Mayor Michael B. Hancock

State of the City Report

Delivering a World-Class City Where Everyone Matters

2013
Hancock Administration’s Year Two Accomplishments

Throughout the second year in office, Mayor Michael B. Hancock and his administration maintained their focus on supporting Denver’s kids, strengthening the city’s economy, and improving safety, customer service and sustainability. While intent on delivering a world-class city where everyone matters, the Hancock administration concentrated this past year on increasing Denver’s connectivity: better connecting neighbors to one another and to city services, and building bridges between Denver and the rest of the world.

Keeping Denver on solid financial ground also remained a top priority. Thanks to voters’ overwhelming support of Measure 2A in November 2012, the city has eliminated its budget deficit and is restoring essential services by:

- Increasing library hours;
- Hiring more than 100 new police officers and firefighters;
- Repaving 300 lane miles of neighborhood streets;
- Catching up on childcare, afterschool and recreation programs for children;
- Replacing an old and outdated vehicle fleet; and
- Returning to pre-recession levels of park maintenance and upkeep.

Measure 2A also allowed the city to double an existing property tax credit for low-income senior citizens and people with disabilities, and to better retain and attract businesses through a business tax credit.

Great cities are created through connectivity. From linking children to healthier, safer and more engaging activities to expanding into new global markets, Denver is opening up a world of opportunities for its children, neighbors and businesses.

Among the year’s top priorities and major accomplishments:

- Connecting Denver’s residents with the highest quality customer service at the lowest possible cost by fostering a culture of innovation, efficiency and cost-effectiveness throughout the city’s workforce.

- Connecting all of Denver’s children and youth to effective programs and services so they are prepared to compete and succeed in the global economy.

- Strategically connecting every business, big and small, with customized solutions to compete in the 21\textsuperscript{st} century economy, including opening doors to more domestic and international markets.

- Connecting the police department with the people it serves and better preventing crime by reforming, retraining and recalibrating the department and its officer discipline process.

- Connecting all neighborhoods with a better quality of life by designating more parkland, enhancing the city’s arts and culture, increasing affordable housing options, and growing jobs.

The Hancock administration is also maintaining its strong commitment to being an open, accessible and responsive city government. The Mayor has now engaged more than 1,000 neighbors at five quarterly “Cabinet in the Community” meetings, which focus on finding solutions in collaboration with residents.

Enhancing Denver’s connectedness is redefining the city’s future. The state of Denver is strong, and we are primed to compete in the global marketplace. Together with Denver residents, the Mayor and his team are positioning the Mile High City as the ideal place to start a business, build a career and raise a family.
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Children

By connecting all Denver children and youth to effective programs and services, we can better prepare them to compete and succeed in the global economy. To accomplish this, Mayor Hancock established five goals – developed by the Denver Education Compact and Denver Children’s Cabinet – to drive the alignment of all city services dedicated to children and youth, to strengthen community partnerships and to provide a focal point to measure success.

Supporting All Denver Kids

Set five fundamental goals for the City and County of Denver to help ensure all our kids have their basic needs met, are prepared for kindergarten and ready for academic and professional success.

Established the Children’s Cabinet, a group of 25 city departments and partner agencies that are aligning and streamlining all city programs, services, and investments to better serve Denver’s children and youth.

Launched the MY Denver Card program, which provides 90,000 Denver children and youth ages 5 to 18 with free access to 26 recreation centers and 29 city pools while also acting as a Denver Public Library Card. In five months, the city has enrolled more than 25,000 children. This program received a national award for enhancing livability in Denver from the U.S. Conference of Mayors.

Providing a Stronger Foundation on Day One

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.

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

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.

Sponsored the inaugural Youth One Book One Denver, a citywide book club that engaged more than 1,000 youth ages 9-12 in reading activities over the summer.

Reached more than 235 preschool classrooms and 6,000 children to improve childhood literacy through the Read Aloud program.

Circulated 120,000 books, audio books, DVDs, CDs and other educational materials with 1,300 Reading Rocket bookmobile visits to schools.

Placed 2.3 million books and educational materials into the hands of children and youth.

Fostering Afterschool and Summer Opportunities

Provided more than $350,000 in grants to organizations that provide healthy, safe and engaging summer programming for more than 1,000 Denver kids. This support was made possible by the passage of Measure 2A.
Served more than 60,800 free, healthy summer meals to children who were out of school between June and August 2012 through the Summer Food Service Program.

Served more than 47,000 free, healthy afterschool snacks and suppers between October 2012 and May 2013 to children and youth participating in afterschool programs through the At-Risk Afterschool Meals Program.

Launched the Mayor’s Summer of Reading Challenge to help the Denver Public Library’s summer learning program reach a citywide goal of serving 40,000 kids from June to August 2012.

Engaged nearly 260,000 children in safe learning experiences through Denver Public Library’s story times, Summer of Reading and After School is Cool programs.

Launched ideaLAB, a state-of-the-art digital media creation center at the Denver Central Library where teens have access to professional-level equipment and software, providing them a positive, safe afterschool space where they can become producers of digital media.

Launched the Mobile Music Studio Tour at recreation centers to engage students in positive healthy behaviors and support the 85 percent of middle school students in Denver who do not use alcohol.

Launched a summer science, technology, engineering and mathematics (STEM) academy in partnership with CH2M Hill at which 300 Denver 3rd- to 5th-graders will be exposed to STEM concepts and careers. The free, three-week, full-day camp will also help curb summer learning loss.

**Encouraging Healthy Choices**

Increased youth sports participation by 15 percent by re-establishing end-of-the-season tournaments and offering new and nontraditional sports and activities at Denver Recreation Centers.

Engaged the community to help create a five-year public plan to improve access to medical and behavioral health care and address unhealthy weight gain for Denver’s youth.

Improved walking and biking in several Denver communities, resulting in healthier and more active living.

Joined “Let’s Move,” a nationwide effort to improve the health of America’s kids.

Launched a social media campaign designed to connect Denver’s youth with existing school and community mental health resources while removing the stigma of asking for help.

Initiated a new drug strategy text campaign to provide youth with fun activities and encourage healthy choices.

Introduced a Summer Youth Program at the Denver Animal Shelter that engages at-risk young people ages 13-16 and provides opportunities to learn pet responsibility.

Educated nearly 17,000 Denver Public Schools elementary students about fire safety and emergency preparedness through SIMPLY SAFE!, a partnership with the city, American Red Cross and local groups.
Laying the Groundwork for a 21st Century Career

Assisted more than 2,500 youth to find summer and year-round jobs through three primary programs: Workforce Investment Act youth programs, the Mayor’s Summer Job Employment Program and the Governor’s Summer Job Hunt program.

Launched a new internship program to connect top-notch, at-risk Denver Public Schools tenth-graders with mentoring opportunities with local leading employers.

Reconnected more than 130 Denver young people who had dropped out of school with the best suited educational program to get their diploma or a GED through Drop In Denver.

Provided partial sponsorship for 120 youth ages 12 to 17 to support career development opportunities in the field of science and engineering in partnership with Cole Arts and Sciences Academy and the Colorado Association of Black Professional Engineers and Scientists.

Safeguarding our Children’s Future

Reunited 341 children with their families and finalized adoptions for an additional 142 children out of foster care.

Opened the Child Care Assistance Program to hundreds more Denver families by restoring the maximum income level for Child Care Assistance to 225 percent of the Federal Poverty Level. This was made possible by the passage of Measure 2A.

Completed more than 750 inspections of Denver child care centers to ensure the health and safety of Denver’s kids.

Provided 1,000 backpacks filled with school supplies and 1,750 holiday gifts packages for children and families in need through the Human Services GIVE Denver program.

Engaged more than 530 residents and youth at the Safe City Youth Summit, which provides a safe forum for young people to discuss, address and implement an ongoing partnership within the community.

Graduated a record-breaking 988 students from the Gang Resistance, Education and Training program in 2013. Overall, 2,183 students have graduated from the program since 2011.

Provided direct case management services to approximately 300 high-risk youth through Gang Reduction Initiative of Denver.

Trained 1,200 public and private youth service providers in quality comprehensive gang intervention services.

Reduced the number of youth appearing in municipal juvenile court by nearly 20 percent by implementing the Expedited Diversion program, which accelerates services for young first-time offenders.

Hosted 31 community events and trainings designed to engage more than 7,500 youth and adults in creating healthy and violence free environments.
First Lady Mary Louise Lee’s “Bringing Back the Arts” Initiative

First Lady Mary Louise Lee created the “Bringing Back the Arts” initiative in 2012 to celebrate creativity in our community and elevate a conversation about the importance of the arts in a child’s personal and academic development. Since launching, the BBTA initiative has worked to restore arts programs in Denver Public Schools, to expand access to our city's cultural institutions for all residents and to spotlight local performing artists.

Founded the “Bringing Back the Arts Foundation” as a 501c3.

Assembled a board of directors made up of community leaders from the business, education, music, legal and arts industries that is currently developing a strategic plan for the Foundation.

Hosted the 2nd Annual Bringing Back the Arts Music Competition. More than 70 local high school students entered the contest, and more than 500 people attended the event.

Hosted the 1st Annual Bringing Back the Arts Visual Arts Competition. More than 120 local kindergarten through 12th grade students entered the contest, and more than 200 families attended the event.

Grew BBTA Facebook Fan page by 931% with a total of 2,328 new fans in 2013.

Facilitated donated instruments to help the new music program at Whittier ECE School.

Visited several schools across the city to encourage students to explore some of Denver’s vibrant arts and cultural facilities and was a featured speaker at many community events to promote the Bringing Back the Arts initiative.
JOBS

Great cities are built on connectivity – the ability to move people and product – because that is the engine of commerce. Through new international flights; a blueprint for smart development; capitalizing on emerging industries and innovation; providing the city’s entrepreneurs and small businesses with the tools to succeed; and strategic investments in our businesses and neighborhoods, Mayor Hancock is placing Denver on the map as a globally connected and globally competitive city.

Connecting to the Global Stage

Launched four new international nonstop flights to Japan, Mexico, Dominican Republic and Canada.

Secured Denver International Airport’s 23rd international nonstop destination with Montego Bay, Jamaica, set to launch at the end of 2013.

Realized a 900% increase in travelers between Denver and Reykjavik, Iceland, thanks to the direct nonstop Icelandair service launched in May 2012. Increased travelers from 30,000 to 40,000 with the new Volaris air service to Mexico City.

Embarked on trade missions to Mexico, Japan, South Korea and South Africa to market Colorado’s assets and secure foreign investment.

Added seven new cities to DIA’s robust domestic network, which ranks second only to Atlanta in terms of number of domestic destinations served nonstop.

DIA served more than 53 million passengers and generated regional economic impact of $22 billion in 2012, while maintaining the ranking as the 5th-busiest airport in the United States.

DIA recognized for being a top 10 “World’s Best Airports over 50 million passengers per year” by Skytrax’s World Airport Awards and was ranked No. 3 among “Best Airports in North America.” The airport was also named one of the world’s 10 most beautiful airports by USA Today.

Broke ground on the first major expansion of DIA since it opened in 1995: a 519-room hotel and rail station. This project is employing 600 to 700 people during design and construction and will provide an additional 200 permanent hotel jobs when it opens in 2015.

Created a strategic plan called JumpStart 2013 to support business retention and expansion, build sustainable neighborhoods and connect people to jobs.

Participated in multiple exchanges with four of Denver’s Sister Cities (Takayama, Japan; Nairobi, Kenya; Kunming, China; and Ulaanbaatar, Mongolia) and one Friendship City (Akureyri, Iceland) on topics such as city planning, youth disengagement, economic development, water/sanitation and programming for residents living with disabilities.

Participated in the first trilateral Sister City project among Denver, Kunming and Nairobi. The three cities worked together to address water and sanitation issues at Madaraka Primary School in Nairobi thanks to a grant from the Bill and Melinda Gates Foundation.
Secured major international conventions such as the Clinton Global Initiative America forum and U.S. Travel Association’s International Pow Wow, which will infuse hundreds of thousands of dollars into the local economy and further elevate the city onto the global stage.

**Driving Intentional Growth**

Released a new strategic blueprint for three focus areas of development that will create a projected 100,000 jobs and generate $5.4 billion of economic benefit in Denver for decades to come.

Continued the transformation of Denver Union Station into the region’s primary transit hub, where new commuter rail, expanded light rail, bus service and a commuter bike station will fuse with market-rate and affordable housing units as well as new office and retail space.

Initiated service of the Regional Transportation District’s West Line, connecting Denver Union Station with Lakewood and Golden.

Began laying track on the RTD East Line, expected to open in 2016, and committed $50 million to a public-private partnership that will expedite the delivery of the 61st and Peña station.

Created the North Denver Cornerstone Collaborative to deliver one comprehensive vision for six intersecting projects:
- Revitalizing the National Western Stock Show complex;
- Partnering with RTD to open four light rail stations;
- CDOT’s reconstruction of I-70;
- Reclaiming the River North area;
- Implementing neighborhood plans for Globeville and Elyria-Swansea; and
- Redeveloping Brighton Boulevard.

Completed South Platte River Brownfields Study to identify four key sites with potential for redevelopment along the 11-mile river corridor. These sites alone have the ability to generate more than 1,000 jobs and catalyze further growth and use of the South Platte River corridor.

Ignited transit-oriented development planning around 28 of 41 Denver FasTracks stations to spur smart development along the 50 miles of rail lines that will wind throughout the city by 2016.

Initiated implementation of a revitalization plan for the Sun Valley neighborhood that will transform and elevate the neighborhood into a vibrant and healthy community in which to live, work and play.

Jumpstarted two key neighborhood plans in Globeville and Elyria-Swansea by re-engaging the community in a discussion about their collective future.

Conducted ongoing planning in the Arapahoe Square neighborhood and adjacent Welton Street cultural historic district, which is attracting new development projects and investment.

Established the Welton Corridor Urban Renewal Area to help overcome the financial hurdles facing businesses and affordable housing.
Growing Denver’s Major Employers

Established Denver’s first business tax credit with the creation of the Business Investment Program, which supports businesses making investments in business personal property. This support was made possible by the passage of Measure 2A.

Increased funding of the Business Incentive Fund, which provides incentives to encourage companies to expand or move to Denver, providing new jobs and tax revenues to the city’s economy.

Leveraged the city’s Business Incentive Fund to support business relocation and expansion resulting in job creation and additional tax revenues. The Fund is helping Internet company Sympoz double its staff to 300 and is supporting the expansion of the Johns Manville world headquarters in downtown Denver.

Worked with regional partners to secure the new U.S. Patent and Trademark Office in downtown Denver. This office will provide an estimated economic impact of $440 million in the first five years of operation and provide hundreds of jobs.

Opened Southwest Airlines pilot and flight attendant crew bases at DIA, which are now home to nearly 250 pilots and 400 flight attendants, making Denver Southwest’s 5th-largest market.

Focused on retaining large commercial leases in Denver by establishing a Lease Expiration Database that identifies leases set to expire and starts a proactive process to renew contracts.

Trained and redeployed eight city business development representatives to focus city resources on better developing large industry clusters, including energy, health care and manufacturing.

Improved nonprofit access to consistent, efficient, transparent funding support to help them thrive in the city.

Promoting Entrepreneurism and Innovation

Spurred the creation of nearly 130 jobs and leveraged an additional $13.5 million investment in Denver’s economy through 10 strategic loans to Denver small businesses totaling $2.25 million.

Published the Denver Capital Matrix to assist businesses and entrepreneurs with accessing capital, a first-of-its-kind resource directory of more than 250 funding sources that have invested in local businesses.

Helped expedite business licensing, permitting and lending approval processes through a new Business Startup Checklist publication.

Worked to increase local business participation by connecting with more than 1,500 current and aspiring businesses, subcontractors and prime contractors through the Denver International Airport Commerce Hub. The airport will also reward its top performing operators through the Premium Value Concessions program.

Added four locally grown businesses to the concessionaires list at DIA.

Increased access to contracting opportunities by growing the city’s business certification programs. A total of 1,060 small, minority and women-owned firms are now certified and eligible to compete for city construction, professional services and/or DIA concession opportunities.
Launched a new mentorship program to coach minority- and women-owned firms on ways to compete more successfully for contracts in construction and related professional services.

Positioned Denver as a key location for national venture capital investment by cultivating relationships with VC communities in the Silicon Valley and Boston, and by holding Denver’s first VC roundtable.

Launched the city’s first business plan competition, attracting more than 150 applicants from innovative industries like technology, health care, bio technology, finance, renewable energy and hospitality.

Completed a comprehensive retail study that will inform a plan to address the changing nature of retail, improve the existing retail mix, attract new retailers to Denver and leverage a broad range of recruitment tools.

Aided more than 400 entrepreneurs in researching quantitative data to create credible business and marketing plans for their new or growing business through Bizboost, a free service provided by professional librarians.

Passed the first broad-based government policy in North America, Executive Order 138, directing all city agencies to use shared space as a tool to support communities and businesses all across the city.

Recognized Denver’s culture for innovation and entrepreneurship through the celebration of Denver StartUp Week. Activities included the naming of five high-growth firms that have collectively raised more than $99 million in capital over the past two years as “Denver Gazelles.”

Held the 2013 Small Biz Expo, connecting more than 200 businesses with information and resources to help grow their companies.

**Delivering a Top Notch Workforce**

Helped 21 Denver-area businesses train their employees in high-demand occupations with advanced technical skills.

Placed 1,264 public assistance recipients into unsubsidized employment, a 30 percent increase over 2011.

Provided veterans with mentorship, internship and job opportunities at the City and County of Denver by partnering with the University of Colorado Denver and Denver Metro Chamber of Commerce for the Boots to Suits program.

Developed the Denver Personal Advancement to Higher Success program to assist and lead unemployed participants toward employment and professional success. This program is made possible by a grant from MillerCoors.

Matched 61 people returning to the community with jobs through Jail to Community Re-entry services.

**Showcasing World-Class Arts and Culture**

Successfully hosted the first and most watched Presidential Debate of the 2012 election season in partnership with the University of Denver.
Engaged more than 35,000 Denver residents to create Imagine 2020, a comprehensive cultural plan that will provide a renewed direction for arts, culture and creativity in Denver. The comprehensive plan expected to be released in early 2014.

Allocated nearly $60 million to maintain and improve Denver’s cultural facilities, including Boettcher Concert Hall, the Denver Art Museum and the Denver Botanic Gardens.

Invested $2 million in helping Red Rocks Park & Amphitheatre remain a world-class concert venue, outdoor destination and natural attraction. The amphitheatre held a record 107 events in 2012 – and last month Rolling Stone magazine named Red Rocks the best amphitheatre in America.

Returned hockey to the Denver Coliseum with the arrival of the Denver Cutthroats.

Transformed the century-old McNichols Building in Civic Center Park into an events and cultural center.

Displayed at DIA the special exhibit *Vochol Huichol Art on Wheels*, a Volkswagen Beetle covered with the traditional beadwork of the Huichol people in Mexico.
PUBLIC SAFETY & SAFETY NET

There is no more important role for a Mayor and the city than ensuring a healthy and safe place to live. The city works constantly to strengthen the connection between Denver’s safety department and residents. To achieve this, the Mayor, Manager of Safety and Police Chief set in motion major changes that are transforming Denver’s police department to better prevent crime and serve the public. The Mayor is also ensuring that everyone has access to the basic resources such as food, shelter and clothing, no matter where they live or their station in life.

Reforming Safety Operations

Reduced violent crime by 13 percent and enhanced crime prevention through officer initiated actions by 32 percent in the first quarter of 2013.

Reformed the Department of Safety’s discipline process, resulting in faster resolutions and improved consistency. Overall, the city reduced the time it takes to complete officer discipline by nearly 50 percent.

Revamped the Manager of Safety’s discipline process and added a detailed narrative for the Civil Service Commission to better justify the rationale in each case.

Improved the timeliness of Internal Affairs Bureau investigations by 44 percent, dropping from a 50-day to a 33-day process.

Streamlined and improved the Unified Summons & Complaint process and ability to prosecute cases by consolidating nine paper forms into one electronic form.

Decreased the average of paid non-working days due to discipline by 63 percent.

Obtained 100 percent diversity and inclusion training in the Denver Sheriff’s Department; the entire Denver Police Department will complete the training by the end of 2013.

Building Bridges with the Community

Hosted four “Cabinet in the Community” events, engaging hundreds of Denver residents and bringing government to the people in every corner of the city.

Launched a bike and pedestrian safety awareness campaign with the support of community partners and committed resources to education, engineering and enforcement to keep Denver’s multi-modal streets safe.

Increased government transparency through the preparation of comprehensive, data-driven reports on the disciplinary processes in the Denver Police and Sheriff’s Departments by the Independent Monitor.

Registered 2,000 residents to receive 911 alerts.

Hosted more than 2,000 residents at the National Night Out event, and hosted thousands more at other grassroots meetings, to improve communication between public safety agencies and the community.

Developed a new, required Police Department training class called “Respectives,” which emphasizes the importance of positive community relations and communication.
Created the Cops and Clergy Network to facilitate a direct connection between law enforcement and faith-based groups to better address community violence.

Engaged residents and businesses to help law enforcement address community level violence issues by forming Community Intervention Teams within Denver’s Gang Reduction Initiatives.

Provided jail to community, evidence-based re-entry services to over 500 individuals.

Increased outreach by the Office of the Independent Monitor, including meetings with dozens of community groups and attendance at officer roll calls in every Denver police district.

Created the first Denver Immigrant and Refugee Commission to ensure our community members who are newcomers to the city and country are welcomed and have a shared voice at the table.

Introduced a new city tradition called Denver Days, aimed at creating stronger neighborhoods by fostering community service projects and neighborhood gatherings for one week every August.

Engaged more than 1,000 individuals and children in community emergency response training and preparedness.

**Improving Assets**

Began upgrading street lighting on 10 city blocks around East 34th Avenue and York Street to enhance the health, safety and welfare of citizens in the area.

Enhanced the ability to warn the public of tornadoes and other emergencies by installing a new outdoor warning siren system.

Strengthened the Police Department’s ability to fight crime by installing six mobile HALO cameras, allowing for rapid movement and deployment.

Installed 405 new AES Fire Alarm Boxes throughout the City and County of Denver.

Enhanced the safety department’s work to track data and timeframes, provide more statistical reporting capability, and permit electronic transmission of cases by installing a new Internal Affairs Bureau database and case management system.

Expanded city’s ability to better notify the public of traffic closures and safety concerns by acquiring two Variable Message Boards.

**Strengthening Smart Services**

Held Denver Police Department’s first recruit class in five years and started the second class in July, training 110 new officers to be deployed in winter 2014. This support was made possible by the passage of Measure 2A.

Held one Denver Fire Department recruit class in 2012 and one in 2013. This support was made possible by the passage of Measure 2A.
Purchased approximately 46 new patrol cars and one new fire apparatus. This support was made possible by the passage of Measure 2A.

Enrolled 59,557 families and individuals in food, cash and medical assistance programs administered through safety net services.

Delivered Denver’s communities better access to nutrition and healthcare by being the first U.S. city to issue electronic benefit cards to clients off-site as part of the SNAP into Health initiative.

Worked to curb gun violence by creating the Denver Ceasefire coalition with various community partners who provide support services to high-risk individuals.

Opened seven Financial Empowerment Centers across Denver to provide free one-on-one financial counseling to help low-income residents transition from debt management to saving for a better life. The enhanced services were made possible by a $1.9 million grant from Bloomberg Philanthropies and Living Cities’ Cities for Financial Empowerment Fund.

**Delivering Accessible Housing**

Appointed the first permanent Housing Director in three years and established priorities to develop a comprehensive housing strategy.

Added more than 500 units of affordable and mixed income housing to Denver’s neighborhoods.

Supported 30 separate low and moderate income neighborhood development projects by leveraging $4.5 million in federal Community Development Block Grant funds.

Helped stabilize Denver communities that have suffered from foreclosures by completing two phases of the federal Neighborhood Stabilization Program, resulting in a total of 181 single-family and 555 multi-family housing units constructed, underway or rehabbed thus far.

Encouraged home ownership among qualified moderate and low-income buyers by launching the Metro Mortgage Assistance Plus program, which has offered down payment assistance to more than 40 homebuyers since its inception in March 2013.

Provided home ownership and foreclosure prevention counseling in collaboration with nonprofit housing partners to approximately 2,700 Denver households.

Administered rental assistance and supportive services totaling $1.7 million to approximately 1,400 people living with HIV or AIDS through the federal Housing Opportunities for People with AIDS program.

**Aiding our Most Vulnerable**

Acquired a 46,000 square foot building to house the new Rose Andom Domestic Violence center, which once fully renovated, will provide a central location where domestic violence victims and their children can access “wraparound” services involving over twenty community-based agencies and system partners.
Doubled the city’s property tax credit from $186 to $372 for 4,000 qualified low-income seniors and people with disabilities. This support was made possible by the passage of Measure 2A.

Promoted financial education and greater use of checking and savings accounts among unbanked and under-banked populations in Denver through Bank on Denver.

Decreased the average number of days to certify a new foster family from 248 days to 159 days.

Provided a six-month winter shelter period for an additional 150 men per night throughout the winter. For the first time in Denver’s history, the city also sponsored a women’s shelter option.

Connected 1,800 homeless individuals and those at risk of homelessness to service providers and resources at the 12th Project Homeless Connect.

Relaunched the Denver’s Road Home donation meter program with 55 new SmartMeters, which allow credit card donations.

Launched a new change donation program at Denver International Airport to collect “change for change” from travelers prior to entering security areas, raising nearly $17,000.

Honored for outstanding leadership and proven commitment to ending veteran homelessness in the United States by the National Coalition for Homeless Veterans Human Services.

Achieved an all-time high live-release rate at the Denver Animal Shelter.

Donated more than $400,000 to metro area nonprofits through the Denver Employees’ Combined Campaign, a program that enables charitable giving through automated payroll deductions.
EFFICIENCIES & CUSTOMER SERVICE

Mayor Hancock has charged every department in the City and County of Denver with evaluating and re-evaluating all aspects of city government to deliver sustainable operations that will support an unparalleled quality of life today and for generations to come. Through the Mayor’s Peak Performance initiative – and by instilling the value of innovation in the city’s 11,000 employees – Denver is continuously working to connect residents with the highest quality services at the lowest possible cost, creating a smarter city better equipped to compete in the global economy.

Steering City Finances Responsibly

Closed the city’s $100 million structural budget gap by obtaining voter permission to remove the limits imposed by the Taxpayer Bill of Rights. This support was made possible by the passage of Measure 2A.

Restructured the city’s health benefit plans and employee contributions, reducing medical costs by over $3 million from 2012 to 2013.

Returned over $1.1 million to the General Fund without disruption in service and came in 11.6% under budget by creating stronger operational efficiencies.

Decreased the city’s delinquent/default loan rate from 19.9 percent to 7 percent.

Saved $5.3 million on citywide purchases by improving the competitive bid process and mitigating increases in cost.

Saved the city over $700,000 in unemployment claims, equaling nearly $2 million over the past four years.

Financed the DIA South Terminal project with historically low interest rates of 3.65 percent and refunded $462 million of debt, achieving $66.4 million of present value savings.

Enhancing Critical Services

Removed five furlough days from the 2013 calendar, improving customer service and restoring service levels at key city facilities. This support was made possible by the passage of Measure 2A.

Increased service hours at Denver Public Library locations by 42 percent, providing a minimum of 48 hours per week for every city library. This support was made possible by the passage of Measure 2A.

Expanded the city’s paving program to include an additional 300 residential lane miles in poor condition over the next four years. This support was made possible by the passage of Measure 2A.

Saw measureable increases in Denver residents’ perception of the quality of customer service they receive from city employees.

Issued 55,000 development permits, marking the city’s return to pre-recession numbers.

Assembled one of the largest wildland firefighting teams in this area of the country, with more than 100 Denver Fire Department members certified in wildland firefighting operations and able to rapidly deploy to assist other jurisdictions across Colorado.
Opened the Sam Gary Branch Library in Stapleton.

Broke ground on Fire Station 18 in Lowry and on the West Denver Library Branch, which will be named the Rodolfo “Corky” Gonzales Branch Library.

Reconstructed 17 blocks of South Broadway, from Arizona to Yale avenues.

Implemented a new pre-occupancy inspection process for businesses to reduce unexpected expenditures.

Expanded hours of operation at the Denver Animal Shelter.

**Eliminating Redundancies and Identifying Efficiencies**

Trained more than 1,200 city employees to identify process improvements, ultimately reducing costs and delivering better services to the people of Denver. Since July 2012, these city employees have identified more than $7 million in savings.

Reduced the amount of time it takes for an application to arrive and be prepared for processing at Human Services headquarters from five days to 60 minutes with a multifaceted process improvement project.

Cut the average wait time at the Department of Motor Vehicles by 25 percent by leveraging smarter services, including adding a dedicated auto dealer service line.

Answered 93 percent of 911 calls on the first ring, 96 percent within 15 seconds or less, and met the city’s goal of answering 99 percent in 40 seconds or less.

Maintained timely processing of Human Services benefits applications at 91.4% for the entire year.

Increased accountability in the taxi and pedal cab industries by requiring new display licenses for taxi drivers and new Denver license plates for pedal cabs, as well as prominent placement on the vehicle or bike.

Increased the percentage of alarm permit customers applying, renewing or paying online from 3 percent in 2011-2012 to 36 percent in 2012-2013.

**Gaining through Technology**

Developed an open, transparent and accessible website for the public to view the city’s management of assets. This unprecedented, one-stop site will feature an interactive and searchable checkbook and offer 24-hour self-service access into the city’s financial activities.

Launched the eBiz Tax Center, an online tax system allowing businesses to file all city taxes online.

Initiated new Federal Aviation Administration navigation to expedite the flow of DIA’s arriving and departing aircraft.

Expanded the city’s open data catalog to offer more than 160 data sets to the public.
Administered tablets to every Denver Fire Station, which eliminated the need for tens of thousands of sheets of paper and associated supplies in annual fire safety building inspections.

Implemented online system to accept credit card payments of Environmental Health administrative citations.

Created new multi-departmental paperless prosecution system that saves time and allows for greater efficiency.

Implemented an online renewal process for the Residential Parking Permit Programs.

Provided computer access and technology training Denver residents through 860,000 computer sessions and through technology classes at the Denver Public Library.

Implemented a new electronic construction payment system that allows the electronic submission of the construction pay application, compliance documentation and signature approvals.
**SUSTAINABILITY**

By making sustainability a value that connects every agency and action, we’re elevating Denver’s reputation as a smart, livable city. Denver has a proven track record for its sustainability programs and efforts that have been consistently recognized by local partners, national organizations and the federal government. To further Denver’s leadership in sustainability while preserving the city’s unmatched standard of living, Mayor Hancock created the Office of Sustainability, appointed the city’s first Chief Sustainability Officer and developed the city’s 2020 Goals, which are among the most ambitious of any municipal sustainability program in the country.

**Elevating Quality of Life**

- Offered more than 200 fitness classes per week across the city, providing greater equity of access to fitness classes across the city.

- Added five more Silver Sneaker sites, increasing total to 15 recreation centers that provide health and fitness activities to seniors throughout the city.

- Added over 2,000 households receiving trash and recycling services from Solid Waste Management with no additional associated resources.

- Completed more than 6,000 inspections of regulated food service facilities—from school cafeterias to food trucks and full service restaurants.

- Administered more than 350 civil union licenses since May 1 and embraced the historic beginning of Civil Unions being issued in Colorado.

**Greening Government**

- Saved 9.4 percent in energy use per square foot as part of an ambitious national reduction initiative to cut use in buildings by 20% per square foot by the year 2020.

- Saved over $119,000 in 2012 utility costs due to wise use of the Energy Efficiency Conservation Block Grant Program and the city’s Sustainability Fund.

- Reduced waste sent to landfills by adding 18 schools and one municipal building to the Denver Composts program.

- Further reduced landfill waste by implementing a department-wide recycling program in the Denver Sheriff’s Department.

- Saved $270,000 through the reutilization and recycling of auto parts at the Police Garage.

- Reduced the city fleet’s carbon emissions and fuel expenditures using environmentally friendly strategies, leading to a 4th-place ranking in Government Fleet Magazine’s list of the 100 Best Fleets in North America.

- Completed energy audits on five of the city’s largest buildings, which identified over $500,000 in potential annual savings. To date, 21 projects have been implemented, saving over $132,000 in energy costs annually.
Received LEED gold designation for the Sam Gary Branch Library in Stapleton.

**Increasing Access to Healthy Food**

Funded the renovation and adaptive reuse of the historic Horse Barn at 33rd and Arapahoe Streets as a hub for Denver Urban Gardens and 30 international development nonprofits.

Facilitated the development of an $8 million healthy food financing fund under our Healthy Food Access Initiative that will work to reduce food deserts in Denver and throughout the state.

Supported healthy food access in Denver by investing $1.2 million in local food organizations and businesses, including community gardens, greenhouses, and training/employment projects.

**Expanding our Parks**

Designated 188 acres of city-owned land as parkland, providing protected status not previously enjoyed. Plans for another 277 acres of designation are in place for 2013.

Enhanced Denver’s parks and recreation areas by improving litter and graffiti removal, turf management, irrigation systems, trimming and other maintenance. This support was made possible by the passage of Measure 2A.

Initiated over $20 million in river-related improvements, with over 75 percent of funds coming from private sources.

Increased Denver’s tree canopy to 19.7 percent and for the first time quantified the value of the city’s 2.2 million trees as a $122 million benefit to residents each year, a total asset value of $2.9 billion.

Advocated successfully for the designation of Civic Center as a National Historic Landmark.

**Fostering a More Livable Denver**

Helped expand Denver B-Cycle by 30 stations. The first large-scale bike share program in the United States now offers 83 stations throughout Denver.


Launched Denver’s first Community Solar Gardens, making solar energy accessible to low income households and renters.

Saved a combined $2.1 million a year in energy costs through the Denver Energy Challenge. Over three years of work, this program has assisted more than 6,200 residents in saving $790,000 a year in energy costs and provided Sustainable Business Assistance to 1,291 businesses.

Provided businesses an affordable way to save energy by creating a financing mechanism with up to $35 million available for energy-upgrade loans in the coming years.
Aided more than 100 businesses in energy conservation through assessments and advice provided by the Certifiably Green Denver Program.

Established policies to enable car share services to operate on Denver’s streets, providing an additional multi-modal alternative for residents, employees, and visitors while reducing parking demand and traffic congestion throughout the city.

Swept 107,613 miles of streets and collected 42,324 cubic yards of debris, filled 88,668 potholes, and paved 285.39 lane miles of Denver streets.

Helped residents save fuel and reduce congestion and pollution by retiming 175 traffic signals.

Improved over 3,500 bike route signs for the numbered bike routes citywide. Denverites voted the city winner of the first annual “Cycle Town Showdown” sponsored by REI.

Made travel safer by installing 268,321 square feet of pavement markings at 622 intersections, which resulted in increased visibility at 1,407 individual crosswalks.

Secured funding to install six additional electric vehicle charging stations to improve air quality and encourage the use of electric vehicles as part of a statewide effort.

Eliminated the last three smoking lounges and improved eating options with healthier food at DIA.

Added 10 miles of new bicycle infrastructure, including bike lanes and sharrows.

Designed innovative bike facilities for 15th Street from Cleveland Place to Larimer Street that will be implemented this summer, featuring green pavement markings, bike signals and bike boxes; elements of vertical separation will be piloted in 2014.

Paved more than 50 undedicated, dirt alleys in Denver since the spring of last year.