

2019 Work Plan - DRAFT

Promote a balanced and thriving city economy			
GOAL		OUTCOME	OBJECTIVE
1	1.1	Balanced mix of land uses	Assist 40 low to moderate income residents through improving their housing situations by December 31, 2019.
			Evaluate placing a moratorium on development fees by December 31, 2019 as a way to incentivize new retail and office development.
1	1.2	Location of choice for primary employers	Work with committed national or Colorado-based sit-down restaurant chain to open by December 31, 2019.
			Attract at least 80 companies, including retailers, to evaluate the City as a new business location by December 31, 2019.
			Strengthen the City's support of entrepreneurs and small businesses by evaluating new programs, including possibly creating a revolving loan fund, by December 31, 2019.
			Recognize and/or meet with at least 20 existing businesses by December 31, 2019 in support of business retention and expansion efforts.
			Implement a targeted aerotropolis marketing and business development campaign with the Aerotropolis Regional Committee by December 31, 2019.
			Update the City's Economic Development Strategic Plan by December 31, 2020.

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Promote efficient and effective city government to improve levels of service

GOAL		OUTCOME	OBJECTIVE
2	2.1	Be an employer of choice	Maintain full-time employee vacancies under 11% by providing: customer service focused recruitment, hiring and onboarding; comprehensive performance management system; investment in employee development through coaching and training and development programs; and ensure a competitive Total Rewards Program.
			Provide quality assurance by maintaining 100% compliance with State and Federal employment law and City Policy related to leave management, record management, and benefit administration.
			Provide quality and responsive city services within 95% of the stated service level standard.
2	2.2	A healthy and safe workforce	Maintain Workers Compensation Experienced Modification Rating (EMod) <= 1.0 by December 31, 2019.
			Provide quality and responsive city services within 95% of the stated service level standard.
2	2.3	Reliable, scalable, available, and secure technology	Achieve 99% technology infrastructure availability each quarter outside of planned maintenance outages.
			Increase annual security assessment score by 10% by December 31, 2019.
			Provide quality and responsive city services within 95% of the stated service level standard.
2	2.4	Efficient and effective business processes	Improve general business licensing program to increase compliance with licensing requirements; increase licensed businesses by 5% by December 31, 2019.
			Complete business evaluations of five current IT systems by December 31, 2019.
			Implement five technology projects by December 31, 2019.
			Increase technology online training system usage by 10% by December 31, 2019.
			Provide quality and responsive city services within 95% of the stated service level standard.
2	2.5	Financial compliance and stability	Complete annual review/analysis of city fees by December 31, 2019.
			Maintain or improve credit ratings on all debt issuances annually.
			Increase tax compliance awareness by providing tax payers more educational opportunities, enhanced resources/tools, and by directly engaging at least 3.5% of licensed businesses during 2019.
			Annually manage expenditures to approved budget within 2% for each department.
			Obtain clean 2018 audit opinion by July 31, 2019. (Financial statements present fairly in all material respects of the government).
			Demonstrate compliance with the procurement policy by conducting an annual audit by December 31, 2019.

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Develop and maintain the public infrastructure to improve community appearance and encourage continued development			
GOAL		OUTCOME	OBJECTIVE
3	3.1	Aesthetically-pleasing neighborhoods free from noise and hazards	Achieve 91% voluntary compliance with the City's Municipal Codes for all residential properties through the 2019 3C's program.
			Achieve 41% voluntary compliance of all properties after initial contact through regular code enforcement in 2019.
			Finalize initial phase of residential construction for the Mile High Greyhound Park by December 31, 2019.
			Regulate Oil and Gas Activity in compliance with the LDC to improve resident health, safety and welfare.
			Complete procurement for trash and recycling program by September 30, 2019.
			Maintain City's drainage and storm sewer system by collecting and disposing of at least 40 tons of debris by December 31, 2019.
			Provide quality and responsive city services within 95% of the stated service level standard.
3	3.2	Safe, multi-modal travel network	Implement a proactive community traffic management program designed to improve safety, efficiency, flow or traffic and decrease impact to infrastructure by December 31, 2019.
			Construct a grade separated interchange at 120th Ave. and Hwy 85 by December 31, 2022.
			Manage local traffic impacts, as a result of the I-70 Widening project, to no greater than 2018 volumes plus 10%.
			Secure external funding of at least \$8M for regional transportation improvements by December 31, 2019.
			Maintain injury traffic crashes, through engineering, education, and enforcement measures, to no more than 2016 levels (209 crashes and 11.36 injury crashes/1,000 population).
			Provide quality and responsive city services within 95% of the stated service level standard.

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Develop and maintain the public infrastructure to improve community appearance and encourage continued development			
GOAL		OUTCOME	OBJECTIVE
3	3.3	Safe and sustainable public facilities	Maintain the City's improved pavement network to an average overall condition rating of no less than 60 to provide smooth and durable roadways for all Commerce City residents, businesses and motorists.
			Maintain City vehicles so that the fleet is available for service 90% of the time or greater each quarter.
			Construct a 2-lane roadway with bike lanes on 112th Avenue, between Potomac Street and Landmark Drive by December 31, 2021.
			Complete all approved phases of capital improvement projects on time, on budget and to a high level of quality.
			Fix/update core city infrastructure through pavement, sidewalk, storm sewer and traffic signal maintenance by December 31, 2020.
			Provide quality and responsive city services within 95% of the stated service level standard.
3	3.4	High-quality natural and built environment	Complete 5 miles of recreational trail to create a loop trail system in the northern range and connect surrounding neighborhoods to Bison Ridge Recreation Center by December 31, 2019.
			Through cooperation with 27J School District, increase the number and quality of baseball/softball practice fields in the north for City Recreation and partnering agency athletic programs.
			Renovate Veterans Memorial Park to improve user experience and better integrate park amenities with the adjacent newly renovated Eagle Point Recreation Center.
			Complete close-out activities for the voter-approved capital bond program by December 31, 2019.
			Achieve an average walkability score of 43 in the five redevelopment areas as defined in the 2010 comprehensive plan by December 31, 2019.
			Adopt the most recent Building Code editions within 24 months of their publication.
			Adopt at least one update to the Land Development Code in 2019.
			Implement 2018 CDBG Annual Action Plan by December 31, 2019.
			Commence the update to the city-wide Comprehensive Plan by August 15, 2019, and adopt by March 31, 2021.
			Provide quality and responsive city services within 95% of the stated service level standard.

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Develop and maintain the public infrastructure to improve community appearance and encourage continued development			
GOAL		OUTCOME	OBJECTIVE
3	3.5	Sense of historic and culture significance	Preserve and protect the city’s historic resource through the creation of a Historic Preservation Ordinance by July 31, 2019.
			Begin identifying historic properties through a Historic Survey by July 31, 2020.
			Increase the city's public art collection by 10% by December 31, 2019.
			Establish a new cultural event within the city by December 31, 2019.
			Create a cultural master plan for the city, in alignment with the Artfully Adams County plan, by March 31, 2020.
			Identify opportunities to promote cultural activities and events within the city to raise awareness by 2% by December 31, 2019.

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Promote resident health, safety, and education

GOAL		OUTCOME	OBJECTIVE
4	4.1	Sense of safety in neighborhoods and personal security	To create safer communities within Commerce City, we will expand the Community Based Policing philosophy throughout the Police Department as the standard for service delivery by December 31, 2019.
			Reduce the level of family related violence within the City by 5% by December 31, 2019.
			Reduce Auto Thefts by 5% in comparison with 2018 numbers by December 31, 2019.
			Identify and remediate ten (10) illegal residential marijuana grows in Commerce City by December 31, 2019.
4	4.2	Fair and impartial administration of justice	Improve Police Service Delivery consistent with the Department of Justice Technical Assistance recommendations by December 31, 2019.
			Conduct analysis using Courttools software to track court performance and develop/change standards by December 31, 2019.
			Provide all audited businesses resources that enable them to exercise options to resolve tax assessments, resulting in average protested audit resolution of less than 180 days from date of protest.
			Provide quality and responsive city services within 95% of the stated service level standard.
4	4.3	Active living and healthy lifestyles for all residents	Increase the available pedestrian network by 0.15 miles by October 31, 2019.
			Reconstruct at least 30 pedestrian ramps to be in compliance with current ADA requirements.
			Increase overall participation in PRG programs and services by 10% by December 31, 2019.
			Complete Colorado Health Foundation Healthy Places Grand execution by December 31, 2021.
			Provide quality and responsive city services within 95% of the stated service level standard.

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Improve community involvement and trust			
GOAL		OUTCOME	OBJECTIVE
5	5.1	Accessible, reliable, and transparent information	Increase the use of the city's agenda management platform for elected and appointed meeting information by 10% by December 31, 2019.
			Implement new citywide records and information management program by December 31, 2019.
			Publish the 2020 Budget by December 31, 2019.
			Publish the 2020 Budget-At-A-Glance by December 31, 2019.
			Publish 2018 Comprehensive Annual Financial (CAFR) by July 31, 2019.
			Publish Five Year Capital Improvement and Preservation Plan by December 31, 2019.
			Increase how residents receive city information through established communication channels by 2% by December 31, 2019.
			Increase satisfaction on how the city communicates with residents by 2% by December 31, 2019.
			Provide quality and responsive city services within 95% of the stated service level standard.
5	5.2	Participatory and inclusive community	Maintain a 11% vacancy rate for council-appointed boards, commissions, and committee enrollment by December 31, 2019.
			Conduct the 2019 Municipal Election with zero errors by the date the 2019 election is certified by Adams County.
			Secure a reach of 750 individuals within 85% of social media posts by December 31, 2019.
			Increase the sense of community within the city by 2% by December 31, 2019.
			Maintain a 90% availability rate for Spanish-language city informational materials produced by the communications division by December 31, 2019.
			Update youth commission governing documents and master plan to better reflect current activities and desired outcomes by December 31, 2019.
			Create an older/active adult master plan that identifies how the city will cohesively address population issues by March 31, 2020.
			Provide quality and responsive city services within 95% of the stated service level standard.