Mayor Michael B. Hancock

2012

STATE OF THE CITY REPORT

Delivering a world-class city where everyone matters
Hancock Administration’s Year One Accomplishments

During his first year in office, Mayor Michael B. Hancock and his administration made significant progress toward delivering a world-class city where everyone matters. With a focus on children, jobs and safety, Denver’s 45th Mayor began enacting bold, innovative strategies and smart solutions to keep moving our great city forward.

Among the year’s top priorities and major accomplishments:

• Increasing opportunities, removing barriers and advancing an education reform agenda for Denver’s children.

• Spurring economic growth and job creation for entrepreneurs, small businesses and large employers, creating the foundation for a sustainable, 21st century economy.

• Bridging a strong relationship between the public and Denver’s safety departments and strengthening the City’s safety net to protect our most vulnerable residents.

• Responsibly managing city finances during the ongoing economic downturn, providing the highest quality customer service at the lowest possible cost.

• Reenergizing the City’s commitment to environmental, economic and social sustainability to make Denver the most livable city in America.

Mayor Hancock also is creating a city government that is more open, accessible and responsive to the needs of Denver’s residents, businesses, organizations and institutions. As someone who grew up in Denver’s working-class neighborhoods, Mayor Hancock has launched an unprecedented level of civic engagement to meet people where they are and listen to and involve citizens in the decision-making process.

The Mayor, members of his cabinet and his Community Outreach staff prioritized building strong relationships with every neighborhood in Denver, attending hundreds of community and school events. The Mayor also has made 370 appointments to 78 boards and commissions.

Mayor Hancock sought feedback and input from the public before hiring a new police chief. He held the first quarterly “Cabinet in the Community” meeting, drawing more than 250 residents, with future meetings planned for every quadrant of the City. And he hosted four public meetings focused on finding solutions for the City’s budget challenges.

Mayor Hancock’s forward-thinking vision, innovative solutions and collaborative leadership style are creating for the citizens of Denver a world-class, 21st century city built on a smart foundation.
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Children

Mayor Hancock grew up in some of Denver’s toughest neighborhoods, and as a graduate of Denver Public Schools (“DPS”) and the father of three children, he is committed to delivering world-class opportunities for all Denver children. Mayor Hancock is taking bold steps to remove obstacles toward success for Denver’s kids, refocus the Mayor’s Office for Education and Children, and drive new reforms and initiatives that will give Denver’s youngest residents a smart start in life.

Focusing Resources on Kids

Launched the Denver Education Compact, an initiative that formally brings together the City of Denver, DPS, higher education, businesses and nonprofits to focus new resources on improving educational opportunities for all Denver children.

Set the Education Compact’s first major goal: To get at least 90 percent of DPS students to read proficiently by third grade by 2020.

Delivering Better Support from the Beginning

Provided high-quality preschool for more than 5,700 4-year-olds through the Denver Preschool Program.

Reached 4,400 preschoolers in 257 Head Start and Early Childhood Education classrooms with weekly story times emphasizing early literacy skills through the City’s Read Aloud program.

Established 10 new providers of comprehensive early childhood education services for 1,153 children through Denver Great Kids Head Start.

Expanded the City’s 5 By 5 Project to provide free access to 14 of Denver’s top cultural venues for nearly 3,000 Denver Head Start and Early Head Start families.

Promoting After-School and Summer Opportunities

Provided funding for 25 after-school programs, serving 8,000 students through the Lights on After School program, in partnership with the DPS Foundation and Mile High United Way.

Launched the Youth One Book One Denver program in partnership with the One Book One Denver program to provide summer activities to more than 1,000 students.

Provided more than 237,000 children with diverse library programs, including Summer of Reading and After School Is Cool.
Delivered reading materials to supplement school library collections with 25 school visits every week by the Denver Public Library’s Reading Rockets.

Celebrated 200 outstanding DPS teachers as Mile High Teachers and 350 DPS students as Mile High Scholars. The City also recognized 20 young people who made positive life changes with scholarships from the Community College of Denver.

Received a three-year $765,000 grant from the Wallace Foundation, in addition to $250,000 in local matching dollars, to support the creation of an Out of School Time system that includes a long-term, citywide plan to identify and improve after school and summer programming for school-age children.

Recognized as a Community Solutions Pacesetter for the City’s work to address the barriers low-income students face and help them master reading by third grade. Denver hosted 124 cities for a conference to honor Pacesetters and to launch a national network focused on improving reading efforts around the nation.

**Providing Healthy Options**

Participated for the first time in the Summer Food Program, increasing the number of healthy meals that low-income children will receive this summer. The City is expecting to serve 100,000 meals at 15 sites, and overall, the Summer Food Program and its partners – the City of Denver, DPS, Food Bank of the Rockies, Hunger Free Colorado and Revolution Foods – will serve hundreds of thousands of meals at 90 sites across Denver.

Provided free recreational passes and reduced program rates for all students at schools with more than 75 percent free or reduced lunch participation through the MyPlace program. More than 8,000 students benefited from the program in the past year.

Received a $1 million grant to partner with the University of Colorado Health Sciences Center to promote healthy eating for Denver’s Great Kids Head Start children, families and staff.

**Preparing for a 21st Century Career**

Added nearly 200 desktop and laptop computers for public use at Denver Public Libraries through a federal Broadband Technology Opportunity grant. The Denver Central Library’s Community Technology Center opened with 127 public access computers available, and by the end of 2012, Denver’s libraries will offer about 900 public use computers.

Launched the Trainee, Internship, Apprentice program at the City and County of Denver, which has more than 100 paid or unpaid interns participating at any given time.

Conducted two job fairs with more than 70 local employers and committed to assist 2,500 youth participants this year.
First Lady Mary Louise Lee’s “Bringing Back the Arts” Initiative

First Lady Mary Louise Lee is a native of Denver who attended school when arts classes were mandatory. Every week in first grade, Mr. Music would visit her class and teach students about sounds, songs and instruments.

This was the beginning of a life-long love of the arts. From elementary school to high school, Mary Louise thrived in band, dance and theater classes. She credits these classes, the ones that nurtured creativity, with keeping her in school and focused.

Times are different today. The down economy has devastated school budgets and impacted art programs across the City and nation. Art classes are no longer mandatory but have become almost a privilege. Many Denver elementary schools no longer offer art or music programs.

Exposure to the arts in school is consistently linked to positive educational outcomes for students. As someone who experienced this personally and who now works as a professional performing artist, Mary Louise is leveraging her voice as Denver’s First Lady to raise awareness about the need for art programs in our schools.

In early 2012, the First Lady launched the “Bringing Back the Arts” initiative to restore arts programs in DPS, expand access to the arts for Denver’s youth and spotlight our city’s talented young artists. Over the past several months, Mary Louise and “Bringing Back the Arts” have:

- Hosted a “Bringing Back the Arts” Music Competition. More than 80 local high school students who entered the contest and over 400 community members came out to support eight finalists at a Bluebird Theatre concert.
- Kicked-off an “Arts Afterhours” fundraising effort to help support arts programming in schools and for after school programs. More than $18,000 has been raised to date.
- Accepted over $25,000 in in-kind donations from local businesses that have supported Bringing Back the Arts efforts and events.
- Visited numerous schools across the City to encourage students to visit some of Denver’s vibrant art and culture facilities and was a featured speaker at many community events to promote the Bringing Back the Arts initiative.
- Partnered with the Denver Parks and Recreation Department to launch a Mobile Music Studio this summer.
JOBS

With the economy still slow, Mayor Hancock placed job growth and economic development at the top of his priority list during his first year in office. He and his administration crafted and are now implementing JumpStart 2012 and DevelopDENVER, two strategic economic-development plans designed to retain, expand and attract jobs and make city government a stronger partner for the private sector. These early initiatives are already proving successful.

Revamping the Office of Economic Development

Refocused the OED on four key areas: 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.

Launched JumpStart 2012, an economic development strategy for Denver that is focusing the City’s efforts on creating world-class business opportunities for Denver’s companies, residents and neighborhoods. The 21-page strategic plan identifies major, immediate steps the OED is taking to bolster business development, community lending, and investment and workforce development.

Strengthening Large Employers

Attracted SCL Health Systems’ corporate headquarters to Denver, bringing 200 good-paying jobs to the City and more than 750 to the Denver metro area.

Partnered with Southwest Airlines to open a new pilot and flight attendant crew base at Denver International Airport. This move will add more than 650 employees to the Denver market.

Worked to secure the U.S. Patent and Trademark Office for the Denver metro area. The new office is expected to bring hundreds of patent examiner jobs and a considerable number of related positions, with an estimated $440 million economic impact for the region in the first five years of operation.

Helping Startup and Small Local Businesses

Negotiated a business retention deal with Colorado Premium meatpacking that will retain 185 jobs in the Elyria-Swansea neighborhood, with the potential to add up to 300 additional jobs.

Provided $1.84 million in gap financing to support the startup and expansion of small businesses in Denver. This financing helped leverage an additional $17.5 million in private capital for Denver’s small businesses.
Strengthened Denver’s $130 million loan portfolio by reducing the City’s delinquent and default rate by 30 percent and positioning Denver as a more stable lender in the community.

Implemented Denver’s first competitive selection process for service contracts and set a re-procurement time limit for contracts through the City and County of Denver.

Expanded Denver’s business certification programs to recognize more than 1,100 certified firms – including small and minority and women-owned businesses.

Opening Doors to Global Markets

Secured Denver’s first nonstop flight between Denver and Tokyo. The flight will generate more than $130 million in annual economic benefit for the City and State of Colorado, an estimated 1,500 new jobs and 33,000 new visitors while elevating Denver on the global stage.

Welcomed the inaugural nonstop flight from Iceland to Denver. This new route will create an estimated 300 new jobs and generate $28 million in economic impact to the City and State of Colorado, while opening Denver’s doors to more than 22 additional markets throughout Europe via one-stop service from Keflavik International Airport in Iceland.

Met with more than 20 international delegations and foreign dignitaries, including ambassadors, consuls general, parliamentarians, and business leaders from around the world to attract international commerce and foreign direct investment, as well as continuing to open Denver’s doors to new markets.

Driving Smart Development

Launched the Airport City Denver Development Strategy to plan, assess and create an Airport City at DIA. Mayor Hancock has also embarked on planning an aerotropolis for the region surrounding DIA, convening regional partners and neighboring communities to begin developing a governance structure to move the aerotropolis vision forward.

Began initial construction on DIA’s South Terminal Redevelopment Program, including a state-of-the-art, 519-room Westin hotel. The hotel will sit atop the new Jeppesen Terminal station for RTD’s commuter rail connection from DIA to Denver’s Union Station. Overall, this program is expected to create more than 1,000 jobs.

Launched DevelopDENVER, a concrete plan to better support builders and make Denver’s Development Services agency the premier one-stop shop for facilitating world-class sustainable development by moving project applications through City Hall in a predictable, timely and transparent manner.
Issued more than 50,000 building permits, a substantial increase over the past three years, with noteworthy activity in the Central Platte Valley near Union Station and the Exempla St. Joseph Hospital redevelopment project.

Brought a new Target Store to Tamarac Square through innovative public financing.

Convened a housing task force that developed recommendations to build a wide range of housing to meet the needs of low- and moderate-income residents.

**Bolstering a World-Class Workforce**

Helped more than 37,000 job-seekers with their search to find gainful employment.

Placed more than 2,000 people who had been receiving Temporary Assistance for Needy Families in jobs and provided technical skills workshops to more than 3,000 others.

Partnered with 75 businesses to craft customized recruitment strategies that attracted 1,188 job-seekers to these businesses.

Enhanced workforce training through a state grant that is helping Denver provide job-seekers with high-level credentials and certificates within the information technology and manufacturing technology sectors.

**Providing Vibrant Cultural Facilities and Activities**

Celebrated the opening of the new Clyfford Still Museum.

Announced the City’s new anchor tenant to the Denver Coliseum – the Denver Cutthroats hockey team, which will provide dozens of jobs for at least 33 games per season.

Hosted a strong season of theater at the Denver Performing Arts Complex, including the return of “The Lion King,” which set venue box office records.

Hosted some of the largest conventions in the nation, including the Microsoft Global Exchange employee conference, at the Colorado Convention Center, which was ranked a Top 10 American venue.

Staged the final leg of the inaugural USA Pro Cycling Challenge statewide event, which resulted in $83 million in economic impact for the State of Colorado.

Hosted 17,000 ski and snowboard tradeshow visitors for the SIA SnowShow and helped to create new winter season entertainment activities in Denver.
Presented Red Rocks Amphitheatre’s first-ever winter event called Winter on the Rocks. The sold-out show in January kicked off what will be a record-breaking season for the mountain park venue with more than 100 events in summer 2012.

Hosted one of the most successful NCAA Women’s Final Four tournaments in history with 30,000 visitors who sold out every game and $20 million in economic impact.

Welcomed the TEDx Mile High innovation symposium at the Ellie Caulkins Opera House, which attracted 1,500 maverick thinkers, creative entrepreneurs and business leaders.
PUBLIC SAFETY & SAFETY NET

One of Mayor Hancock’s most important responsibilities is fostering a strong relationship between our community and our safety departments. Over the past 12 months, the Mayor made strides in this area by appointing Colorado Supreme Court Justice Alex Martinez as Denver’s Manager of Safety and Robert White, a nationally recognized law enforcement leader with 40 years of policing experience, as Chief of Police. Mayor Hancock’s administration is also committed to preserving the City’s safety net, despite difficult economic times, to protect Denver’s most vulnerable citizens and provide pathways to sustainable living.

Restructuring the Police Department and Processes

Began to reallocate 60 percent of sworn personnel from positions that can be held by civilian employees in order to get officers back into neighborhoods and on patrol.

Eliminated the division chief rank and flattened command staff to increase accountability in every police district.

Decentralized numerous specialized units, like Robbery, Narcotics and Assaults, to focus more resources on crime prevention.

Created the Office of Conduct Review and appointed a new commander to speed up the complaint review and recommendation process.

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

Convened community and city leaders to conduct a review of the Office of the Independent Monitor to ensure a successful and effective path forward for the office.

Revamped the Internal Affairs Bureau and appointed a new commander who was given the authority to select a new staff of investigators to improve the quality of all police department investigations.

Streamlined and clarified the police disciplinary process through changes to the disciplinary code, eliminating three to four levels of police review, resulting in faster resolutions.

Injected permanent, judicial oversight into the Department of Safety’s organizational structure by requiring the Deputy Manager of Police Discipline to have prior judicial experience.
Strengthening Community Relations

Selected new district commanders through a community process that included the participation of residents and City Council members.

Conducted numerous public forums and community meetings in various neighborhoods to inform the Manager of Safety’s and the Police Chief’s understanding of Denver's communities and their diverse needs.

Required all police department leadership to attend courses to improve community relations and improve the culture at the department through the International Association of Chiefs of Police Leadership in Police Organizations.

Created a Public Affairs Bureau at the Police Department and added a Spanish-speaking officer to the Public Information Office to foster transparency and open communication with the public as well as within the department.

Reconstructed Denver Fire Academy rules, regulations, and staff training to better recognize and embrace diversity and inclusivity.

Providing High Quality Safety

Embarked on a new program to improve emergency management in local health care facilities in the event of a major emergency, helping health care officials develop, maintain and evaluate their emergency programs.

Completed the largest disaster exercise in Colorado's history, involving more than 2,000 responders from more than 100 agencies throughout the Denver region and improved the City’s ability to coordinate response to a terrorist attack or major incident.

Achieved simultaneous accreditation from the Commission on the Accreditation of Law Enforcement Agencies, the American Correctional Association’s Commission on Accreditation for Corrections and the National Commission on Correctional Healthcare for Denver Sheriff’s Department. Fewer than 40 sheriffs' offices across the nation have qualified.

Awarded national accreditation for Denver's emergency management program. Denver is the first local government program in Colorado – and one of less than a dozen nationally – to receive full accreditation.

Upgrading Facilities and Equipment

Opened the new state-of-the-art Denver Crime Lab, one of the largest and most sophisticated in the region, funded by the Better Denver Bond Program.
Received a $1.4 million grant to provide 242 new units of equipment and gear for Denver’s firefighters and acquired grant funding from Oracle Industries to provide community fire safety programs at community events.

Allocated $7.8 million in Better Denver Bond funding to construct a new fire station, improving response times to both Windsor Gardens and the Breakers Resort.

Completed the final phase of the Justice Center Bond Initiative. The construction of Building 24 at the Denver County Jail resulted in more efficient use of staff resources, with fewer officers needed to run operations because services are brought to the inmates rather than taking inmates to services.

Implemented a new Computer Aided Dispatch system to recommend which resources to send to an emergency call. The system can suggest sending a unit that is already on the road instead of considering only the closest vehicle, resulting in quicker response.

**Protecting our Children’s Future**

Developed a Juvenile Assessment Center to increase efficiency and effectiveness and reduce costs in the Juvenile Justice System by providing a single point of entry where immediate and comprehensive assessments can be made. The JAC is expected to open within the first quarter of 2013.

Created a Warrant Recover Program to reduce the number of warrants issued to young people new to the juvenile justice system and divert youngsters from the justice system. Safe City’s Municipal Juvenile Diversion Program targets primarily first-time offenders who failed to appear for a scheduled arraignment date.

Enhanced the Denver SafeNite Curfew Program bringing DPD and Safe City together with the goal of reducing juvenile crime and victimization during curfew hours. In 2011, juvenile crime was 20 percent lower during the months SafeNite was operational.

Facilitated 10 youth violence and crime reduction trainings in the community and conducted youth needs surveys for approximately 2,200 youth ages 8-17. Input was used by policymakers to identify trends, modify youth programming, and reduce youth violence and crime in schools and communities.

Provided 950 DPS students with Gang Resistance and Education Training.

Implemented the Child Welfare Excellence program to align Denver Human Services Child Welfare services with the new state model for improving and sharing best practices across all counties.

Reunited 521 children with parents or kin and finalized plans for 322 children to be adopted or placed in adoptive homes by the Denver Human Services child welfare division.
Provided 1,140 underprivileged children and youth with backpacks full of school supplies as well as 2,486 children, youth, seniors and parents with holiday gifts from DHS GIVE Denver and community donors.

Initiated Parent Pals, a program in which former child welfare families who are now reunited with their children mentor families who are currently receiving services to reunite their own families.

Completed approximately 1,300 inspections of licensed child care facilities to ensure the health, safety and well-being of Denver’s kids.

Launched a public awareness campaign aimed at reducing binge drinking among Latino teens through the Denver Office of Drug Strategy.

**Increasing Smart Assistance**

Helped 39,958 families and individuals enroll in food, cash and medical assistance programs administered by Denver Human Services.

Opened Denver’s new 54,000-square-foot Eastside Human Services Building, which will provide resources and services to the City’s underserved communities.

Entered the “SNAP into Health” outreach program, a collaborative partnership with nonprofits to provide healthcare and access to healthy and nutritious foods to low-income neighborhoods.

Launched a collaborative partnership with Xcel Energy to provide Heat Wave Help, a utility assistance program for the summer months that helps keep families and the elderly cool and healthy in hot weather.

Reignited the City’s Age Matters plan, which was developed to address numerous issues facing Denver’s older residents.

Partnered with the City’s Office of Human Rights and Community Partnerships, Department of Public Works, Volunteers of America, Atlantis and City Council to develop a snow removal program for disabled and senior residents.

Implemented the City’s first needle exchange program, serving 322 clients. Assisted more than 4,000 clients in accessing HIV services throughout the Denver metro area.

**Supporting our Most Vulnerable**

Implemented a new unauthorized camping ordinance, undertaking a series of measures to standardize procedures and bolster services to the homeless. This included creating the Contact, Assess and Mobilize system, developing a police training bulletin,
conducting educational outreach to stakeholders and those affected by the ordinance, distributing a resource card, and increasing shelter and transportation availability.

Raised $600,000 for Denver’s Road Home, the City’s 10-year plan to end homelessness.

Connected more than 1,000 homeless clients to resources and services provided by more than 1,000 volunteers at the Colorado Convention Center.

Added 273 units of permanent and transitional housing for the temporary and chronically homeless with vouchers and new developments through collaboration with Denver’s Road Home.

Produced nearly 100 units of permanent and transitional housing for the temporary and chronically homeless at Bluff Lakes Apartments and the West End Lofts through Denver’s Road Home Proclamation Projects.

Celebrated the 1,000th family/senior mentored out of homelessness through the collaboration of Denver’s Road Home, the Denver Rescue Mission and faith-based community.
EFFICIENCIES & CUSTOMER SERVICE

Mayor Hancock has directed that all city employees and agencies – from the 311 call center to building inspectors in the field to Division of Motor Vehicles clerks – improve customer service and the quality of interactions with the people and businesses of Denver. All across the City, employees are striving to improve customer interactions and demonstrate every day that everyone matters.

Managing City Finances Responsibly

Passed a fiscally responsible and balanced budget, laying the groundwork for tough choices to eliminate the City’s ongoing structural budget imbalance.

Conducted extensive outreach to city employees, residents, neighborhoods and businesses via town hall meetings, an interactive website, and personal meetings with City employees to discuss the fiscal health and future of Denver.

Announced a balanced, four-part package to help solve the City’s structural budget gap and establish a fiscally responsible and sustainable future for Denver. The plan reflects many of the nearly 30 suggestions recommended by the Structural Financial Task Force, calling for efficiency savings, cost reductions, expanding the City’s economic base and enhancing city revenues.

Improved customer engagement by repealing the Occupational Privilege Tax registration fee, reducing costs and administrative burdens for thousands of Denver businesses.

Saved $6 million over the next three years through a collaborative negotiation of the Denver Firefighters Local 858’s collective bargaining agreement. The agreement will preserve the highest level of safety services while making significant organizational changes and instituting operational efficiencies within the Denver Fire Department.

Reduced city employee insurance premiums by increasing participation in the Employee Wellness Program and negotiating and implementing cost-effective 2012 medical and dental plan renewals.

Saved $1.6 million in potential medical claims by conducting a citywide audit of health insurance coverage.

Consolidated accounting functions from multiple agencies into the Controller’s Office.

Obtained $33 million to fund storm drainage improvements.
Streamlining Processes and Eliminating Inefficiency

Launched “Peak Performance,” an initiative designed to increase efficiencies, reduce costs and enhance the effectiveness of each city agency. This work is projected to save the city $10 million in 2013 alone.

Appointed a Chief Performance Officer who is enabling every department and agency more effective by creating strategic plans that identify areas for improvement. The City has completed strategic plans for half of all departments.

Engaged in a series of “Rapid Improvement Events” to equip city employees with skills to make innovative solutions that will lead to department efficiencies. These RIEs are creating a culture of continuous improvement while empowering employees with the tools and authority needed to streamline processes.

Embarked on a citywide strategic resource alignment review to identify opportunities to streamline government by merging city agencies where appropriate and eliminating inefficiencies.

Implemented a new customer service process at Animal Care & Control to help return more lost animals in the field, helping to enhance customer service and improve efficiency.

Increased the percentage of Denver Human Services assistance applications being processed on time from 45 percent to 95 percent by focusing on accountability, improving procedures and utilizing new technology.

Improved operational efficiencies by consolidating the Office of Strategic Partnerships and the Agency for Human Rights and Community Relations to form the Office of Human Rights and Community Partnerships. This office will better facilitate services for those most in need as well as coordinate community efforts that empower neighborhoods to make improvements for all residents.

Launched the Funding and Contracting Efficiency initiative to improve community awareness about available funding while streamlining city processes to get dollars out the door and into the community in a more consistent, efficient and transparent way.

Identified 1,000 hours of redundant data entry between the Burglar Alarms permitting and 911 response processes. This effort has freed up half of a full-time equivalent position and will reduce the number of false alarms and police officers responding to non-emergencies.

Leveraging Technology

Installed “Q-Less” kiosks to enable customers to set appointments with Licensing Technicians online, reducing customer wait times.
Created an online filing and payment system for property taxes.

Redesigned Business Licensing Center web services to provide all businesses with user-friendly, online licensing information and processes.

Installed in-office computer stations at the Department of Excise & Licenses to allow customers to conduct self-help renewals including license plates and drivers’ licenses, updating alarm system permits and obtaining background checks for certain licenses.

Developed an online filing system for Business License Complaint Forms to allow customers to provide feedback about any licensed business.

Launched the 311 Mobile iPhone app, giving smart phone access to city resources.

Relaunched the 311 self-help and information website, which serves residents with online FAQs, informational videos and personal case management.

Built a new County Court website to answer court-related questions and reduce service wait times.

Aired “Good to Go” TV, which allows residents to plan their commutes via more than 80 live camera views sequenced to show traffic flow along Denver’s most traveled routes.

Created a new Unified Summons and Complaint pilot program that allows five criminal justice agencies to electronically share municipal and misdemeanor arrest information.

Implemented electronic W-2s and the ability to process electronic payments through Accounts Payable, streamlining vendor payments and realizing postage savings by not mailing W-2 forms.

**Providing Smarter Services**

Established a Mortgage Credit Certificate Program in which first time homebuyers and military veterans can receive an annual federal tax credit equal to 30 percent of the interest paid on their home mortgage. This program will put up to $2,000 extra in the pockets of Denver homebuyers annually.

Provided $30 million in federal tax credits to first-time homebuyers or military veterans who otherwise wouldn’t qualify for financing through the MCC Program.

Created an online filing and payment system for property taxes.

Received a 97 percent customer satisfaction rate for Denver Public Libraries through a public survey, which collected more than 4,000 responses from the community.
Improved the condition of the facilities and customer service at the University-Hills Branch Library and the Valdez-Perry Branch Library through Better Denver Bond investments.

Announced plans for the elimination of smoking lounges at Denver International Airport to protect the public health, safety and wellbeing of everyone who uses the airport.
Mayor Hancock has established sustainability as one of the administration’s highest priorities. Building on the successes of the Greenprint Denver initiative and the City’s well-deserved ranking as one of the most conservation-conscious cities in America, the Mayor appointed Denver’s first Chief Sustainability Officer to lead a new Office of Sustainability and launched Denver Seeds, which will develop a fresh-food economy and plant-to-plate pipeline in Denver.

**Increasing Community Sustainability Practices**

- Helped more than 4,000 homeowners and 930 businesses increase energy efficiency and reduce costs through the Denver Energy Challenge residential and business sustainability programs.

- Provided more than $150,000 in residential rebates, and $800,000 in commercial rebates for energy efficiency projects, leveraging more than $4 million in private capital.

- Saved business owners more than $1 million through energy efficiency improvements and technical assistance.

- Assisted more than 80 businesses in efforts to reduce waste, cut water use and increase energy efficiency through the Certifiably Green Program.

- Accepted President Obama’s Better Buildings Challenge to reduce energy use in city buildings by 20 percent by 2020 and launched Better Buildings Denver to challenge the community to save money through energy efficiency.

- Exceeded community-wide Climate Action Plan goal of 10 percent reduction in greenhouse gas emissions per capita from 2005 baseline levels.

- Partnered with the Mile High Million tree-planting program to plant 52,800 trees in Denver over the past year; the program also marked its 250,000th tree planted in November 2011.

- Hosted a free solar education event at the Denver Museum of Nature and Science for 150 participants.

- Partnered with the state and federal governments to launch Solar Benefits Colorado, an employee engagement program offering group discounts on residential PV and solar hot water to 150,000 employees in Colorado.

- Teamed up with numerous partners to remove more than 4.5 tons of unwanted medications through the Colorado Medication Take Back Program, further protecting the environment and safety of our citizens.
Greening Government

Achieved $1.5 million in energy savings in city buildings.

Secured certification of seven city buildings in the Leadership in Energy and Environmental Design program, bringing the total number of LEED-certified city buildings to 11.

Received Gold LEED certification for the Green Valley Ranch Branch Library, based on the library’s efforts to design, build and operate a sustainable facility.


Added two all-electric vehicles to the City fleet, bringing the total to three.

Teamed up with Colorado Solar Energy Industries Association and Rocky Mountain Institute in selection as one of 22 teams to compete in the U.S. Department of Energy’s Rooftop Solar Challenge.

Saved $400,000 by contracting with the state for printing services.

Growing a Fresh-Food Economy

Convened a roundtable of 80 community stakeholders to launch Denver Seeds and begin crafting mission, vision and goals strategies.

Established a 19-member Task Force to guide Denver Seeds.

Entered into key partnerships, such as Veterans to Farmers on a greenhouse project in Downtown Denver; with Centerplate on the “Blue Bear Farm” at the Colorado Convention Center; and with the Denver Sheriff’s Department on an agriculture/aquaponics project at the Denver County Jail, which will provide food for inmates, lower the jail’s operating costs and teach inmates marketable job skills.

Enhancing Denver’s Parks

Saved more than 270 million gallons of water and $700,000 in water costs by upgrading 37 antiquated irrigation systems throughout the Denver Parks system.

Began planting 200 cherry trees around Green Valley Ranch Town Center to celebrate the 100-year anniversary of the 1912 original cherry blossom tree planting in Washington, D.C., and the 24th anniversary of the Denver Cherry Tree Planting.

Planted nearly 100 new trees in Council District 3 with the help of 400 volunteers and Councilman Paul Lopez.
Celebrated the 100th anniversary of the formation of the Denver Mountain Parks System. Denver also celebrated the 100th anniversary of the City Park Golf Course.

Launched the “Purge the Spurge” campaign with Colorado Department of Agriculture and many other nonprofit partners to educate Denver residents about noxious weeds that are growing on private properties and spreading to natural areas and mountain parks.

Created a partnership with CSU Extension on a variety of joint educational and outreach programming that includes noxious weed control and wildlife.

Received a $350,000 grant from Great Outdoors Colorado to construct a new park in the Westwood neighborhood – the first new park in this neighborhood in more than 30 years.

Opened Parkfield, a new park and sports complex in far northeast Denver.

Transformed an old abandoned lot into a “New Freedom” community park and garden at East 13th Avenue and Xenia Street.

Refurbished and reopened the 98-year-old Washington Park Boathouse and completed a $3 million upgrade of the La Alma Pool in Lincoln Park.

Making Denver More Livable

Ensured the safety and mobility of residents and commuters by successfully clearing streets and bridges during one of the largest February snowstorms in the Denver history.

Maintained Denver’s streets by filling 100,000 potholes, sweeping 100,000 miles of streets, collecting 40,000 tons of debris and plowing 150,121 total lane miles.

Completed a $3 million Better Denver Bond funded streetscape and street reconstruction of Tennyson Street. Improvements include the installation of new public art pieces and enhancements to the multi-modal needs of pedestrians, bicyclists and motorists.

Initiated a new partnership with RTD to finance improvements on the East Corridor rail line to Denver International Airport, enhancing operational safety and enabling two future train stations along the Peña corridor. This work includes the timely delivery of the new Denver Union Station, the new Jeppesen Terminal Station and the new Westin Hotel at DIA.

Expanded multi-modal opportunities by adding 33 miles of bike lanes citywide.
Obtained $1.2 million in state and federal grants to expand the B-Cycle bike-sharing system by 27 stations.

Approved the North Stapleton General Development Plan, which adds multi-family residential opportunities and new locations for open space, schools and recreation areas.

Implemented a new ordinance to streamline the process for citizens to have small livestock such as chickens, goats and ducks on their property.

Secured a $4.6 million Great Outdoors Colorado grant and $8 million in matching funds to implement the South Platte River Vision Plan. Projects that will be undertaken include redevelopment of Vanderbilt and Johnson-Habitat Parks, improvements at Grant Frontier Park and Overland Park, and enhancements to the regional trail system that parallels the South Platte River.

Secured a $475,000 U.S. Environmental Protection Agency grant to expand remediation work along an 11-mile corridor of the South Platte River.