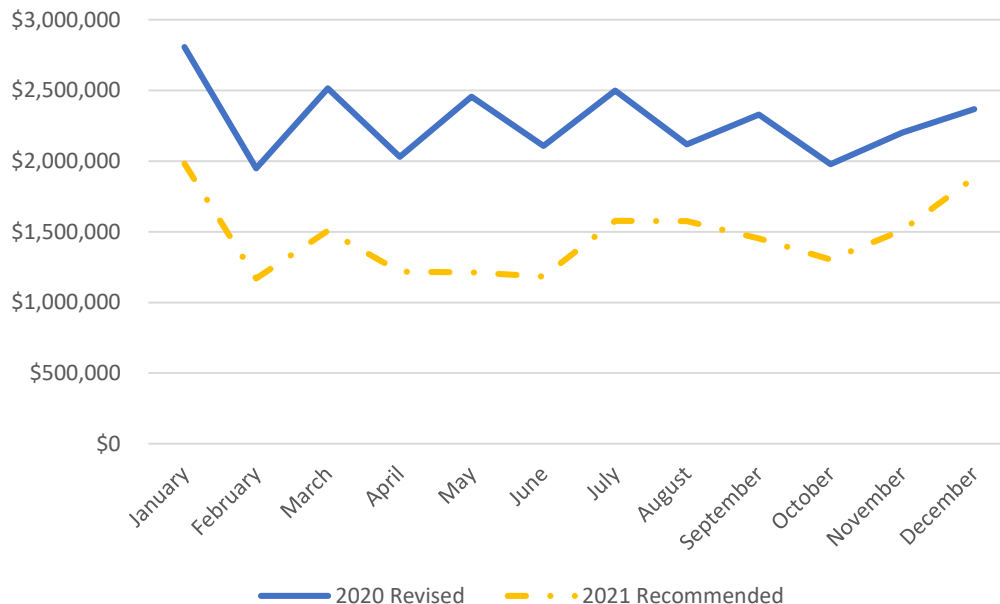


- Enforcement and compliance activities are expected to increase from initial pandemic levels
- Payment rates have not been significantly impacted

Projected Year Over Year Variance: \$4.8 Million

ROWE YOY Revenues	
2019 Actual	\$ 23,735,912
2020 Budget	\$ 26,891,250
Increase/(Decrease)	\$ 3,155,338
2020 Revised	\$ 13,923,685
Increase/(Decrease)	\$ (12,967,565)
2021 Recommended	\$ 18,698,638
Increase/(Decrease)	\$ 4,774,953

	Citations Written	Citations Collected	Collection Rate
2019 Actual	443,512	443,215	99.93%
2020 Forecast	243,128	241,622	99.38%
Increase/(Decrease)	(200,384)	(201,593)	-0.55%
2021 Forecast	348,223	347,881	99.90%
Increase/(Decrease)	105,095	106,259	0.52%
Total	834,479	831,125	99.59%



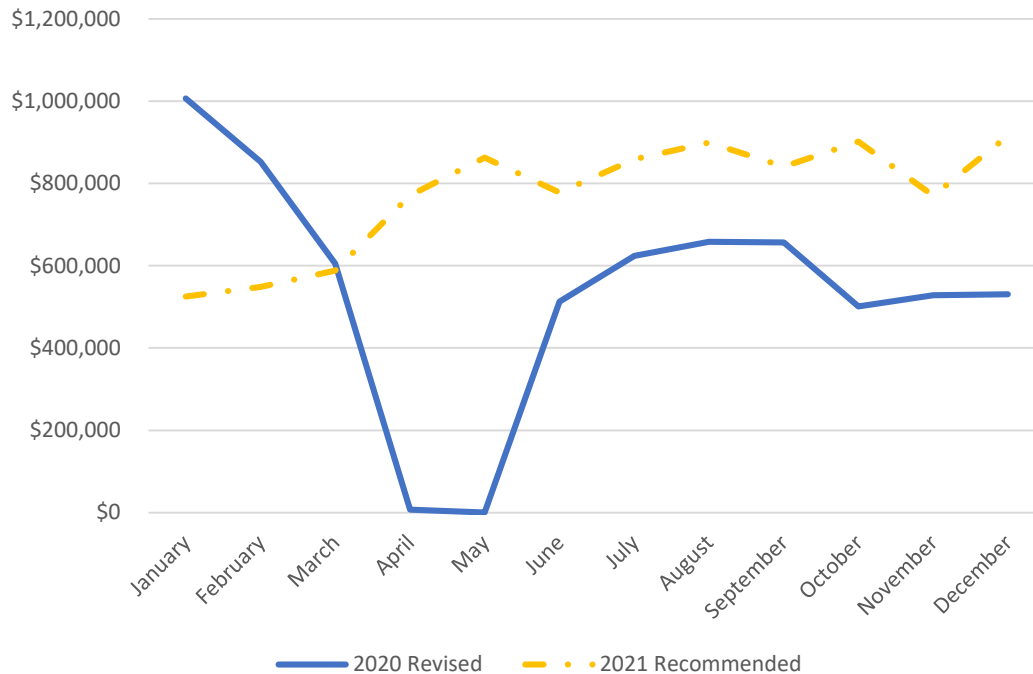
- 2021 revenue declines are associated with construction permitting and licensing lagging construction starts
- Construction permitting and licensing activity reflects a 9-12 month lag vs construction starts*

* Per U.S. Bureau of Labor Statistics, 2008-2009 recession data

Projected Year Over Year Variance: (\$9.7 Million)

ROWS YOY Revenues	
2019 Actual	\$ 25,529,096
2020 Budget	\$ 24,646,855
Increase/(Decrease)	\$ (882,241)
2020 Revised	\$ 27,353,117
Increase/(Decrease)	\$ 2,706,262
2021 Recommended	\$ 17,578,663
Increase/(Decrease)	\$ (9,774,454)

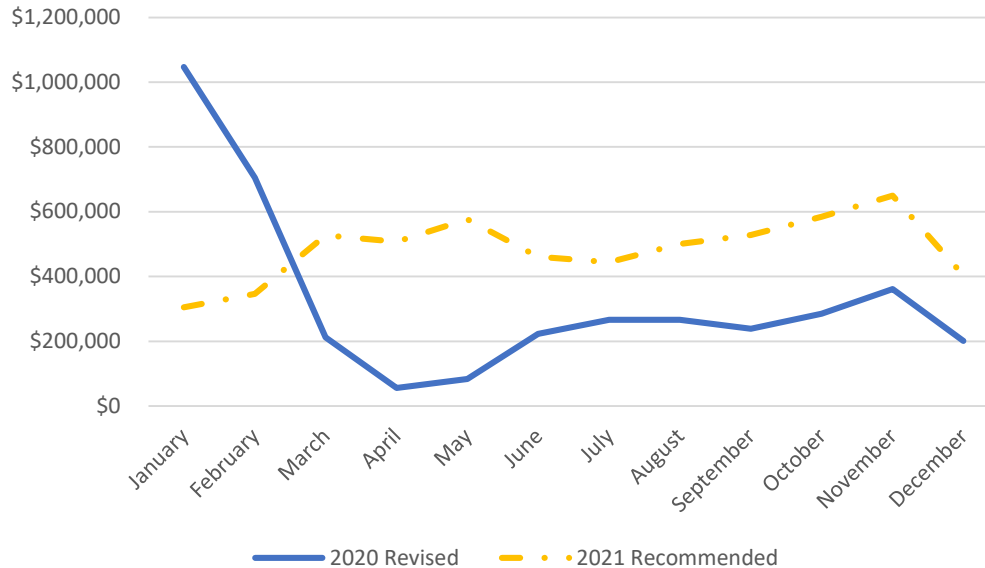
Top 10 ROWS Fees/Permits	
Street Occupancy	\$ 50
Meter Bagging	\$ 20
Street Cut	\$ 1,200
Special Occupancy	\$ 55
Engineering Surveys	\$ 1,500
Addressing Assignment	\$ 50
Engineering Inspection	\$ 150
Plan Checking	\$ 150
Encroachment	\$ 200
Utility Plan	\$ 150



- Parking meter revenue is anticipated to increase as residents continue to return to work
- Technology innovations will present commuters with more payment options
- New meter installations are likely to be limited in 2021

Projected Year Over Year Variance: \$2.8 Million

Parking Meters YOY Revenues	
2019 Actual	\$ 11,919,047
2020 Budget	\$ 12,715,000
Increase/(Decrease)	\$ 795,953
2020 Revised	\$ 5,697,219
Increase/(Decrease)	\$ (7,017,781)
2021 Recommended	\$ 9,261,836
Increase/(Decrease)	\$ 3,564,617



- The number of spaces utilized is expected to increase 47% year over year
- The projected revenue anticipates the projected reopening of DPAC in March 2021
- Discounted/no-charge parking are considered in the revenue projection

Projected Year Over Year Variance: \$1.9 Million

Parking Meters YOY Revenues	
2019 Actual	\$ 7,689,339
2020 Budget	\$ 7,865,000
Increase/(Decrease)	\$ 175,661
2020 Revised	\$ 3,942,555
Increase/(Decrease)	\$ (3,922,445)
2021 Recommended	\$ 5,833,952
Increase/(Decrease)	\$ 1,891,397



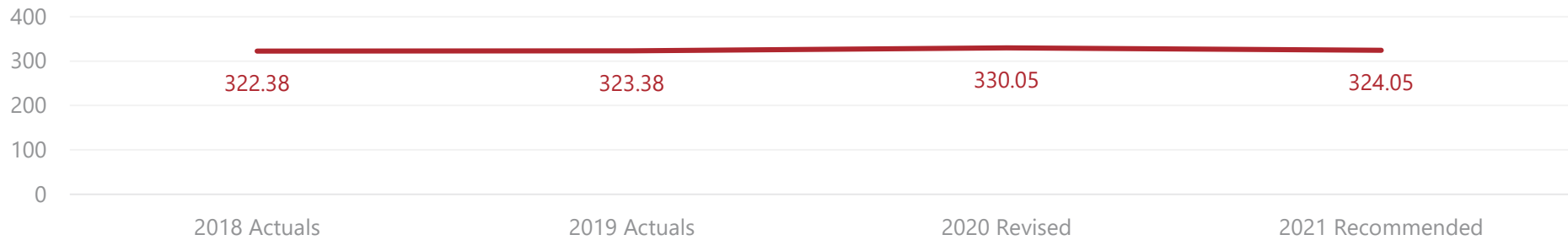
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Wastewater Enterprise Fund

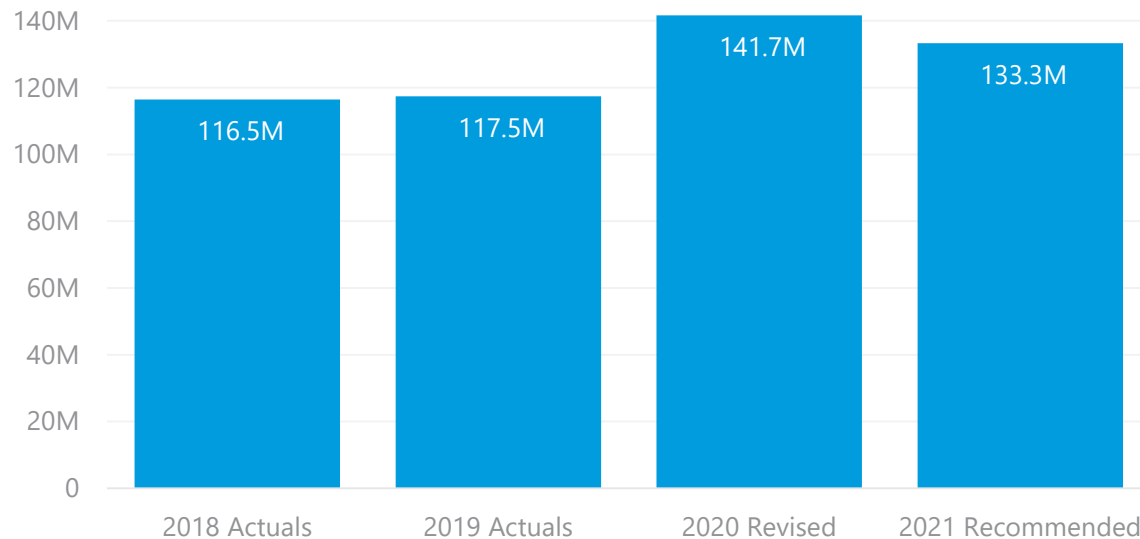


Agency wide Enterprise Fund Expenditures & FTE Changes

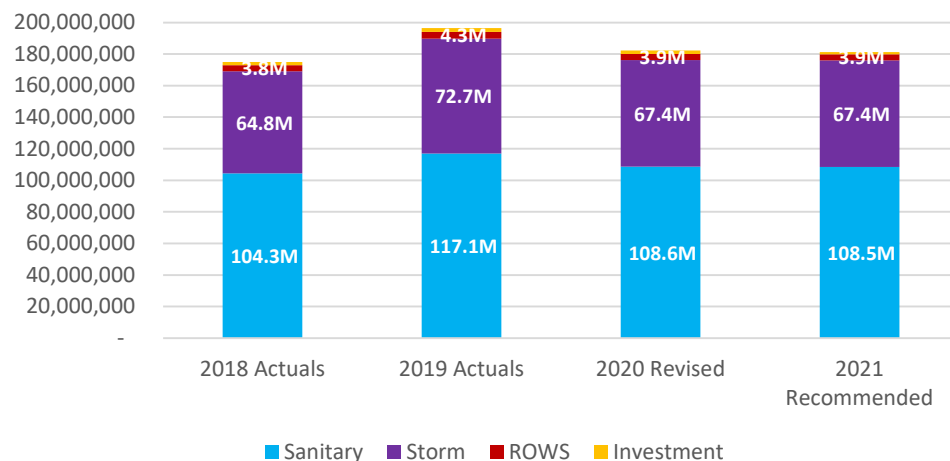
Total FTE



Total Expenses

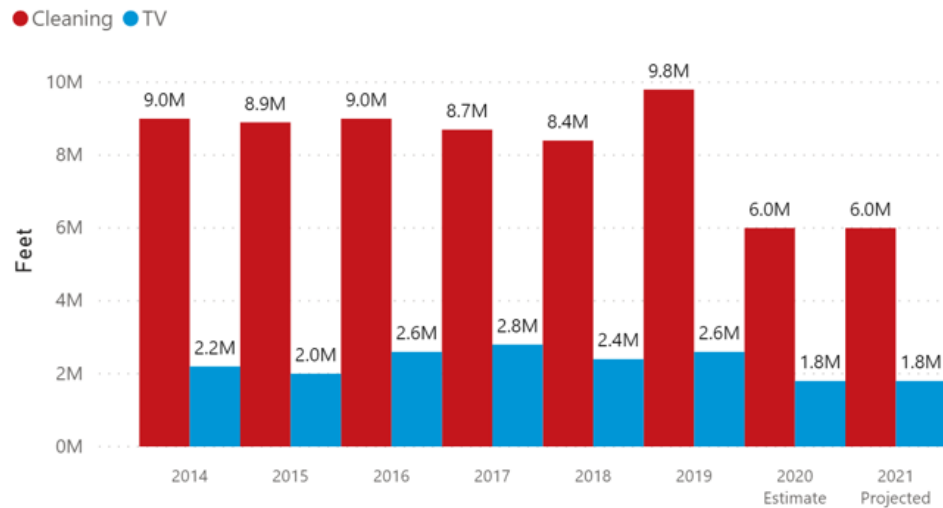


Wastewater Enterprise Fund Revenue

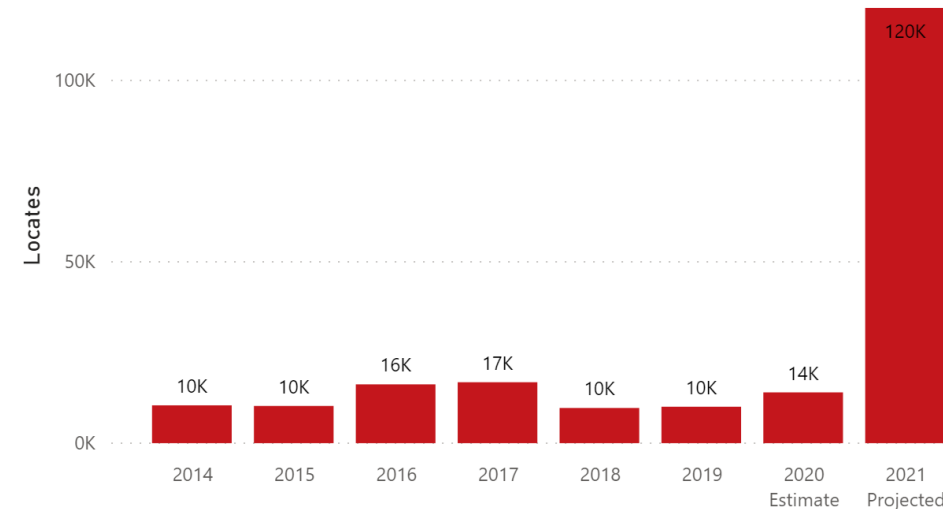
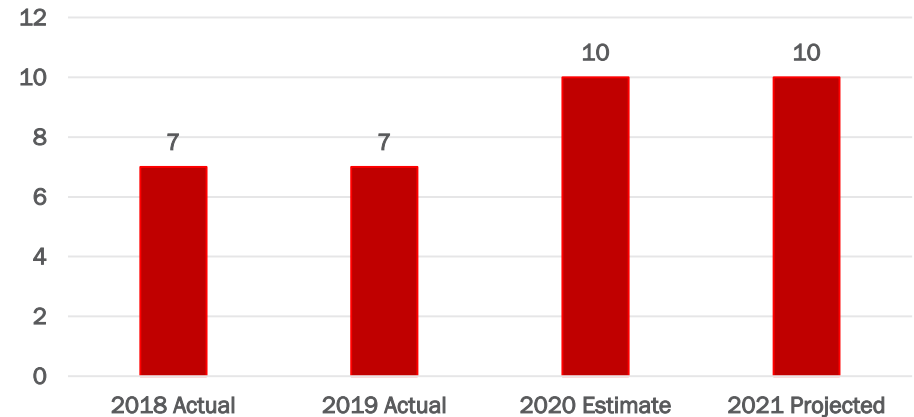


- DOTI Wastewater revenues include Sanitary, Storm, ROW Services, and Investment Income.
- 2021 storm and sanitary budgeted revenues will remain the same as 2020.
- The CPI rate increase for storm and sanitary will be offset by a decrease in cash collections due to economic conditions
- Investment income will decrease due to the continued spend down of bond proceeds

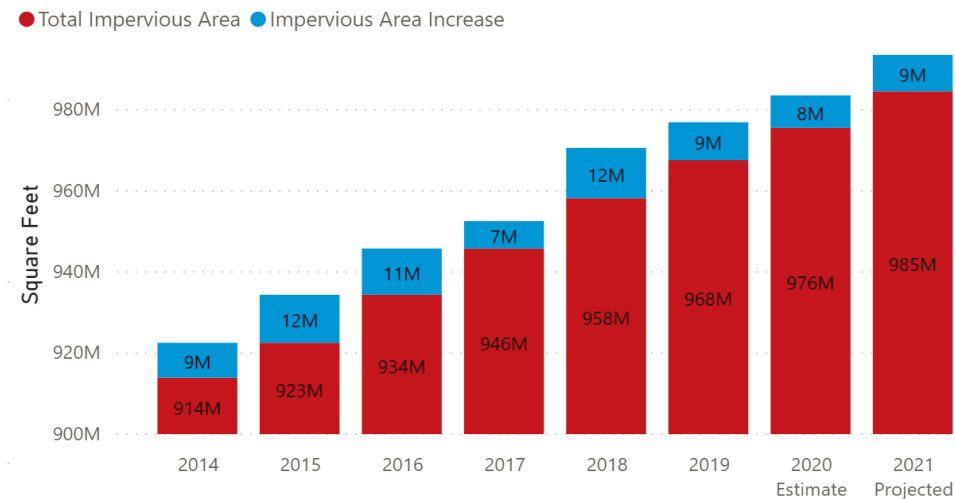
Cleaning and TV by Year



Sewer Back-up Incidents



Total Impervious Area and Impervious Area Increase by Year

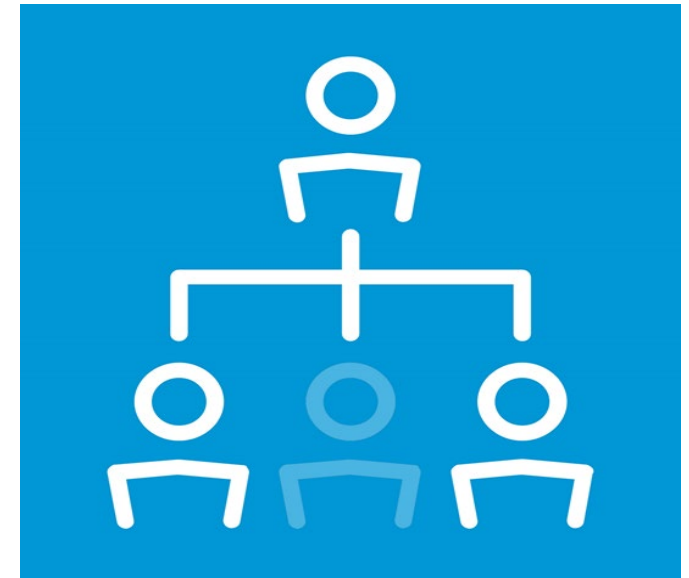


Expenditures	FTE
-\$303,100	-6.0

An increase in personnel services adding one Project Inspector Supervisor, one Engineer Architect Supervisor, one Water Quality Investigator and one Staff Assistant. This is offset by a Enterprise fund-wide decrease associated with the City's Special Incentive Program (SIP).

Mitigating Actions to Deliver Service:

- Provide administrative support to increase efficiency in project delivery.
- Transfer consultant and inspection work to in-house staff.
- Cross train staff to assist as the need arise.



Wastewater Building Refurbishment

Expenditures	FTE
\$1,200,000	N/A

An increase in service and supplies associated with the remodel of the Wastewater building including lease payments associated with the 1290 Broadway building.

- Procurement, installation, and benching of workstations
- Updated HVAC and elevators
- Relocation of staff while renovations are in progress



Expenditures	FTE
\$460,500	N/A

An increase in service and supplies associated with the replacement of the roof on the Wastewater building. An increase in service and supplies associated with replacement computers, monitors, laptops, tablets and other related computer equipment.

- Repair of roof leaks
- Replacement of roofing material
- Replacement of obsolete technologies



Wastewater Capital Maintenance

Expenditures	FTE
-\$4,263,000	N/A

A reduction in service and supplies associated with transferring capital maintenance activities to the Enterprise Capital Maintenance Fund.

- Reallocating enterprise fund capital maintenance costs from the operating budget a capital maintenance budget
- A net zero impact that creates consistency with the General Fund and CIP



Expenditures	FTE
-\$2,409,900	N/A

A decrease in capital equipment due to one-time investments in 2020 associated with the department's new billing system and lab equipment.

- A new enterprise billing system will help drive efficiencies and reduce manual customer support and accounting efforts



Questions?