The Hancock Administration’s Report to the Community

Year Three Accomplishments Create City of Opportunity

During his third year in office, Mayor Michael B. Hancock advanced numerous initiatives to deliver a more livable city for all residents, one that offers opportunity around every corner. With a continued focus on children, jobs and safety, Denver’s 45th Mayor enacted innovative strategies over the past year to keep our great city moving forward.

The city’s current budget marks the first spending plan without a deficit since the recession, and Mayor Hancock continues to restore essential services such as police, park maintenance and library hours.

Denver is now one of the most financially secure cities in the nation, with a diverse economy and transformational development projects underway. Since 2011, more than 27,000 jobs and 1,500 businesses have been added to the Denver economy, and the unemployment rate has been cut nearly in half.

To ensure Denver remains one of the most livable cities in the country, the Hancock Administration is focused on helping every neighborhood, every business and every family succeed.

Among the year’s top priorities and major accomplishments:

**BUILDING OPPORTUNITY NEIGHBORHOOD BY NEIGHBORHOOD.** Denver is booming with development and infrastructure projects that are uplifting neighborhoods. The new Union Station, Crawford Hotel and surrounding retail have spurred a $1.8 billion wave of development. Other projects include Welton Street investments and $60 million in improvements to Federal Boulevard.

**GROWING BUSINESS AND JOB OPPORTUNITIES.** Denver is creating a stable economic foundation by increasing job opportunities, growing and attracting new companies and preparing a skilled workforce for the 21st century. This past year, Denver welcomed large employers and also gained solid footing as a small business and startup hotspot by ensuring businesses have access to capital and a good workforce, and by leveling the playing field for minority- and women-owned businesses.

**DELIVERING OPPORTUNITY TO LIVE HEALTHY, HAPPY LIVES.** From access to fresh foods to affordable housing, Denver is zeroing in on what each neighborhood needs for residents to lead a high quality lifestyle. By restructuring the Police Department, crime rates are falling, response times are improving and officers are focusing on proactive patrols to better prevent crime.
OFFERING ALL OF DENVER’S CHILDREN THE OPPORTUNITY TO ACHIEVE. Denver is providing unprecedented support to children by giving them access to a good education and quality libraries, parks and healthy foods. The MY Denver Card program is getting children into rec centers like never before. Today, an average of 12,000 children access Denver’s rec centers every month for free.

COMMITTING TO EVERY OPPORTUNITY TO SUPPLY BETTER SERVICES. Denver is being recognized nationwide for taking an employee-led approach to streamlining services and delivering the highest quality services at the lowest possible cost. Creating a government that works smarter by moving at the speed of its residents, we have brought online more interactions between residents and City Hall and done away with credit card fees.

In order to remain the city of opportunity, the Mayor introduced plans to keep Denver on the path of prosperity not just for tomorrow, but for generations to come.

Leaving no one behind. To ensure all families and individuals are able to prosper, the city will take comprehensive action to address a full range of housing challenges and provide safe, quality affordable housing to residents. This will include housing and supportive services for up to 300 of Denver’s chronically homeless using social impact bonds.

Growing and protecting Denver’s natural resources. By year’s end, Denver will finalize its efforts to formally designate more than 700 acres of protected parkland. The city will also realize the benefit of a $25 million investment into the South Platte River and restore nearly 200 acres of habitat between the Rocky Mountain Arsenal National Wildlife Refuge and Peña Boulevard.

Elevating every neighborhood. Keeping with Denver’s focused efforts to elevate overlooked and underserved communities, the city will move to create a town center on Morrison Road, spurring jobs and income and bringing fresh foods that will lift up the entire community. The city will also launch a neighborhood planning effort in partnership with Westwood neighbors to deliver long-lasting improvements.

Eliminating the achievement gap. The Mayor has joined the Denver Preschool Program in asking Denver voters to reauthorize and expand the early childhood education program that gives the city’s youngest students a smart start on their educational careers. This program creates equal access for all Denver’s kids and ensures they enter school prepared to learn.
CHILDREN – Denver is providing unprecedented support to its children by giving them access to a good education as well as quality libraries, parks, healthy foods and activities that keep their minds and bodies engaged. .................................................................Page 5

JOBS – Denver is creating a stable economic foundation by increasing job opportunities, growing and attracting new companies and preparing a skilled workforce for the 21st century. .........................Page 11

PUBLIC SAFETY & SAFETY NET – By restructuring the Police Department, crime rates are falling, response times are improving, and Denver’s officers are able to focus on proactive patrols to better prevent crime. Denver also is addressing a range of safety net services, including those for the mentally ill and homeless. .........................................................................................................................Page 19

SMARTER GOVERNMENT – Denver is being recognized nationwide for taking an employee-led approach to streamlining services and delivering the highest quality services at the lowest possible cost. The city now provides more online services and has done away with credit card transaction fees. ..........Page 27

PARKS, SUSTAINABILITY & NATURAL RESOURCES – By year’s end, Denver will finalize efforts to designate more than 700 acres of parkland. The city will also benefit from a $25 million investment into the South Platte River and restore nearly 200 acres of habitat near DIA. .............................................Page 31

BRINGING BACK THE ARTS – The First Lady of Denver’s Bringing Back the Arts Foundation ensures that all students have equal access to art instruction and experiences, encourages residents to take advantage of the city’s cultural scene and promotes local artists. .................................................................Page 39
CHILDREN

Denver is offering all of the city’s children the opportunity to succeed by providing unprecedented access to a good education as well as quality libraries, parks, healthy foods, and activities that keep their minds and bodies engaged.

Taking Denver’s Education Progress Nationwide
Launched the Mayors for Educational Excellence Tour in Denver and visited educational facilities and programs in Sacramento, CA, San Antonio, TX, and Providence, RI, to highlight policies, practices and programs that are closing the achievement gap.

Chaired the U.S. Conference of Mayors Educational Excellence Task Force and developed an Online Playbook as a tool mayors nationwide can use to replicate these groundbreaking ideas in their own cities.

Developing a Solid Foundation from the Start
Enrolled more than 5,400 kids, or 67 percent of eligible 4-year-olds, in the Denver Preschool Program, which helps Denver families regardless of income pay for the high-quality preschool of their choice.

Served more than 1,100 children ages 3-5 with high quality preschool through Denver Great Kids Head Start to help them enter kindergarten with social, physical, emotional and cognitive skills, as well as the competencies necessary for continued educational success.

Launched Countdown to Kindergarten to improve the transition between preschool and kindergarten and boost student achievement – specifically literacy.

Published the first edition of a comprehensive data book on the status of Denver children. This data will inform policymakers, child advocates and the community partners so that all can make strategic decisions and invest where it makes the most difference.

Issued approximately 3,000 passes for the 5 By 5 Program, which provides children who participate in Early Head Start and Head Start with no-cost, year-round access and educational opportunities at 15 of Denver’s cultural venues.

Reached more than 4,000 parents and caregivers through the Denver Public Library’s Early Literacy workshops, emphasizing the development of pre-literacy skills through simple interactive reading activities.
Provided more than 2,700 Storytimes at Denver libraries for infants, preschoolers and K-5 students, reaching more than 87,000 Denver-area children.

Grew the Youth One Book One Denver summer reading program to 2,500 participants. The program offers children ages 9-12 a shared reading experience along with fun and educational programming to help combat summer learning loss.

Secured the donation of 10,000 books from Rosen Publishing, which were distributed to Countdown to Kindergarten participants and Youth One Book One Denver participants.

Reached 137,000 Denver-area preschool children, especially those from low-income families, through Denver Public Library’s Read Aloud program. The program sent library staff and 96 trained volunteers to 279 preschool classrooms with high percentages of vulnerable children. The goal is for every child to experience thousands of words and hundreds of stories before going to kindergarten.

**Fostering After-School and Summer Opportunities**

Launched an online after-school program locator tool for parents to identify after-school and summer programs in their neighborhoods. Currently, there are over 900 programs available to families.

Provided $500,000 annually in grants to organizations that offered healthy, safe and engaging after school and summer programming for more than 2,000 Denver kids in 2013 and a projected 3,000 in 2014. This support was made possible by the passage of Measure 2A in 2012.

Hosted the most successful year for the Summer of Reading program in 2013, with 41,263 Denver-area kids participating. The program gives children and families a fun way to incorporate reading and related activities into summer family time to help avoid summer learning loss, which affects children of all ages and income levels.

Provided activities such as games, crafts, science experiments, cooking, puzzles, magic and music for children in the most underserved neighborhoods of Denver through the Denver Public Library’s After School is Cool program. More than 10,150 at-risk kids were reached at Athmar Park, Green Valley Ranch, Pauline Robinson, Valdez-Perry and Westwood branch libraries.

Enrolled 56,875 kids – more than 50 percent of those eligible – in the MY Denver Card Program. In 2013, 4,759 MY Denver Card holders took advantage of library services by visiting a branch location, and recreation centers provided safe supervised programming for an average 12,000 youth a month. The MY Denver Card received a national award from the U.S. Conference of Mayors for enhancing livability in Denver.
Provided Denver Youth with the opportunity to experience creative expression through music, hosting a summer Mobile Music Studio Tour that gives kids around the city access to music production with a mobile music studio that travels around to different recreation centers on a rotating schedule.

Offered the Fishing is Fun program to provide the experience of fishing in Denver’s lakes and rivers to more than 4,000 Denver youth. All participants receive a free fishing pole to keep and take on their next fishing expedition.

Provided free summer programming for youth ages 14-17 at the St. Charles Recreation Center in NE Denver through the Youth Summer Program Extension in collaboration with the Boys and Girls Club.

Provided a free summer camp program in the Barnum neighborhood to 60 kids. This program included opportunities for physical exercise, reading, arts/crafts and other recreational activities.

Extended outdoor pool hours until 7 p.m. at Green Valley Ranch, La Alma, Curtis Park, Harvard Gulch and Eisenhower to allow families more fun time together after work.

Taught more than 3,200 children in 17 schools to play golf through Denver’s First-Tee program. The First Tee program is the 7th-largest of its kind in the United States.

Providing Healthy Choices
Served more than 131,000 free, healthy meals in 2013 through the Summer Food and After School Meal Programs. On track to exceed that number in 2014.

Implemented a childhood lead poisoning prevention program to help identify and prevent lead exposure in children by offering free lead screenings, outreach and education in schools and childcare centers.

Provided presentations on humane education to more than 300 students from Denver Animal Shelter staff.

Initiated an Animal Care and Control Summer Youth Academy targeting at-risk youth ages 13-16 to provide opportunities to learn pet responsibility and to interact with animals.

Received a $150,000 grant from the U.S. Conference of Mayors and American Beverage Association to reduce childhood obesity, expanding the successful “Cultural of Wellness” program to 10 more child care sites in June 2014.
Piloted a “Culture of Wellness” curriculum in 10 childcare centers in District 3. The curriculum supports healthy eating and active living.

Launched a social media campaign called #helphelps to connect Denver’s youth with existing school and community mental health resources. The campaign has reached more than 13,000 young people and continues to remove the stigma of seeking help.

Developed two comprehensive resource guides related to youth mental health and suicide prevention with more than 600 resources. The guides were distributed to over 300 youth.

Hosted a mental health resources event with more than 300 young people in attendance.

Continued the 85 Summer Days of Fun public awareness campaign to encourage youth to be part of the 85 percent of middle school students who don’t drink in partnership with the Denver Office of Drug Strategy, MY Denver Card and Mobile Music Studios.

Created a youth-oriented marijuana prevention campaign, which included the distribution of 20,000 informational postcards to community partners and some Denver Public Schools.

Boosted participation in Youth Sports programs by 16 percent, now serving over 10,000 children. Introduced additional tumbling and cheerleading programs.

Offered free after-school soccer clinics provided by the Colorado Rapids organization.

Received a $38,415 grant from the U.S. Soccer Foundation to install an indoor 5-on-5 soccer pitch on an underutilized tennis court. The new facility will accommodate soccer clinics and programs for youth in Elyria/Swansea and Globeville.

Launched a program to fight youth obesity by teaching nutrition and fitness to families at Montbello Recreation Center in collaboration with University Hospital Pediatrics, Denver Health and DPS’ school-based health clinics.

Created a new area at the Genesee Challenge Course/Outdoor Recreation center, which serves 6,000 youth and adult participants annually with outdoor education, teambuilding, and self discovery through high/low ropes, urban teambuilding and hiking programs.

Partnered with Winter Park Resort to teach 2,300 Denver youth to ski and snowboard. Also provided educational snowshoe programs for young people.

Expanded fitness classes, youth activities, youth leadership and community events at Swansea, St. Charles and Stapleton through the support of Glaxo Smith Kline and LiveWell Colorado.

Expanded fitness programming throughout the city, with 333 classes per week including personal training, year-round boot camps, and Ruby Hill and Red Rocks fitness challenges.
Expanded programs for active older adults to 20 recreation centers, providing health and fitness activities to seniors throughout the city.

Provided about 300 adults and seniors with regular snowshoe hikes throughout the year along the Front Range, with transportation from select recreation centers.

Created Cuatro Vientos/Four Winds Park, the first new park built in the Westwood neighborhood in decades, slated to open summer 2014.

**Preparing Youth for a Successful Career**
Provided two Science, Technology, Engineering and Mathematics academies in partnership with CH2M Hill to expose 300 Denver 3rd- to 5th-graders to STEM concepts and careers. The free, three-week camps also help curb summer learning loss.

Offered training and employment programs to 5,785 youth from throughout the city.

Provided 20 paid college internships and 17 Summer Youth employment opportunities at Denver International Airport, offering several students the potential for a successful career path from summer youth to college intern to full-time employment.

Offered training academies to 164 youth in manufacturing, health care, construction, environmental health, recreation, aviation and entrepreneurship.

Piloted two new academies in customer service and advanced manufacturing, providing Denver youth with an introduction to possible careers in manufacturing, retail and hospitality services.

Partnered with Denver Public Schools to help secure a four-year, $7 million U.S. Department of Labor grant to expand career and technical educational opportunities for high school youth built around industry focused career academies.

Created “Making Cool Things in Denver,” a short film focused on rebranding manufacturing career pathways for DPS youth. The film has been posted and shared by many venues including Colorado Biz Magazine and Company Week.

Collaborated with Councilman Albus Brooks and other partners to offer INTEGR8! Work 4 Success, a job readiness and job retention training curriculum, to 64 young people at a single job fair.

Connected nine at-risk Denver Public Schools 10th-graders with customized internships – including architecture, energy, healthcare and veterinary medicine – through the JumpStart Internship Program. This new program was designed to support the brightest students whose life circumstances put them at risk of not achieving their full potential.
Created a partnership with the Denver Scholarship Foundation to place their scholars into meaningful community internships prior to their senior year; placed 12 scholars in private sector internships and eight scholars in City and County of Denver internships.

Hosted 996 visits from 157 teens in the Denver Public Library’s ideaLAB, a state-of-the-art digital media creation center. Teens have access to professional-level equipment and software that provides a positive, safe after-school space where they can become producers of digital media.

Re-launched Mile High Scholars and recognized 325 Denver Public Schools students for academic excellence.

Recognized 30 young people as Mayor’s Youth Award recipients for overcoming adversity to achieve success.

Re-established the “Night Moves” Program, which provides teens ages 14-18 the opportunity to play basketball in a structured league format. Participants use basketball as a tool for personal development via a life-skills component that exposes them to job readiness, financial planning, personal health and other topics. The program runs for 10 weeks during the spring/summer.
Denver is growing business and job opportunities by creating a stable economic foundation. The city is delivering on a basic mission to increase job opportunities, grow and attract new companies, and prepare a skilled workforce for the 21st century.

**Developing a Robust Economy**

Implemented Denver’s JumpStart 2013 economic development strategic plan, resulting in 1,590 new jobs, $102 million of capital investment and 2,600 retained jobs. Building on this success, the Office of Economic Development launched its 2014 JumpStart strategy, providing a roadmap for the city’s continued economic development.

Negotiated and entered into a master lease agreement for the new center for entrepreneurism and technology at 1245 Champa St. Developed in conjunction with the Downtown Denver Partnership and the Colorado Technology Association, the center has successfully raised $800,000 of private capital from several sources, including JP Morgan. The center will support high-growth companies with advisers, short-term leasing and connections to create jobs.

Held the first Denver Economic Summit, bringing together leaders from the business, nonprofit and academic/research communities to explore opportunities and strategies to grow the city’s economy. The summit convened more than 100 key voices to discuss specific business sectors, consider ideas and initiatives, and explore next steps to build business, investment and employment over the next two decades.

Initiated a new strategic retail plan to make Denver one of the nation’s most prolific, progressive, and entertaining retail environments with a world-class diversity of products, tastes and experiences. In support of the plan, OED launched a new website, DenverRetailScene.com, to help position the city as an emerging opportunity for potential retailers and developers.

Issued 15,058 licenses in the past year through the Department of Excise and Licenses, including 94 distinct types, up to pre-recession levels.

Repealed the aircraft parts tax to lower airline operating costs to encourage more growth in the Denver market.

Welcomed new U.S. Patent and Trademark office to downtown, ensuring the continued development of Denver’s New Ideas Economy.
Building Prosperity
Launched *Transit-Oriented Denver*, the city’s strategic plan to leverage our FasTracks investment to kickstart TOD improvements in station areas across the city. The plan evaluates each station area in the city and recommends a broad course of action based on the station’s market potential, development readiness and walkability. How development occurs around these stations is critical to better connecting Denver’s neighborhoods and can mean new economic development opportunities for our growing city.

Worked with neighbors to develop the Globeville and Elyria/Swansea neighborhood plans and merged these efforts to take a more holistic look at the entire area. With the launch of the North Denver Cornerstone Collaborative, Mayor Hancock is committed to ensuring that the city makes smart, strategic decisions that will transform the Globeville and Elyria/Swansea neighborhoods into healthier and more vibrant places in which to live, work and play.

Helped spur smart development of Brighton Boulevard by providing business loans totaling $3.2 million to four separate projects. This investment leveraged an additional $29.5 million of private funding and the creation of 64 jobs in projects such as Great Divide Brewing Co. and INDUSTRY, a mixed-use development that will include a business innovation center and 250 housing units.

Opened the Denver Union Station transit center, the new transit hub of the city and the region, with expanded light rail and bus service, and even a commuter bike station.

Ensured the preservation and historic integrity of the iconic Union Station building, one of the city’s greatest historic landmarks, even as it was transformed into a modern transit station, retail center and luxury hotel.

Approved the Decatur/Federal General Development Plan for Denver’s Sun Valley Neighborhood, the next step forward in the effort to bring connectivity, housing and businesses to this underserved area.

Broke ground at the former St. Anthony’s Hospital site, now called Sloans, which will soon be a town center with neighborhood-serving retail, ground-floor retail and market-rate apartments, an Alamo Draft House movie theater and more.

Helped secure a new developer, Continuum Partners, for the former CU Hospital site at East 9th Avenue and Colorado Boulevard to create a $500 million mixed-use community with a new-urbanism vibe.

Broke ground at Alameda Station, a transit-oriented development that includes a 275-unit multifamily community directly adjacent to the station platform. The project includes two five-story buildings, garden-style townhomes, a community park, a new RTD transit plaza and right-of-way improvements along Cherokee Street.
Received recommendations for new, custom zoning that will enhance the live-work-play nature of the Cherry Creek mixed-use district. The recommendations, coming on the heels of the 2012 Cherry Creek Area Plan, are designed to enhance Cherry Creek’s enduring identity as a vibrant and sustainable neighborhood and shopping destination. The zoning recommendations are based on an all-volunteer task force’s goals for the district, which include retaining and enhancing Cherry Creek’s unique character, creating opportunities for new housing, making reinvestment viable (especially on small lots) and improving the pedestrian experience.

Provided direct and indirect capital support of the new Mile High United Way headquarters and operations center to be located at the crossroads of Curtis Park, Arapahoe Square and the Welton Corridor. The center will include 150 office staff, as well as many volunteers and visitors, bringing increased awareness and activity to the adjacent commercial districts. The new building and activity will serve as a catalyst to inspire additional commercial development.

Launched the Welton Design/Development Challenge, a new predevelopment grant program that distributed $475,000 in seed money to five separate commercial and mixed-use projects along Welton Street in Five Points.

**Keeping It Inclusive**
Completed the Denver Disparity Study, which provided a basis for the continuation of the city’s race and gender conscious business certification programs. Utilizing the results of the study, the city led efforts to craft an ordinance to reauthorize its M/WBE, DBE and ACDBE certification programs. A companion ordinance was also approved, expanding the program to cover purchasing of goods and services across the city.

Issued Executive Order 101, requiring city departments and agencies that solicit goods and services to compile and report information from contractors and consultants about their efforts toward diversity and inclusiveness.

Contracted with more than 270 locally owned and operated firms, or 84 percent of total, on DIA’s Hotel and Transit Center Program, with more than 120 of those firms, or nearly 40 percent, being certified as minority- or women-owned business enterprise firms.

Achieved 18.61 percent participation of minority- or women-owned firms for work on airport runway pavement and rehabilitation projects, which exceeded the FAA goal of 17.8 percent.

Members of the DIA Hotel and Transit Center Program diversity and outreach team participated in or attended more than 300 community events in 2013 and partnered with more than a dozen community organizations to offer nearly 250 education and training opportunities to minority- and women-owned businesses contracted as part of the M/WBE capacity building initiative on the program. The team delivered more than 500 hours of training to M/WBEs under contract with the Hotel and Transit Center Program.
Participated in 91 events, including 10 business expos, and specifically sponsored 26 business outreach events that ranged from “how to do business with DIA” workshops to business-to-business networking and outreach for proposed projects through the DIA Commerce Hub.

Provided technical assistance to more than 500 companies seeking to do business at DIA.

Produced 37 minority and women graduates through the Real Estate Diversity Initiative, a joint project between the city and the Urban Land Institute Colorado District Council, which brings the four-year program total to 139 graduates. The program is designed to boost the number of minorities and women in the real estate industry, particularly in real estate development.

Matched over 150 disadvantaged business enterprises with DIA concessionaires to work on tenant finish opportunities.

Cultivated new talent through a new apprentice program in the Airport Infrastructure Management Division at DIA.

**Attracting Big Employers**

Announced the opening of a Kinross Gold USA Inc. Denver regional office to oversee mining operations in North and South America. Provided assistance from the Business Incentive Fund and the Business Investment Program to help support the relocation and growth of up to 60 new high-wage jobs in Denver.

Expanded Denver’s position as an emerging retail city through the opening of the city’s first Trader Joe’s store.

Secured the relocation of NAMJet’s manufacturing and operational headquarters to northeast Denver, bringing an estimated 63 jobs and capital investment totaling $4 million. Pledged incentives from the city’s Business Incentive Fund and the Business Investment Program to help support the relocation.

**Encouraging Entrepreneurialism and Growing Denver’s Ideas Economy**

Published an updated edition of the [Denver Capital Matrix](#). The resource directory identifies more than 400 funding sources, including traditional bank lending, venture capital firms, private equity firms, angel investors, mezzanine sources and others that have funded Colorado businesses.

Provided six new loans totaling $2 million to Denver small businesses through the small business lending programs. The loans spurred the creation of 88 jobs and leveraged additional investment of $24.37 million.

Celebrated Denver’s culture of entrepreneurship and innovation by offering the second annual JumpStart Biz Plan Awards. The citywide business plan competition honored organic soil product manufacturer Waste Farmers with the grand prize of $50,000, free office space for a year and consulting resources (legal, marketing, entrepreneurship) to help the firm grow in Denver.
Recognized a group of five high-growth companies as “Denver Gazelles.” Named for their success and growth potential were Convercent, FullContact, Placeable, Sympos and WellTok Inc.

Convened key business and investor leaders for a Capital Roundtable. Organized as a follow-up to last year’s venture capital roundtable, the event explored ways in which the city can be a better partner in aligning access to funding for Denver’s burgeoning concentration of innovation-oriented businesses.

Published the Denver Venture Capital Report, a first-of-its-kind resource that highlights venture capital investment specific to metro Denver.

Helped 438 entrepreneurs grow their businesses through “Bizboost,” individualized, one-on-one training from specialized librarians at the Denver Public Library.

Strengthened Denver’s position as a top city for both financial and technology services through the recruitment of Personal Capital. The digital wealth firm opened a downtown office for its financial advisory that is expected to grow to 100 staff within two years.

Supported the headquarters relocation of the fast-growing tech startup Layer3 TV to downtown Denver. The firm anticipates creating 312 new jobs, paying an average wage of $92,083.

Opened the doors to a 120,000-square-foot collaborative office space called INDUSTRY that will be a nexus of creativity and technology in RiNo.

Launched a new Airport Concession Loan Program to support first-time business owners at DIA. The $1 million revolving loan fund is intended to enhance the ability of entrepreneurs to do business at DIA by serving as gap financing for first-time concessionaires.

Aiding Jobseekers
Assisted more than 2,000 veterans with their job search, placing more than 1,000.

Improved outreach to veterans, increasing the number of job placements more than 100 percent over the prior year.

Established the Denver Advanced Manufacturing Advisory Council, a public-private partnership of organizations dedicated to strengthening the base of workers needed for growth of Denver’s manufacturing sector. Composed of employers, training partners and trade organizations, the council has focused on industry promotion, development of clear requirements for training curriculum and youth talent development. Working with Community College of Denver and Emily Griffith Technical College, the council presented and approved an “immediate need” curriculum for local manufacturers. Programs include both welding and machining technology pathways.
Initiated a GED Closeout Campaign to inform and assist up to 6,000 Denver residents to complete their GED prior to Jan. 1, 2014, when the GED tests were replaced by a new process that would have required them to begin anew. Recognizing that a high school or general equivalency diploma is necessary in order to be positioned for success, offered free tutoring, practice tests and no-cost GED exams. The GED campaign resulted in 397 Denver residents completing their GED.

Selected as the seventh city nationwide to offer Platform to Employment, a privately funded job readiness program for the long-term unemployed. A group of 22 workers who have struggled with unemployment for six months or more completed a comprehensive, five-week training program and received access to behavioral health services and financial counseling. Upon completion in December, participants began working with the Workforce Development Business Services team to find sustainable permanent employment with the assistance of an eight-week training subsidy. Of the 20 participants who received training, 17 are now working in sustainable long-term careers with an average wage of $17.17 per hour. The remaining participants will continue to work with OED-WD until employment is secured.

Provided essential skills training to 108 employees through the H1B Grant. Also, 3,228 long-term unemployed job seekers receiving Emergency Unemployment Compensation were provided with Re-employment Services to assist with obtaining and retaining sustainable employment.

Served an estimated 31,000 individuals with job search assistance through the four Denver Workforce Center locations. Of this population, more than 57 percent successfully gained employment, and more than 81 percent retained their employment.

Provided access to labor to an estimated 2,400 employers across several industries, including 264 customized or training subsidy positions in eight targeted industries. Held 55 customized recruitment events, connecting employers with pre-screened applicants.

Implemented Peak Performance LEAN practices to improve the Employment First program to help participants become employable. At monthly job fairs, customers are able to speak to onsite resources that can help them get housing, food, clothing or other assistance. More than 100 customers per month are finding direct and indirect employment in the community.

Developed and launched Denver Personal Advancement to Higher Success. PATHS is an economic empowerment program that provides participants with tools that lead to employment and professional success. The program helps the long-term unemployed increase their opportunity for economic empowerment, stability and self-sufficiency.

Participated in over 166 Denver Sheriff Department recruiting events throughout the state.

Established both educational and training partnerships among the Denver Fire Department, Community College of Aurora, Metropolitan State University of Denver and the Colorado School of Mines. The DFD also continues to collaborate with MSU Denver and surrounding fire departments to build a curriculum base for a baccalaureate program.

Trained tomorrow’s workforce by providing more than 7,900 free technology classes in computer basics, software training, website design and video production.
Building a World-Class City
Served 52.6 million passengers and generated a regional economic impact of $26.3 billion in 2013, while maintaining DIA’s ranking as the fifth-busiest airport in the United States. For the sixth consecutive year, more than 50 million passengers traveled through DIA.

Increased DIA’s international nonstop destinations to a total of 24 in 10 countries with new air service to Montego Bay, Jamaica; Guadalajara, Mexico; Chihuahua, Mexico; and Panama City, Panama.

Announced United Airlines will begin nonstop flights between Denver and Panama City. The new service will offer Denver-area travelers direct access to the Panamanian capital and connections to nearly 40 additional cities in Central and South America and the Caribbean. Preliminary estimates show the Denver-Panama City service will generate $35 million to $40 million in annual economic impact and more than 400 new jobs in Colorado.

Expanded Icelandair service to six times weekly in the summer of 2013 and daily in the summer of 2014. The new service significantly increased passenger traffic for the Denver-Reykjavik market by 4,455 percent. Reykjavik now ranks as Denver’s 10th-largest market in Europe, up from its prior ranking of 98th before service was initiated.

Expanded passenger travel between Denver and Tokyo by 50 percent since the service began in 2013. Other markets – including Singapore, Bangkok and Manila – have also seen significant growth due to connecting flights out of Tokyo.

Celebrated 15 years of nonstop service between Denver and London on British Airways on Sept. 1, 2013. Over this period, the service has generated $2.2 billion in economic impact to the state economy. The flights support 1,300 jobs annually, generating $694 million in wages.

Increased international passenger traffic by 13 percent in 2013, when international passenger traffic increased by only five percent worldwide and international passenger traffic in North America increased by only three percent. In the first five months of 2014, international passenger traffic at Denver increased by 22 percent. Denver had its highest monthly international passenger traffic ever in March 2014.

Expanded DIA’s domestic nonstop air service network to be the third-largest in the United States, behind only Atlanta and Chicago. This network provides critical connections to support international flights.

Led a trade delegation to London to explore exporting and foreign direct investment opportunities.

Led a trade delegation to China to market Denver investment opportunities to several investors.
Completed construction of the train platform at the DIA Hotel and Transit Center.

Marked the midpoint in construction of the new Hotel and Transit Center at Denver International Airport in October 2013 with the burial of a 50-year time capsule containing items ranging from the Mayor’s first Challenge Coin to a replica of the new state logo.

Began installation of the first panes of exterior glass on the new Westin hotel at DIA in March 2014. As of July 2014, the windows are in place on the first 12 floors of the 14-story hotel. When complete later this fall, the hotel will include 222,000 square feet of exterior glass, about the same square footage as four football fields.

Topped out the new Westin hotel and conference center at DIA in May 2014 with the placement of the final structural beam, signifying the hotel has reached its maximum height.

Installed glass on the first of three canopies on the project in Spring 2014. The steel and glass canopies provide both protection from the elements for passengers and visual appeal. Eventually, the glass canopies will be an integral part of a new art installation.

Completely reconstructed the Terminal East levels 4 and 6 elevated roadways located on the south side of Jeppesen Terminal, adjacent to the hotel and transit center project.

Selected to host several major airport conferences, including:
- Airport Consultants Council/American Assoc. of Airport Executives Airport Planning
- Design and Construction Symposium
- Airport Minority Advisory Council Business Diversity Conference
- Colorado Airport Operators Association
- Aerotropolis Americas
- Routes Americas (first time this conference will be held in the U.S.)

Named Best Airport Staff Service in North America in the 2014 World Airport Awards.

Recognized as one of the Top 10 airports in the world and the No. 3 airport in North America by Skytrax, which conducts the largest annual airport customer satisfaction survey.

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Every neighbor deserves to feel safe in his or her community. By restructuring the Denver Police Department (DPD), crime rates are falling, response times are improving, and Denver’s officers are able to focus on proactive patrols to better prevent crime.

**Improving Safety**
Trained 110 DPD recruits, the first new officers in five years, thanks to 2A funding.

In 2013, experienced:
- 8.5 percent fewer Crimes Against Persons (violent crimes);
- 16 percent fewer robberies;
- 1,314 fewer property crimes; and
- 24 percent fewer calls for police services.

Reduced recidivism in Denver jails by 47.66 percent through inmate assistance programs.

Awarded $250,000 from the State of Colorado to continue the Recovery in a Secure Environment, which helps inmates suffering from addiction get sober and begin to rebuild their lives while incarcerated.

Worked to pass the statewide Medina Alert program at the state legislature, providing another tool to apprehend drivers in serious hit and run accidents.

Awarded a grant from the Colorado Department of Transportation for $67,800 to provide bicycle and pedestrian safety education and encouragement programming at Denver schools in 2014.

Created flexible taxi stands in LoDo on Friday and Saturday nights to make taxis available in crowded areas. This unprecedented effort brought all the taxi companies together to support the efforts to decrease congestion and crime at closing time in LoDo.

Trained thousands of taxi, bus, fleet and delivery drivers to report crimes through the efforts of the Taxi & Limo Council and Transportation on Patrol.

Exceeded Denver 911’s “Speed of Answer Goal” to answer 95 percent of 911 calls within twenty seconds or less, achieving 95.4 percent in 2013.

Received more than 500 text messages to Denver 911 from the deaf and hard of hearing, as well as those residents with speech difficulties, by providing a nonverbal mechanism for Denver residents who could not use a regular telephone.

Held 10 Denver Police Citizen Academies to familiarize Denver citizens with the policies and procedures of the Denver Police Department and provide a unique opportunity to learn about officers. Graduated 200 attendees, tailoring several academies for specific communities including at-risk youth, hearing impaired and immigrant.
Enhancing Operations
Cleared cases at over 81 percent in crimes against persons. This is 16 percent higher than computer modeling predicts.

Answered calls to DPD within their assigned precinct 18 percent faster than before. This is true across all priorities of calls, which indicates that officers are maintaining precinct integrity – a critical component of crime prevention.

Filled 33 sworn positions with civilians, allowing 17 officers to return to patrol, 10 officers to retire and six to be reassigned to other areas of need.

Decreased average days of all formal internal investigations from 30.43 days from date of assignment to date of completion to 26.95 days to completion.

Adopted “excited delirium” protocols in order to reduce the likelihood of excited delirium deaths or injuries to members of the public.

Revamped and improved process for addressing inmate complaints within Denver jails.

Achieved accreditation from three separate agencies – establishing the Denver Sheriff Department as a Triple Crown Award winner and among the nation’s top 1 percent of agencies.

Implemented a new Conduct Review Office to help improve Denver Sheriff Department discipline timelines and outcomes.

Served 2,227 clients through Court Ordered Home Detention, experiencing a 97 percent success rate and saving 77,122 jail bed days.

Served 291 participants through the Sheriff Home Detention Program, experiencing a 96 percent success rate and saving 13,731 jail bed days.

Served 3,616 individuals through Pretrial Services, representing 4,712 cases. Experienced a 32 percent increase in the number of cases closed from 2012, a 92 percent public safety rate, and 89 percent court appearance rate.

Strengthening Community Relations
Enhanced DPD’s communication with the public dramatically. For example, DPD’s Twitter traffic is up 125 percent, with an average of 32 new followers per day. Social media provides a new tool for police to build relationships with civilians.

Conducted 54 Denver 911 neighborhood notifications, alerting residents to missing children and elderly persons, as well as providing information about police actions in or around neighborhoods.

Participated in a statewide Broadcast Ad Campaign to promote registration with Emergency Notification Service and increase citizen awareness of public safety related incidents through Denver 911.
Launched a new, user-friendly website for the public to access Denver Sheriff Department information in multiple languages.

Allocated $195,000 to 75 community groups and organizations that provide safety and mental health education, follow-up care and support through the Department of Safety’s “Supporting Families and Strengthening Community Series.” Approximately 12,000 youth and families received direct services and/or attended facilitated educational events.

Held or attended 64 Office of the Independent Monitor presentations or events in Denver communities and engaged Denver Police and Sheriff personnel at 29 meetings or events, including roll calls and ride-alongs.

Provided emergency management and disaster response assistance to regional partners during Colorado's September 2013 floods, including fire engines, ambulances, search and rescue teams, public works vehicles and communications personnel.

Created a Denver Sheriff Department mascot by the name of CHAMP that visited schools and helped the department attend over 100 community events.

**Adding Assets**

Completed construction on the new Lowry Fire Station.

Rebuilt eight traffic signals to support east corridor transit expansion, new development and enhanced safety at intersections.

Made approximately $29 million in capital improvements to wastewater infrastructure and another $6.2 million in improvements to curb, gutter and handicap ramps.

Installed 1,529 Americans with Disabilities Act-compliant pedestrian ramps and more than 16 miles of new or rehabilitated curb and gutter using 985 truckloads of concrete.

**Supporting Denver’s Children**

Improved the time to contact a client of Denver Human Services’ child welfare division when a case moves from intake to ongoing from 39 days down to 4 days. This quick contact helps to ensure there is continuity in the case plan.

Reduced the average time it takes to modify a child support order from 180 days to 53 days.

Processed childcare assistance program applications in 24 days or less in 86 percent of cases, up from 65 percent of cases.

Funded Urban Peak’s rehabilitation of 36 transitional housing units for youth facing homelessness and youth who are aging out of the child welfare system.

Hosted parenting classes as part of Child Abuse Prevention Month. The classes were free to the public and included complimentary childcare.
Administered 2,200 youth surveys citywide to gauge youth perceptions and identify issues and resources needed to help young people become productive citizens. As a result:
  o Conducted 11 peer trainings for over 700 youth;
  o Hosted a 2013 Youth Summit for 530 young people at which:
    ▪ Department of Safety awarded two college scholarships;
    ▪ Twelve employers were on site to interview youth for summer jobs; and
    ▪ A gun violence roundtable allowed youth to ask questions about efforts to prevent shootings.

Visited elementary schools across Denver to speak to children about Stranger Danger and gang involvement.

Provided fire safety training to all Denver Public Schools K-4 students.

Partnered with Doug’s Hugs Foundation to provide free Trauma Bears to children affected by emergency incidents.

Provided Gang Resistance and Education Training to more than 2,500 middle and elementary students.

Provided approximately 50 high-risk gang members with job training and placement services.

Created an expedited diversion program that allows youth to participate in the program in lieu of attending court, reducing the amount of time between incident and intervention, and if successfully completed, allowing youth to avoid a court appearance.

Worked with the county court to implement a new juvenile expungement process. Upon successful completion of a diversion program, the opportunity now exists for immediate juvenile record expungement.

Increased the number of PACE sites from two to three, offering another 27 kids an alternative to suspension and expulsion from middle school.

Opened the Denver Juvenile Assessment Center to provide a one-stop shop for juvenile services.

**Engaging in Training and Emergency Preparedness**

Conducted 22,000 participant-hours worth of classes, trainings and exercises to improve the resiliency of residents and community organizations through the Office of Emergency Management and Homeland Security’s community preparedness program.

Completed a two-year project to replace and upgrade city’s outdoor warning sirens, increasing coverage to 99 percent of the city’s populated areas.

Trained approximately 800 Denver Police officers and city employees in American Red Cross CPR/Automatic External Defibrillator.
Conducted several youth afterschool and summer preparedness programs to help make our kids and their families better prepared during a disaster.

Conducted four successful days of disaster training and exercises with the Federal Emergency Management Agency, which brought together all city agencies to test the city’s ability to respond to and recover from a major disaster.

Installed 405 new AES Fire Alarm Boxes throughout Denver.

Provided 538 free Carbon Monoxide and Smoke Detectors to families in partnership with First Alert, Kidde, Denver Housing Authority, members of City Council and other community organizations.

Provided free batteries to communities throughout Denver to promote vigilant Fire Safety Programs and situational awareness in partnership with Eveready Batteries.

**Increasing Affordable Housing Options**

Helped create, rehabilitate or preserve 731 affordable housing units by providing city financing.

Assisted 569 moderate- and low-income residents to become homeowners through the Metro Mortgage Assistance Plus program, which provided four percent down payment and closing cost grants.

Spurred 69 home purchases throughout the city and particularly in neighborhoods underserved in mortgage loan origination through the Mortgage Credit Certificate program.

Partnered with Wells Fargo to offer Neighborhood Lift, a $4.5 million program to support home buying efforts throughout Denver.

Committed affordable housing funds to support the development of 2300 Welton, a 226-unit affordable multifamily project to be located in Five Points.

Committed to connect an estimated 300 chronically homeless and mentally ill individuals with supportive housing and intensive case management by engaging in one of the first city-led Social Impact Bond programs in the country.

Invested affordable housing funds to support transit-oriented development housing options for moderate income and workforce populations. The Park Hill Village West development will provide 156 rental units along the East Line commuter rail in northeast Denver. Additionally, the Chestnut project will include 68 affordable units at Denver Union Station, ensuring affordability for at least 60 years.

Funded the Spruce Townhomes, an 18-unit affordable housing development located in the Stapleton neighborhood that will serve low- to moderate-income households.
Partnered with Del Norte Neighborhood Development Corp. to help finance the construction of the Avondale Apartments, an 80-unit affordable multifamily project located near the West Rail Line at West Colfax Avenue and Irving Street.

Supported Habitat for Humanity of Metro Denver’s Jimmy and Rosalynn Carter Work Project in the Globeville neighborhood through the provision of $2.4 million in community development funds to support the development and rehabilitation of affordable housing units.

Supported construction of the Stout Street Lofts, a 78-unit affordable rental project in Curtis Park. Developed by the Colorado Coalition for the Homeless, the lofts will blend supportive housing units for chronically homeless individuals, families and youth with affordable units targeted to low- and moderate-income households.

Supported the Mental Health Center of Denver’s rehabilitation of a 13,000-square-foot office building into a 15-unit affordable multifamily housing project for persons with serious and chronic mental illness.

Helped finance the rehabilitation of 10 affordable rental units at Miracle on Logan Street, a two-year transitional supportive sober living environment attached to a treatment program provided by Mile High Council.

**Supporting Our Most Vulnerable**

Increased emergency shelter facilities and services for women, from zero emergency shelter beds in 2012, to 75 in 2013 to an expected minimum of 125 beds by the end of 2014.

Assisted with safety and quality of life improvements at the Denver Rescue Mission and Salvation Army facilities impacting more than 600 men nightly.

Participated in the 100,000 Homes Campaign national movement of more than 200 communities working together to find and house 100,000 of their most vulnerable, chronically homeless neighbors by July 31, 2014.

Strengthened regional cooperation to decrease homelessness and hunger in the metro area and increase water conservation by helping to create committees for the Metro Mayors Caucus.

Contracted with the Denver Rescue Mission to deliver the Lawrence Street Community Center and Courtyard project, which will provide the homeless a safe, drug-free space with easy access to comprehensive services and program information.

Provided emergency assistance and helped 1,500 people at the GIVE Denver center.

Hosted four Community Network Meetings, engaging nonprofits and other agencies who partner with the GIVE Denver program to help Denver residents who do not qualify for traditional assistance programs.
Provided free nutrition education classes at all Denver Human Services offices as part of the Supplemental Nutrition Assistance Program in partnership with Colorado State University.

Provided onsite application assistance from the SNAP into Health Outreach team at more than 60 community events and trained more than 402 individuals to provide resources to the community.

Assisted approximately 1,150 Temporary Assistance to Needy Families (TANF) participants to move from public assistance to employment. Exceeded annual goals by more than 80 percent for placing participants with unsubsidized employment.

Installed change donation buckets at Denver International Airport security screening checkpoints. In just one year, generous passengers have raised more than $90,000 for Denver’s Road Home.

Moved an OED Workforce Development Temporary Assistance for Needy Families (TANF) team to the Denver Human Services East Office. This allows approximately 600 TANF families to receive TANF workforce development services in their neighborhood instead of having to travel across town to receive services at the DHS Richard T. Castro Building.

Received a Federal grant for $600,000 over two years to continue jail-to-community reentry services via the Women’s Second Chance Program. The grant will allow the Crime Prevention and Control Commission to provide comprehensive assessments to all incarcerated women, case plans for those with medium to high risk scores and treatment options.

Helped Denver residents reduce debt by a total of $860,000 and create personal savings totaling $96,000 by providing services to over 1,200 clients through the Financial Empowerment Centers.

Safeguarding Public Health
Facilitated enrollment in the Affordable Care Act in collaboration with community partners for 15,675 people, among the highest enrollments in the state.

Established protocol on how to better serve disabled inmates and overall ADA compliance in Denver jails.

Completed Denver’s first five-year Community Health Improvement Plan to identify Denver’s most pressing health concerns and create strategies for improving health of residents. Enrolled 36,795 individuals into a Medical Assistance benefit program at Denver Human Services since October 2013.

Provided HIV services to more than 4,000 customers by contracting through the Denver Office of HIV Services for more than $7 million worth of services.
Regulated two needle exchange programs that served 2,025 clients, generating over 12,073 exchanges, removing more than 297,900 used needles from the streets.

Conducted more than 8,500 public health inspections of licensed food facilities, including investigating 2,500 complaints, of restaurants, cafeterias, food carts, trucks and other establishments.

Achieved record-high levels of compliance with Denver’s Food Safety regulations through inspections, outreach and education.

Implemented a licensing and inspection program for nonprofit commercial food service operations to help ensure the safety of Denver’s vulnerable populations.

Revised the food safety inspection program to ensure more effective measures are taken to address public health issues.

Launched redesigned Environmental Health website, which offers the public better access to food inspection reports of regulated food facilities such as food trucks, restaurants and grocery stores.

Partnered with the Denver Botanic Gardens and Community Health Foundation to make fresh, local produce available at its Denver Human Services Castro building. The SNAP into Health Farm Stand is also open to the public and accepts cash, checks and EBT cards.

Developed and implemented the first retail marijuana business licensing process in the world. On Jan. 1, the first day of legal sales of retail marijuana, the city had inspected and licensed more than 35 businesses. There are now more than 300 retail marijuana businesses licensed by Denver.

Established a public input and hearing process for retail marijuana store licenses that ensures community feedback.

Proposed and received City Council approval of a new 3.5 percent tax on retail marijuana sales, to ensure that the city has the resources necessary to responsibly implement the new marijuana laws with the necessary regulatory structure, enforcement capacity and educational tools.
SMARTER GOVERNMENT
Denver is being recognized nationwide for taking an employee-led approach to streamlining services and delivering the highest quality services at the lowest possible cost. Creating a government that works smarter by moving at the speed of its residents, the administration has brought online more interactions between residents and City Hall and done away with credit card convenience fees.

Saving Money
Identified more than $13 million in savings through the Denver Peak Performance initiative since Jan. 2013.

Trained more than 2,700 employees, 25 percent of the city’s workforce, to identify process improvements and ultimately reduce costs and deliver better service to the people of Denver.

Completed a six-month optimization study of the Fleet Division, identifying $16 million in savings over a five-year period.

Saved $500,000 on fuel costs for the entire city fleet by purchasing from a single vendor.

Saved approximately $1.1 million by engineering and managing the upgrade of the Tower Road Snow Handling Facility in 2013.

Coordinated more than 1,700 volunteers who donated 105,916 hours of service to the Denver Public Library. That translates to a dollar value of $2,344,980.

Transitioning 20,000 homes from dumpster and manual trash collection to cart-based services to improve collection efficiency, reduce illegal dumping, and improve neighborhood cleanliness and service equity across the city.

Streamlined printing throughout all city departments and realized $105,258 in cost savings. Also saved $16,700 in fees by coordinating scanning across five departments.

Creating Efficiencies
Cut customer wait times at the Department of Motor Vehicles in half.

Consolidated seven separate unified summons and complaints forms into one document that can be electronically accessed by each of the city’s criminal justice systems, resulting in a streamlined process with efficient data entry, improved data integrity and a reduction of hardcopy generation.

Proposed a series of updates to the Denver zoning code to make it more modern, clear and user-friendly. Many of the updates came in direct response to feedback from permit customers and Denver residents.

Streamlined and standardized the Animal Status and Evaluation process by 10 minutes per animal, allowing for all animals to be adequately evaluated and better matched with customers in a timely manner.
Reduced the New Employee Orientation course from eight to four hours, allowing new employees to get started on the job on Day One.

Expanded library hours by 40 percent, while maintaining the same level of energy use in branches.

Reduced customer wait time for delinquent tax filers by 50 percent at the Treasury Department.

Cut the time to obtain a residential parking permit from 12 minutes to 6 minutes for 15,000 Denver residents.

Cut the time it takes to fill positions at DIA by 20 days, thereby reducing vacancies and ensuring the airport is operating at full capacity.

Reduced the complaint response times of the Public Health Inspections Food Safety Program by 35 percent.

Streamlined the license process for commercial food service establishments so that all applicants start with one agency.

Modified the approval process for nonconforming pool designs to reduce permit approval times for the commercial pool industry.

Eliminated the 12-day processing backlog of administrative citations at Animal Care and Control.

Achieved a 91 percent live-release rate for 2013, a historic high for the Denver Animal Shelter.

Modified Denver Animal Shelter hours of operation to improve customer service by offering seven-day-a-week service and consistent hours.

Allowed for potential adopters to make donations to hold an animal while it is on stray hold. This program has helped place homeless animals more quickly and raised money for critical shelter programs.

Launched targeted program to reduce animal violations based on new efforts to Geocode every violation and animal entry.

Improved HIV services payment processing time from 7 days to 4 days.

Reduced 311 calls related to the Animal Control Officer’s administrative process by 21 percent.

Reduced the average time it takes to modify a child support order from 180 days to 53 days.

The dumpster maintenance shop increased repairs by 40 percent and reduced delays by 90 percent for our residents.
Integrated shared space into the work and strategic plans of 13 city agencies, allowing for the co-location of key nonprofit partners into their spaces to serve shared missions and provide better customer service.

Reduced the time it takes for couples to get their marriage or civil union license in the Clerk and Recorder’s Office to less than a minute from an average of 12 minutes last year. The time spent at the counter has also been cut in half.

**Advancing with Technology**

Eliminated city credit card convenience fees, making it easier for customers to do business with the city and removing an obstacle to paying online. In the first five months of 2014, customers doubled the volume of their online payments to the departments where convenience fees were waived.

Equipped more than 75 percent of police cars with high-speed wireless, increasing efficiency and policing capabilities when on patrol.

Began to provide park permits, memberships to recreation centers and sign-up for classes online, with the goal of having all these services online by first quarter 2015.

Implemented a web-based construction invoicing and payment management system to improve transparency in subcontractor pay applications and reduce the time needed to issue payment to contractors.

Worked with the airlines and the Federal Aviation Administration to develop and implement new departure and arrival procedures, an effort that received the FAA Chairman’s Citation of Merit Award for outstanding achievement. The procedures save the airlines millions of dollars per year while making our air cleaner and safer.

Provided live, online information and research help for Denver Public Library customers from knowledgeable librarians 24/7. In 2013, nearly 6,000 customers, including Denver area students needing help with homework, received assistance from a virtual reference librarian.

Began “Service Delivery: the Next Evolution,” a data-driven process that allows the Denver Public Library to tailor products and services to specific neighborhoods around each branch location, providing a new level of service to local communities.

Monitored and adjusted library collections to heighten relevance to the Denver community. As electronic resources continue to grow in popularity, the library adjusts accordingly. In 2013, eBooks and audio eBooks accounted for 8 percent of the collection and 6.1 percent of total downloads for the library.
Implemented a new Sheriff Dashboard, a dynamic reporting tool equipped with predictive reporting capabilities to better enable the Sheriff Department to manage its jail population. Acquired and installed 167 DriveCam and 312 ZONAR units in Public Works vehicles. DriveCam, a video-based risk reduction and fuel saving technology, has already resulted in a 20 percent decline in accidents involving city vehicles and a 20 percent cost savings in vehicular damage repairs. ZONAR, which tracks vehicle condition, idling and speed, is also expected to produce significant cost savings and safety results to the city.

Implemented a new records management system in the Clerk and Recorder’s Office to give the public easy online access to over 8 million recorded documents from the convenience of their home or work computer.

Upgraded the underlying Internet access infrastructure with new architecture and technologies to ensure DIA offers a robust free public Wi-Fi solution with the ability to meet growing demand.

**Strengthening Customer Service**
Served more than 4.3 million people at 25 library locations and 10.8 million online, checking out 9.8 million items.

Implemented a city employee fraud hotline, delivering a key control component for effectively preventing and detecting fraud.

Automated communication for renewal notices from the Department of Excise and Licenses, creating increased customer service while reducing the cost to mail or deliver notices. Soon license renewals will be completed online, saving at least 5,000 trips downtown.

Initiated an option at DIA to reserve a premium parking space online, guaranteeing space in the east or west parking garages. Reservations can be made up to a year in advance.

Improved the customer experience in DIA concourses by bringing in notable local vendors and restaurants, such as Elway’s, Root Down and the Tattered Cover Bookstore.

Continued to train and deploy one of the largest wildland firefighting teams in the Rocky Mountain Region, with more than 100 Denver Fire Department members certified in wildland firefighting operations able to rapidly deploy and assist other jurisdictions across Colorado and the U.S. Colorado Springs recognized the Denver Fire Department on July 12, 2013, for services performed at the Waldo Canyon Fire.

Developed new processes and procedures for liquor license approvals that include increased communication with community groups and neighbors.

Modernized the organizational structure and functions of city government through an updated City Charter approved by voters.

Developed and launched Denver City Employee University (City U), an online learning portal that modernizes how training is delivered and enhances the city’s development tools with a focus on
critical business needs such as leadership, customer service, business acumen and information technology.

**PARKS, SUSTAINABILITY & NATURAL RESOURCES**

Denver’s goal is to create livable communities – healthy neighborhoods where we can walk, bike and play, where fresh foods, jobs, healthcare and education are all accessible. To succeed for today’s residents and future generations, we need to ensure that basic resources such as energy, water, housing and mobility are available and affordable for everyone both today and tomorrow.

**Sustaining Basic Resources**

Opened 10 new electric vehicle charging stations for customers in the east and west parking garages at DIA and received funding to install 12 electric vehicle charging stations at eight strategic locations downtown and in Cherry Creek to encourage near zero-emission driving by the public. The DIA stations provide a full charge to most plug-in vehicles in about eight hours, and the additional funded stations should perform as well or even better.

Protected regional air quality by participating in groundbreaking 2013-14 Air Quality Control Commission rulemaking to better control oil and gas emission sources statewide. The new rules have become a model that other states are looking to in protecting their own air quality.

Opened a Compressed Natural Gas (CNG) fueling station at the Central Platte Campus and began purchasing CNG trash and recycling vehicles that utilize the cleaner burning alternative fuel. CNG is also less expensive than regular diesel. The estimated fuel savings is $8,000 per vehicle per year, and the switch from diesel fuels to natural gas will keep our air cleaner and healthier. Did our part to protect regional water quality by collecting used aircraft deicing fluid and recycling it into usable products.

Collected 68 percent of all deicing fluid applied to aircraft during the 2012-13 winter season at DIA, an industry-leading percentage that prevented more than 710,000 gallons of propylene glycol from entering nearby streams and ground water, and saved the airport $2 million compared with the costs of treating the fluid as wastewater.

Assisted nearly 1,900 residents in saving more than $300,000 annually in energy costs, which translates into more than 675,000 kilowatt hours and 114,000 therms, through the Denver Energy Challenge. Residents received financial assistance through a combination of grant money and loan opportunities facilitated by the city.

Helped 228 businesses save a combined 2.3 million kilowatt hours through the sustainable business assistance program Certifiably Green Denver. This included more than 20 nonprofits that also received weatherization and energy efficiency improvements.
Certified 53 additional businesses for meeting all requirements of the Certifiably Green Denver program. At the five-year anniversary of the program, over 100 businesses had been certified on sustainable practices.

Selected as one of 10 major cities to participate in the City Energy Project, a three-year effort to significantly boost energy efficiency in commercial buildings, improve the local economy and reduce harmful pollution. Commercial buildings represent the single largest opportunity Denver has to reduce energy consumption and greenhouse gas production.

Enacted an ordinance allowing sales of home-grown food from residential properties.

Launched a new collaboration with Colorado State University and Veterans to Farmers to explore the creation of vertical farming facilities within the Corridor of Opportunity. Also joined with Veterans to Farmers to apply for funding for a new greenhouse training facility that will help veterans find new careers while providing affordable, healthy food to nearby low-income residents.

Started a pilot recycling program with dumpsters in Cheesman and Washington parks.

Funded implementation of a second composting route in Denver, nearly doubling, from 2,200 to 4,300, the number of households offered the service.

Installed two bottle filling stations on each DIA concourse in order to provide passengers a new opportunity to stay hydrated without generating waste. In the first year of operation, the stations filled the equivalent of 600,000 half-liter plastic bottles, increasing customer convenience while reducing waste in the form of disposable plastic bottles.

Swept 100,000 lane miles of streets, removing 42,000 cubic yards of dirt and debris from Denver streets to support the city’s air and water quality efforts.

Made roads safer for motorized and non-motorized vehicles by filling 60,000 potholes.

Paved more than 360 lane miles of streets in total in 2013, including an extra 75 lane miles of neighborhood streets in poor condition, with funding from Measure 2A.

Made our streets safer and more convenient for cyclists by growing our on-street bike lane system to over 100 miles, while installing the 15th Street Bikeway and added elements of vertical protection to separate vehicle and bicycle traffic.

Installed the city’s first on-street bike parking corrals on South Pearl Street. Local merchants requested the new corrals because they recognized that providing convenient parking for cyclists boosts sales and improves the appearance of the business district.

Launched the second phase of a public awareness campaign to increase the safety of pedestrians and bicyclists in Denver’s multimodal environment, reminding everyone to keep their “Heads Up.” This education effort was paired with enforcement and engineering strategies for all modes of transportation.
Bolstered Denver’s solar power portfolio by adding a new two-megawatt array at DIA and continuing usage and implementation of additional renewable energy sources. Approved new Car Share Rules and Regulations, enabling a large-scale expansion of the car share program. By using rules and regulations open to any provider instead of a bid/contract system that would favor only some providers, the city fostered free competition, thereby ensuring a better deal for consumers and greater predictability for providers.

Finalizing the acquisition of 13.5 acres of open space that will create two new parks for Denver and add additional space others: Platte Farm Open Space, in the Globeville neighborhood (5 acres); Montbello Open Space (4.5 acres); and an addition to North Side Park, also in Globeville (4 acres).

Broke ground on five different projects that make up the “River Vision” project, managed by the city Parks and Recreation department. It is made up of five separate projects that share a common goal: restore the natural beauty of the South Platte River and make it more accessible. At $25 million in donated and matching funds, this is the biggest single investment in the South Platte River in more than 20 years. The project sites include: Confluence Park, Weir Gulch, Johnson Habitat, Grant Frontier and the Florida to Asbury Reach along the Overland Golf Course.

Expect to designate by the end of 2014 approximately 85 percent of Denver’s parkland. The goal is to have 100 percent of eligible parkland designated in the city.

Converted the carts at two golf courses – City Park and Overland Park – from gas to electric.

Converted three golf courses to efficient LED lights only, with more courses to come.

Provided weatherization and energy efficiency improvements to nonprofit organizations throughout the Denver area. More than 20 nonprofits have received services.

**Leading by Example**
Reduced overall energy, gas and electric use by 6.2 percent across all city buildings per square foot for 2013. This reduction continues to track ahead of the goal set by the Mayor’s commitment to the U.S. Department of Energy’s Better Buildings Challenge to reduce consumption by 20 percent from 2011 baselines by 2020.

Realized utility savings of $320,000 through energy efficiency efforts in city buildings, and received $482,320 in Xcel rebates for the year 2013, which will be re-invested in additional energy efficiency programs.

Decreased electricity use by 2.8 percent, steam costs by 13.5 percent and chilled water use by 14.9 percent at the Lindsey-Flannigan Courthouse by improving building operations.

Decreased energy use at all Denver Human Services buildings by 12.5 percent over 2012, equaling $112,134 in savings.

Obtained a $35,000 grant to upgrade lighting in fire stations to more energy efficient fixtures.
Received the Multiple Program Award from Xcel Energy for the city’s efforts to improve energy efficiency in its buildings.

Opened “Final Approach” at DIA, an innovative new cell phone waiting lot that includes wireless Internet, restaurants and an indoor waiting area. DIA was able to reduce construction waste by repurposing an existing building for the facility. What was once an auto repair shop has found new life and helped keep waste out of our landfills.

Released the nation’s most comprehensive big-city plan to adapt to a changing climate.

Implemented a pilot aquaponics system at the Denver County Jail that has provided positive proof of concept for a much larger facility.

Installed the “Ozone Laundry Project” at the Van Cise-Simonet Detention Center that cuts out hot water usage, which reduces drying times and chemicals usage to extend the life of inmate linens/uniforms.

Achieved environmental purchasing policy criteria in 55 percent of all master purchase orders and one-time bids, thereby using the city’s supply chain to support products made in an environmentally sensitive manner and the companies that produce them.

Replaced approximately 40 percent of the police fleet with more fuel-efficient vehicles. In 2014, an additional 270 new vehicles will move the fleet from an average fuel economy of 7 miles per gallon to 20 miles per gallon.

Increased waste diversion at venues, including nearly 90 percent at Red Rocks and 75 percent at the Denver Coliseum.

Implemented organics waste collection at the McNichols Building, working toward providing zero waste at events and staff/meeting areas in the city.

Continued support of Blue Bear Farm at the Colorado Convention Center, allowing the Convention Center to engage in the ultimate form of local food sourcing – producing the food right at the site where it is prepared and consumed.

Achieved LEED Gold Certification for the Colorado Convention Center. In part as a result of this achievement, in 2014 the web site GreenBiz.com named Denver as the top city in the United States for conducting a green conference.

Preserving Our History

Launched Discover Denver, a survey to identify historic and architecturally significant structures citywide with a pilot area in Harvey Park. The survey will gather information about buildings using public records, neighborhood canvassing, academic research, and tips from the public. Findings will later be accessible online so that everyone can learn about Denver’s past – building by
building. The survey is a partnership between the City and County of Denver and Historic Denver Inc.

Planned opening for Summer 2014 of Cuatro Vientos/Four Winds Park, the first new park to be built in the Westwood neighborhood in decades.

Removed more than 3 million square feet of graffiti.

**Advancing Arts & Culture**

Launched IMAGINE 2020, the city’s first cultural plan in 25 years, which provides direction for a new generation of artists, events and economic development.

Implemented the *P.S. You Are Here* creative place-making grant program and feasibility study of live/work mixed use development spaces in the River North Art District.

Offered more than 19,500 free programs and classes to Denver citizens through the Denver Public Library, helping enhance the cultural climate of the city. More than 349,000 citizens participated in Library programs.

Launched a 27-member Citizens Advisory Committee consisting of residents, business owners, land owners, and other community leaders to guide and inform the future of the National Western Center during the master planning process.

Jumpstarted efforts to turn the National Western Stock Show (NWSS) Complex and Coliseum into a year-round destination, in collaboration with the NWSS, History Colorado, Colorado State University and Denver Museum of Nature and Science.

Named “Best U.S. Airport for Art” in USA Today’s “10 Best Reader’s Choice” travel contest.

Continued to promote library services to ensure every Denver resident has access to library products and services. In 2013, 67,799 new library cards were issued in Denver.

Received the city’s first National Endowment for the Arts grant in several years to expand a graffiti diversion program called the Urban Arts Fund. More than 1,200 children and young adults have participated in 70 Urban Arts Fund projects to date, reclaiming more than 60,000 square feet of public areas with mural projects and graffiti abatement performed by professional artists and Denver kids.

Increased attendance and bookings at Red Rocks by 25 percent. Named Rolling Stone’s “Best Amphitheatre in the U.S.” More than 100 shows annually provided jobs for stagehands, ushers, security personal and concession sales.

Began work on cultural bond projects that strengthen the infrastructure at Red Rocks Amphitheatre, specifically water-related projects.
Began planning for improvements to the 13th and Champa Streets bridge; and, Arts & Venues is assessing the highest and best use of bond money earmarked for use at the Boettcher Concert Hall site in the Denver Performing Arts Complex.

Implemented a unique partnership between the City and County of Denver and the national nonprofit Levitt Pavilions. Levitt Pavilion Denver will be the city’s next great outdoor concert venue. Beginning in June 2016, Levitt Pavilion Denver will provide 50 free concerts a year featuring local, national and international musicians, with an emphasis on creative and diverse programming.

**Making Denver More Livable**
Secured an estimated $70 million to deliver critical projects to keep downtown Denver vibrant, including 16th Street Mall improvements, two-way street conversions, facilities for the homeless, a new Denver public school and affordable housing.

Launched pilot Sustainable Neighborhoods Programs in Chaffee Park, West Colfax and North City Park to promote community engagement through sustainability and provide city funding and in-kind support for neighborhood designed and led projects.

Hosted a first-ever community workshop to better understand odor sources and concerns in North Denver neighborhoods.

Completed a Health Impact Assessment for the Globeville, Elyria and Swansea neighborhoods with community input and a thorough literature review. The assessment produced high quality recommendations to help improve the health and sustainability of the neighborhoods and inform their Neighborhood Plans.

Worked with property owners and other stakeholders in the Five Points neighborhood to create custom historic design guidelines for the Welton Street Commercial Corridor Cultural District. The guidelines will help preserve the history and character of the district while attracting investment to achieve a vibrant, mixed-use "main street" corridor. The project will also identify historic buildings that have not previously been recognized as key to the historic character of the district.

Built upon the success of the Colfax Mainstreet Coalition, a partnership between Lakewood, the Denver Urban Renewal Authority and Denver, that is working to assist property owners and developers in redeveloping, revitalizing, and encouraging economic investment and growth along the Colfax corridor.

Created a financing plan to deliver the Central Denver Recreation Center. Concepts under development include an indoor pool, fitness center, gymnasium, community rooms, classrooms and other accessory spaces.

Provided services to new immigrants and learners who need assistance with English, computer/technology, citizenship, GED preparation, job search and more through the Denver Public Library’s Community Learning Plazas. In 2013, nearly 14,500 customers used this resource to learn important life skills.
Expanded fitness programming across the city, including personal training, year-round boot camps, and Ruby Hill and Red Rocks fitness challenges for a total of 333 classes per week.

Developed and launched an education campaign in summer 2014 to teach residents about the Emerald Ash Borer and what to expect with regard to their Ash trees.

Hosted “Triangle Transformations,” the city’s first ever outdoor, tactical urbanism event. It was designed to not just tell, but show residents of the Golden Triangle the kinds of quality-of-life improvements that could be made as part of the Golden Triangle neighborhood plan.

**Creating a Connected Community**
Engaged more than 1,000 members of the community at four Mayor’s Cabinet in the Community meetings throughout the city.

Kicked off the first annual Denver Days with 147 registered events, far exceeding the goal of 50.

Convened the first meetings of the new Denver Immigrant and Refugee Commission, which will provide a formal voice to the Mayor’s Office for immigrant and refugee community issues.

Released the 2014 Immigrant and Refugee Community and Neighborhood assessment, which will provide insight into the demographics of our immigrant and refugee community by neighborhood. The report is already being used as a tool by city departments and community nonprofits.

Completed the internal assessment for the International Welcome Center. The mayor will appoint an advisory board to take the next step toward creating an international plan for Denver.

Bolstered international relationships through the Denver Sister Cities program including hosting delegations from Takayama, Japan; Nairobi, Kenya; Ulaanbaatar, Mongolia; Kunming, China; and Brest, France. Hosted representatives from Chennai, India, and friendship city Akureyri, Iceland. Established a new friendship city with Ramat HaNegev, Israel.

Received a national innovation award from Sister Cities International for our trilateral project among Denver, Kunming and Nairobi that focused on water, sanitation and hygiene.

Arranged for the return of ancestral Kenyan artifacts to Nairobi officials in partnership with the Denver Museum of Nature and Science.

Opened the Peoria Crossing Bridge to traffic, allowing motorists, pedestrians, and bicyclists to bypass the train tracks at ground level and travel more safely and efficiently to their destinations.
Began the University/Josephine pavement and drainage improvement project to reduce the frequency and impacts of recurrent localized flooding in the Cherry Creek area.

Made approximately $29 million in capital improvements to wastewater infrastructure and another $6.2 million to curb, gutter and handicap ramps within the city right of way. These projects created jobs, improved public health and safety, and provided increased connectivity and accessibility across Denver.

Installed over 4.5 miles of new storm sewer drainage, 168 new storm inlets, and 164 new manholes.

Installed or rehabilitated nearly five miles of sanitary sewer drainage.

Began constructing a new pedestrian/bicycle bridge over Interstate 25 in the vicinity of Colorado Boulevard and East Evans Avenue to increase multimodal connectivity between RTD’s Colorado Station and adjacent neighborhoods.

Completed major repairs to the West Evans Avenue viaduct including expansion joints, bearings, railings, concrete deck and piers. Widened the sidewalk along the south side to improve pedestrian access, replaced the traffic signals and underground overhead utilities at South Platte River Drive.

Reconstructed the two-lane asphalt roadway on East 56th Avenue from Quebec to Havana streets, creating a six-lane concrete roadway with drainage and traffic signal improvements, bridge widening, landscape improvements and construction of a multiuse concrete bike path.

Replaced the bridge over Sixth Avenue at Knox Court in West Denver, adding bike lanes and improved drainage.
BRINGING BACK THE ARTS
First Lady of Denver Mary Louise Lee’s Bringing Back the Arts Foundation made significant strides to ensure that all students in Denver have equal access to art instruction and experiences, encourage all of our residents to take advantage of the city’s thriving cultural scene and promote our local artists.

Completed articles of incorporation, allowing the foundation to begin fundraising efforts. To date, the foundation has raised more than $40,000.

Formed a board of directors made up of community leaders from the Denver area and developed a strategic plan for 2014-2015.

Hosted the Third Annual Bringing Back the Arts Music Competition. More than 80 local high school students entered the contest, and more than 500 people attended the event.

Hosted the Second Annual Bringing Back the Arts Visual Arts Competition. More than 150 local Kindergarten through 12th-grade students entered the contest, and more than 250 families attended the event.

Expanded the BBTA Mobile Music Studio in partnership with the City and County of Denver’s Parks and Recreation Department. The studios give students an opportunity to record their music so they are able to promote it.

Sponsored student trips to the Denver Art Museum and Denver Performing Arts Center.

Partnered with local nonprofits to expand access to arts programming to Denver students.