In marking his first 100 days in office, Mayor Michael B. Hancock today released a report detailing significant, immediate progress made toward delivering a world-class city where everyone matters. The Mayor and his Administration have advanced an aggressive agenda focused on four key areas – jobs, fiscal sustainability, children and public safety – while making public input and outreach to Denver’s diverse communities a high priority by hosting and participating in more than 130 neighborhood events.

“We have heard from the people of Denver and we are responding,” Mayor Hancock said. “While we have only been in office a short time, this Administration is taking action in order to deliver a world-class city where everyone matters. We’re setting a strong foundation for the next four years of progress.”

EXPANDING DENVER’S ECONOMY AND EMPLOYMENT OPPORTUNITIES

Engaging the business sector

Mayor Hancock has far exceeded his promise to meet with 100 business owners and leaders in his first 100 days. He has engaged well over 200 CEOs and business leaders in a dozen roundtables and “idea sessions” to identify challenges, find solutions and take advantage of opportunities. Leaders from all sectors – small and large businesses, minority- and women- owned, aviation, finance, creative arts and sustainability – are providing key input that is informing policy and administrative changes that will improve Denver’s business climate even in these tough economic times.

Designing a job-creation strategy and rebuilding the Office of Economic Development

Mayor Hancock appointed a new business-development team led by Economic Development Director Paul Washington. The Mayor has instructed Washington to
refocus the Office of Economic Development (OED) on small business support and lending; business retention, expansion and recruitment; workforce development; and economic sustainability in key neighborhoods, including the financing of affordable housing adjacent to high-transit corridors. And in an unprecedented display of regional cooperation, Mayor Hancock has convened five regional economic-development leaders to help craft a focused strategy to grow and sustain a 21st Century economy in Denver. The Mayor also appointed Development Services Director Kelly Leid to implement an aggressive plan to improve customer service by streamlining permit reviews and approvals for businesses to better foster growth in the City’s development sector.

Supporting small businesses, innovators and entrepreneurs

The Mayor has established a small business and start-up advisory group to accomplish substantive goals that will help retain and grow small businesses in Denver. This group will focus on high-growth, innovative start-ups that create new products and services resulting in the creation of high-paying jobs. The Mayor has also proposed eliminating the Occupational Privilege Tax registration fee the City currently imposes on businesses.

Investing in Denver companies to support job growth

To help small businesses expand and gain greater access to capital, the City has awarded two small business loans totaling $275,000 in the past 100 days to local businesses. Additionally, RavenBrick and Marczyk Fine Foods recently expanded, adding 55 new jobs collectively, thanks in part to financing provided through the City. The Mayor and OED are also working with leading commercial banks, community lending institutions and the investment community to create and publish a capital matrix that identifies various sources of funds that are available to Denver’s small businesses.

Setting a Reverse Trade Mission

Working with regional chambers of commerce and other organizations, Mayor Hancock is creating plans for a Reverse Trade Mission to attract international businesses to Denver. While the long-term planning process is underway, the team is also tackling several near-term goals: developing tools and strategies to maximize and sustain relationships created during current in-bound trade missions and visits from foreign leaders, and leveraging future foreign events and conferences hosted by Denver to create and build upon economic opportunities.

Bolstering international relations

The City hosted leaders from Latin America, Asia, Africa and Europe to broaden Denver’s international reach and open additional market opportunities. The Mayor has convened statewide businesses to meet with numerous international leaders, including Sister City
representatives from Kunming, China, and Takayama, Japan. The Mayor also promoted Denver’s assets and showcased the City’s sustainability practices to members of the Denver World Trade Center and to municipal officials from 20 Chinese cities.

**Reporting on the financial effect of Initiative 300**

The Mayor’s Office of Budget and Management conducted an objective analysis of Initiative 300, finding that the 2011 ballot measure will place Denver at an unfair competitive disadvantage, harm Denver businesses and create a costly new bureaucracy within City government.

**Establishing Denver Seeds**

More than 70 stakeholders took part in the kickoff roundtable for Denver Seeds, an innovative initiative that will grow a fresh-food economy and make Denver one of the most sustainable cities in America. The City has secured land to build the first greenhouse, which will provide workforce training to local veterans. The Mayor also convened a Denver Seeds Task Force of 19 stakeholders from various industries to further develop three goals for Denver Seeds – drive sustainable economic growth, improve access to fresh food for all neighborhoods, and provide community investment and education – into an action plan for a local food system for Denver.

**Achieving DIA’s potential**

Mayor Hancock has put a new emphasis on leveraging Denver International Airport to drive economic growth across the metro region. He helped land a new Denver-to-Reykjavik flight on Icelandair, which will result in a $28 million annual economic benefit to the Denver region and provide a new low-cost gateway to and from Europe. Mayor Hancock is also continuing efforts to secure a new Denver-to-Tokyo direct flight, meeting with Narita Airport and All Nippon Airways officials in Denver and planning a visit to Japan in November. The Mayor is also advancing DIA’s South Terminal hotel and rail-station project, which is expected to create nearly 1,000 jobs and generate $2 million in annual tax revenue. DIA has also successfully created a Retail Merchandising Unit and Kiosk Program, which is projected to generate 200 new jobs, $13 million in concession revenue and $500,000 in annual sales tax revenue.

**Providing workforce training to residents**

Mayor Hancock and his Administration provided numerous workforce training opportunities to Denver residents, including workshops for businesses in the Creative Services sector and a healthcare training partnership in Denver, Adams, Arapahoe and Douglas counties. The Mayor also reopened an expanded Montbello Workforce Center, and the City delivered numerous training services during Workforce Development Month in September.
ACHIEVING FISCAL SUSTAINABILITY & IMPROVING GOVERNMENT

Delivering a balanced budget

The Mayor submitted a fiscally responsible and balanced budget to the City Council on Sept. 13, laying the groundwork for tough choices in 2012 to eliminate the City’s $30 million to $50 million ongoing structural budget imbalance. To ensure the continued fiscal sustainability of the City, the Mayor proposed eliminating 95 mostly unfilled positions and increasing the City’s reserves to help maintain Denver’s AAA bond rating. The proposed budget protects libraries, recreation centers and parks, provides both flexibility and stability and allows the City to begin growing its financial reserves.

Launching Peak Performance

Through a new initiative called Peak Performance, Mayor Hancock is conducting an extensive analysis of every city department and agency to increase efficiency and effectiveness, improve customer service and generate budget savings. The Mayor appointed a Chief Performance Officer who will focus on making every department and agency more effective by driving one, unified strategic plan for all agencies.

Streamlining licenses and services

Excise and Licenses Manager Tom Downey was appointed to streamline burdensome procedures and provide world-class customer service. The Department has reorganized front desk operations to decrease customer wait times, strengthened neighborhood communications and streamlined processes for charity events and online licensing.

Accessing City information online

The Technology Services Department redesigned numerous websites, including the Business Licensing Center, to provide all businesses with user-friendly, online licensing information and processes. The Department also has created Enterprise Cashiering, allowing residents to pay property taxes online; launched E-Foreclosure, a search tool for foreclosed property in the City; and updated every major information highway in the City to increase efficient access and customer service to every department.

Appointing Cabinet members

Mayor Hancock is building a world-class government led by a diverse and highly-skilled Cabinet. He has appointed 12 department heads who are bringing a new spirit of customer service, collaboration and innovation to City government.
IMPROVING EDUCATIONAL OPPORTUNITIES FOR EVERY CHILD

Launching the Denver Education Compact

Mayor Hancock launched the Denver Education Compact, an unprecedented initiative that formally brings together the City, Denver Public Schools, higher education, business community and nonprofit sector in a binding agreement to improve the educational pipeline from cradle to career. The Compact is led by three co-chairs – Mayor Hancock, DPS Superintendent Tom Boasberg and Kaiser Permanente Colorado President Donna Lynne. A 25-member Executive Committee and Executive Director Theresa Pena also will guide the Compact.

Supporting leaders who will put children first

Mayor Hancock has endorsed three candidates for the DPS b who will advance reforms and improve education in every neighborhood for all children.

Dedicating time to Denver schools and children

In just 100 days, Mayor Hancock has participated in nearly 30 education-related events at schools and other venues, ensuring that children and education remain top priorities.

Launching and supporting afterschool programs

Mayor Hancock helped launch “After School is Cool” at Denver Public Libraries, working to ensure Denver children in underserved neighborhoods have access to supportive programs on the other side of the school door. The Mayor also hosted a series of events to highlight the public-private partnerships the City has forged to provide high-quality afterschool programs in conjunction with the National Lights on Afterschool Day.

Preparing our youngest citizens and their educators

The Mayor’s Office of Education and Children established six Head Start contracts and four supplemental Head Start contracts to provide comprehensive early childhood education services for 1,154 families. Head Start families received year-long free memberships to 14 cultural venues through The 5-By-5 Project, which also provided professional development training for 51 Head Start staff.

RESTORING PUBLIC TRUST AND CONFIDENCE IN THE POLICE DEPARTMENT

Appointing a Manager of Safety

With the appointment of Colorado Supreme Court Justice Alex Martinez as Safety Manager, Mayor Hancock has strengthened and brought greater accountability to City
government. Manager Martinez will focus on increased transparency around the internal discipline system as well as swift and fair processes.

**Hiring a new Chief of Police**

Mayor Hancock launched a nationwide search for a new police chief. Along with a new Manager of Safety, the police chief will be integral in restoring public trust, confidence and accountability. The Mayor hired a national recruiter to lead the search, while also soliciting input from the public and rank-and-file officers. The Mayor hosted a town hall meeting for members of the public to provide input on the qualities they would like to see in a new chief. More than 70 residents attended.

**Reducing wasteful layers of bureaucracy**

Mayor Hancock proposed a Police Department Strategic Resource Alignment Plan in the 2012 budget that will save the City $5 million. The proposal is awaiting approval by City Council and will eliminate wasteful layers and streamline services and programs. The Denver Police Department is also piloting a streamlined arrest procedure that takes advantage of City technologies to improve accuracy and efficiency of processing arrests. This pilot could allow the DPD to reassign 10-20 employees from administrative positions and get them back onto the streets and into neighborhoods.

**Visiting police officers in their precincts**

Mayor Hancock and his Administration have visited each police precinct during a roll call to open direct lines of communication with officers. The Mayor delivered suggestion boxes to the precincts so officers could provide candid feedback about challenges and opportunities facing the Department.

**Increasing foot and bike patrols**

Mayor Hancock worked closely with Chief Gerry Whitman and the DPD to increase foot and bike patrols in Downtown Denver, specifically on the 16th Street Mall. Expansion of community policing will continue throughout the City to improve the relationship between the public and the Police Department.

**Topping out of crime lab**

The new state-of-the-art crime lab reached a construction milestone by installing the final top beam. This facility will help modernize crime scene investigations and lessen the backlog of unsolved crimes. It will also enable the Colorado Bureau of Investigation, DPD and other law enforcement agencies to work in collaboration to bolster public safety for all citizens.
Creating a Use of Force Task Force

A Use of Force Task Force was created and convened, including community members, to recommend policy changes after several high-profile use-of-force incidents involving Denver safety officers.

Presenting safety job opportunities and training to residents

New job opportunities within the safety departments, including Denver Fire Department, DPD, Denver Sheriff’s Department and Cadet Program, were presented to Denver residents through neighborhood forums.

Streamlining safety department processes

The City has streamlined fire safety inspections and improved completion times, while also improving Emergency Medical Service response times. The City has also developed and implemented a new process and filing systems for sex offenders held in custody.

Launching a Regional Investigative Task Force

The Regional Investigative Task Force was created within the Denver Police Department to improve the metro area’s capacity to combat commercial sexual exploitation of children.

Increasing communication with community

The City has developed a social media policy and network plan to inform the community about Denver Sheriff Department’s initiatives and work.
The City of Denver has accomplished a number of additional goals throughout the first 100 days of the Hancock Administration, including:

**MAKING DENVER THE MOST SUSTAINABLE CITY IN AMERICA**

- Appointed Doug Linkhart as the new manager of Environmental Health.
- Completed a 4.4-megawatt solar electricity system at DIA.
- Designated 18 parking spots for hybrid vehicle parking at DIA.
- Launched an insulation rebate program in partnership with the Governor’s Energy Office to expand insulation and air sealing rebates for Denver residents.
- Installed low-cost energy improvements in 350 income-qualified homes, insulation in 88 homes and lighting and HVAC upgrades in libraries, recreation centers and fire stations.
- Partnered with U.S. Department of Energy Clean Cities Coalition to support electric vehicle infrastructure planning with a $500,000 federal grant.
- Added three new restaurants to the Sustainable Restaurant Certification Program, an effort to help small businesses reduce costs and become more sustainable.
- Launched the sustainable Office Retail Certification program.
- Enrolled an additional 125 businesses in Denver Energy Challenge, helping businesses save money, increase energy efficiency, and reduce greenhouse gas emissions.

**SAFEGUARDING OUR MOST VULNERABLE RESIDENTS**

- Appointed Penny May as the Manager of Denver Human Services.
- Established short and long-term solutions for increased homelessness in Denver. Short-term, the City opened an additional 100 beds at Denver’s Rescue Mission, allocated additional police officers on the 16th Street Mall, and is working to open additional beds.
- Connected over 1,000 homeless clients to resources and services by over 1,000 volunteers at the Colorado Convention Center.
- Helped 75 families enroll in Medicaid and CHP+.
• Implemented Denver’s first needle exchange program.

• Completed a community health assessment of Denver Health and Human Services.

• Garnered $2,870,000 in state and federal grants for Denver Human Services family and children, drug prevention and other community programs.

INVESTING IN OUR CITY

• As part of the voter-approved Better Denver Neighborhood Bond Program, the City has invested more than $400 million into the local economy. Of the total 317 projects expected to be constructed, 241 are now complete and 41 are currently under construction.

• Completed construction of the new bridge and interchange at Central Park Boulevard and Interstate 70, improving mobility and connecting Stapleton residents with the Northfield commercial district.

• Opened the new 54,000-square-foot Eastside Human Services Building, which is designed with sustainable features for LEED certification.

• Finished major improvements throughout Ruby Hill Park, including irrigation upgrades for more efficient watering, a new signature pavilion, a new restroom and a new playground.

• Opened the new Parkfield Lake Park, which features a lake, trails and new facilities for sports and play.

• Reconfigured the north shore of the lake at Berkeley Lake Park to create a landscape-barrier to screen the highway, while also adding lighting and benches along the trail.

• Restored and repaired the historic Cheesman Pavilion.

• Conducted major repair work to ensure the Washington Boathouse’s preservation for years to come.

• Reinforced 2,900 feet of roadway, curb and gutter and sidewalks with longer lasting concrete along Broadway.

• Replaced 20 blocks of existing asphalt, reconfigured five lanes down to four to provide additional parking, constructed safer intersections, and raised medians for improved safety all along West Colfax Avenue.
• Launched the first Trestle Bike Skills Course in Denver thanks to a creative partnership between Denver Parks and Recreation and Winter Park Resort.

• Deployed more than 1,000 volunteers to participate in a 15-mile multi-jurisdictional cleanup of the South Platte River, refurbish the Washington Park running trail, and install flowerbeds across the City park system.

• Engaged Denver’s neighborhoods and residents in eight public meetings to determine and inform plans for various parks throughout the City.

• Collaborated with Denver Housing Authority to revitalize a distressed housing project and provide housing and services in a state-of-the-art redevelopment at the Denver Mariposa Housing Project in south Denver.