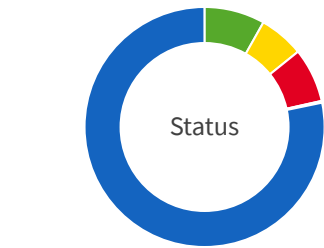




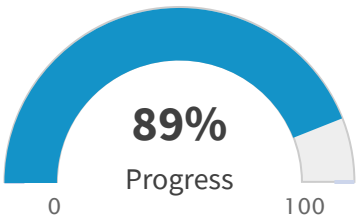
Work Plan Executive Report Q4 2018

Report Created On: Jan 31, 2019

Overall Summary Q4 2018

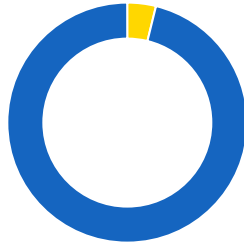


On Track	8.2%	66
Some Disruption	6.1%	49
Major Disruption	7.3%	59
Completed	78.2%	633



Council Goal 1

Promote a balanced and thriving city



	Some Disruption	3.8%	2
	Completed	96.2%	50

Progress 98.08%

Outcome: 2

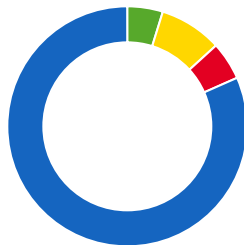
Objective: 8



Strategy: 22

Tactic: 52

Council Goal 2

Promote efficient and effective city government to improve levels of service



	On Track	4.8%	13
	Some Disruption	8.5%	23
	Major Disruption	5.1%	14
	Completed	81.6%	222

Progress 91.50%

Outcome: 5

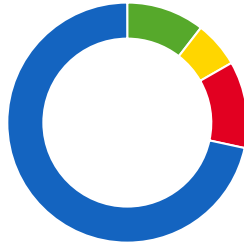
Objective: 20

Strategy: 66

Tactic: 272

Council Goal 3

Develop and maintain the public infrastructure to improve community appearance and encourage continued development



Progress 83.45%

Outcome: 5

Objective: 32

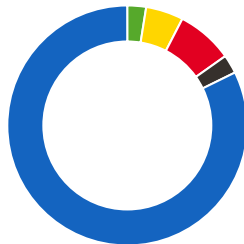
Strategy: 103

Tactic: 257

On Track	10.5%	27
Some Disruption	6.2%	16
Major Disruption	11.7%	30
Completed	71.6%	184

Council Goal 4

Promote resident health, safety and education



Progress 92.82%

Outcome: 3

Objective: 13

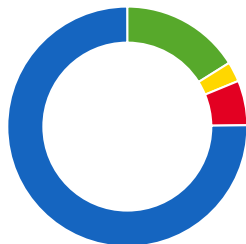
Strategy: 32

Tactic: 79

On Track	2.5%	2
Some Disruption	5.1%	4
Major Disruption	7.6%	6
Completed	82.3%	65

Council Goal 5

Improve community involvement and trust



Progress 88.38%

Outcome: 2

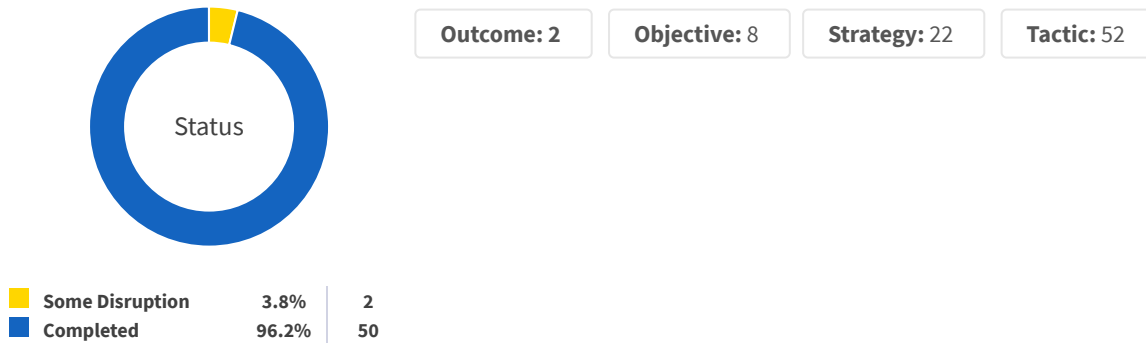
Objective: 18

Strategy: 46

Tactic: 149

<div></div> On Track	16.1%	24
<div></div> Some Disruption	2.7%	4
<div></div> Major Disruption	6.0%	9
<div></div> Completed	75.2%	112

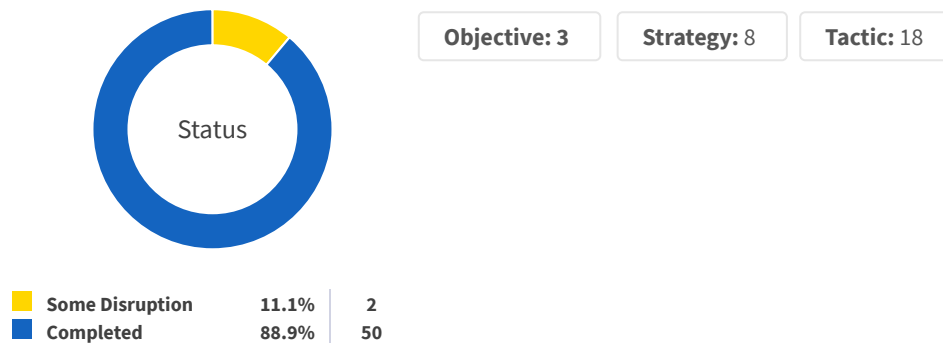
Promote a balanced and thriving city



Outcome 1.1

Progress 94.44%

Balanced mix of land uses



Last Updated by Troy Smith (Deputy City Manager): Jan 25, 2019

Objective 1.1.1: Add 30 new Senior Housing Units by December 31, 2019. (66.67% completed)

On September 12, 2018, the Housing board voted to temporarily suspend the pursuit of a project at Conter Estates. After several discussions with the Housing Authority Owners Rep and CHFA, it became clear that the required market study is not currently favorable to receive Low Income Housing Tax Credits on this property at this time. The Housing Authority has been informed that there may be a better possibility once CHFA has some changes with the realignment of I-70. The board and Owners Rep will still review any proposals that are received on this property. These challenging external factors at a state and national level have made the original deadline questionable. However, the C3 Strategic Housing Plan is scheduled to be adopted by City Council in January, and that plan highlights other possibilities for senior housing.

Objective 1.1.2: Increase in the available commercial/industrial flex space options by 4% by December 31, 2018. (100.0% completed)

This objective is a multi-year (2017-2018) objective that has been met and exceeded. In Q4 2018, the overall built real estate growth since

the baseline quarter used for the objective (Q4 2016) shows a 13.24% growth or an addition of 1,728,050 square feet. Here are the growth numbers by type of real estate: Office real estate increased by 17.47% or an addition of 93,226 square feet. Retail real estate increased by 8.29% or an addition of 129,090 square feet. Flex industrial real estate increased by 9.25% or an addition of 24,774 square feet. Finally, warehouse/distribution real estate increased by 17.68% or an addition of 1,468,104 square feet. The data is sourced in the Commerce City Quarterly Economic Activity Reports using figures from CoStar Realty.

Q4 meetings were held with representatives from five development companies that are actively planning speculative industrial space: Becknell Industrial, Karis Capital, Brennan Investment Group, Lincoln development, and Huntington Industrial Partners. These developers are planning for a combined total of more than 1.5 million square feet of new, speculative industrial space. Other meetings included ones with representatives from Cowley companies regarding their desire to annex a portion of Third Creek and Schuck Companies regarding annexation of unincorporated land to increase size of Nexus at DIA business park. Staff continued to meeting with Dave Hammer regarding moving forward on annexation and development of his property at E. 104th Avenue and Hwy 85. Staff marketed commercial and office development opportunities by attending and meeting with companies during the ICSC Western Conference Oct 8-10.

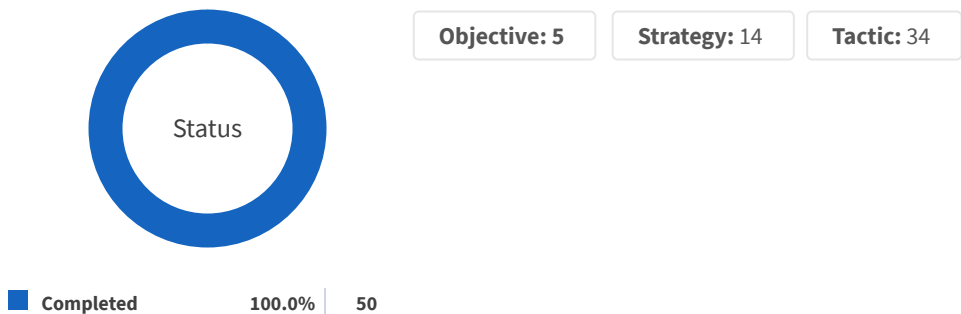
Objective 1.1.3: Adopt Irondale Neighborhood Plan by July 31, 2018 - 100% Complete

The Irondale Plan was approved by City Council on July 16, 2018

Outcome 1.2

Progress 100.00%

Location of choice for primary employers



Last Updated by Troy Smith (Deputy City Manager): Jan 30, 2019

Objective 1.2.1: Secure a commitment by December 31, 2018 from a national or Colorado-based sit-down restaurant chain to locate in Commerce City. (100.0% completed)

Staff secured a commitment from two Colorado-based sit-down restaurants to locate new operations in Commerce City. City Council approved incentives to assist with the commitments: 1) Little Pub Co. (LPC) plans to build a 3,500 square-foot, full-service restaurant and bar with a 1,500 square-foot all-season patio on the NEC of E. 104th Avenue and Chambers Road in the Second Creek Marketplace development. 2) G's Tacos is planning its third location in the Denver Metro area by occupying about 2,600 square feet for a full-service restaurant and bar with a 500 square foot patio. This restaurant will also be in the Second Creek Marketplace.

Staff resources are strongly focused on activities in support of attracting full service national or local brand restaurant chains. To assist with the attraction, a national retail consulting firm was hired earlier in the year called the Retail Coach to update the city's Retail Trade Areas, demographics and Retail Gap Analysis reports. Report information is being utilized by staff in commercial development attraction marketing and/or prospect activities. Information from the new reports were shared with City Council during a Study Session on August 6. Also, a new logo was developed announcing the city is "Ready for Retail."

In Q4, staff met with 12 restaurant real estate representatives and/or brand representatives during the ICSC Western Division conference in October, focusing on brokers working with end users for Aspen Hills, North Range Town Center, Parkway Market, Derby area and Second Creek Marketplace. Staff also met with some real estate representatives during pre-application meetings for proposed projects in the city. For the year, staff participated in 8 commercial and 1 office real estate events in 2018. Also, to help increase outreach activities with commercial real estate brokers, an initial list of 36 regional brokers and their respective 150+ restaurant brands was created earlier this year and staff has contacted them on an ongoing basis. This business development effort provides a good foundation to building stronger relationships with brokers and bringing market attention to Commerce City.

Social media tools are utilized on a weekly basis to communicate timely updates about announcements, projects under construction, notable companies, events and workshops, within Commerce City. Analytics indicate that in Q4 2018, the ED Division tweeted 37 times, received 951 profile visits, gained 17 new followers, and experienced a total of 28,113 tweet impressions. Monthly electronic newsletters called Commerce Connection are also sent out to a mailing list that includes broker emails.

The ED Team continues working on the "Ready for Retail" campaign that will target commercial developers, real estate brokers and retailers. The staff is utilizing information prepared by The Retail Coach for Retail Trade Areas, demographics and Retail Gap Analysis reports used for attraction of commercial development. Testimonial from Dion's was collected and posted but no other restaurant indicated an interest in participating in a video testimonial at this time. Staff will work with the two newly announced restaurants and ask for a video testimonial in 2019 once they are open and operational.

Objective 1.2.2: Bring market awareness of Commerce City to at least 20 retail/entertainment brands by December 2018. (100.0% completed)

To help accomplish the new objectives from City Council's discussion during their budget retreat, the ED Division continues to put an emphasis on new commercial development, especially attraction of a full-service, sit down restaurant. In Q4, the team reached out to an additional 2 retailers and 6 bars/restaurant brands for a total of 71 contacts in 2018. This exceeds the metric of 20 for the year by 51 contacts.

ED Staff members are executing one or more part(s) of the retail attraction effort (including initial research, initial contact with prospects, prospect follow-up, and/or conducting in-person or phone conference call meetings with prospects, real estate professionals, and developers). Staff time for other program areas has been reduced or eliminated to help accommodate the shift in priorities; this includes reduced participation in chamber events/programs, and not participating in the Metro Denver EDC Site Selection Conference.

Objective 1.2.3: Increase in the total number of businesses by 5% by December 31, 2018. (100.0% completed)

This objective is a multi-year (2017-2018) objective. Using the latest figures from the Colorado Department of Labor and Employment (CDLE), an 8.22% business growth was reported in Commerce City or 120 net new companies in Q4. This exceeds the metric by 3.22%. Total number of businesses reported by CDLE in the Commerce City 4Q 2016 Economic Activity Report was used as the baseline to track the growth.

Commerce City staff supported business growth in Q4 through business attraction, retention and expansion and entrepreneurial/small business support. Staff responded to 18 new attraction inquiries in Q4 for a total of 138 inquiries/prospects in 2018. Also in Q4, 6 retention visits were made for a total of 22 in 2018. In addition, there were 32 proposed project announcements and 10 ribbon cuttings and/or open houses in 2018.

The ED Division team are members of Metro Denver EDC; Adams County ED; Metro North, Brighton and Commerce City Chambers of Commerce; and Adelante. The team's participation helps market Commerce City as a business location of choice to each group's membership base. Q4 activities included participating in the Adams County Small Business Pitch Competition. Commerce City is also a members of the Aerotropolis Regional Committee (ARC). The group contracted with Ogilvy to put together a marketing/branding strategy for the effort. This work will be done in phases. Phase I ended and consisted of compiling information about the region, case studies of other aerotropolis areas around the world; performing a media inventory; and getting stakeholder input through focus groups. Planning for future phases is in progress. Q4 work also included naming exercises with all the partners. However, a name for the Aerotropolis has yet to be decided.

In support of start-ups and small business development, the ED Division works with the North Metro Small Business Development Center and Adelante to provide ongoing programs and services at the Commerce City Small Business Resource Center in Derby. This includes training workshops and one-on-one counseling and is available in both English and Spanish. The Colorado Business Minority Office has agreed to provide two additional bi-lingual counselors and programming to the Center. Also, Adelante held its first Food Truck Academy training program at the Resource Center in December. The City provided two scholarships to Commerce City based businesses to attend the training. Staff also worked with a Google national trainer in Q4 to add a workshop in Spring 2019. Additional programming and Center upgrades for 2019 are in the planning stages, including financing a part-time contract person to help staff the center and make center improvements utilizing CDBG entitlement dollars. The CDBG grant was finalized in Q4.

The Adams County Small Business Pitch Competition was held November 9. Commerce City staff promoted the open application period for any small businesses interested in participating in the event but no Commerce City-based small businesses completed an application.

Objective 1.2.4: Increase in the total number of primary jobs by 5% by December 31, 2018. (100.0% completed)

This objective is a multi-year (2017-2018) objective. Using the latest figures from the Colorado Department of Labor and Employment (CDLE), a 5.18% employment growth was reported in Commerce City or 1,611 net new jobs in Q4. This exceeds the metric by .18%. Total number of jobs reported by CDLE in the Commerce City 4Q 2016 Economic Activity Report was used as the baseline to track the growth.

During Q4 the ED team met with 6 existing companies regarding workforce needs. This makes 22 for the year, exceeding the work plan metric by 2. In addition, there are ongoing efforts to attract an educational institution to a site on the former Mile High Greyhound Park. Approval of the urban renewal plan June 18 allows the master developer for the site, REGen, LLC, to finalize agreements with individual developers, secure financing and move forward with infrastructure improvements for new development. In Q4, the ED and CD Directors met with the president of the Colorado Community College System about potential programs at MHGP. The system president shared that during healthy economic times, community college enrollment goes down and new funding for capital projects becomes a challenge. Another lead was shared by a community bank partner. However, the lead turned out to be an existing employer wanting to know what program was being developed if any and was not interested in building anything. Staff gave him an update on the opportunity.

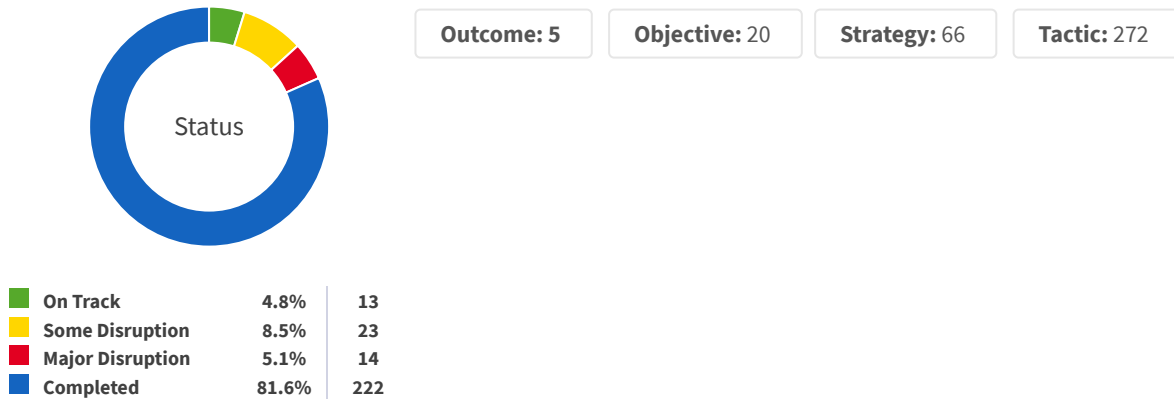
Objective 1.2.5: Provide quality and responsive city services within 95% of the stated service level standard. (100.0% completed)

Staff strives to provide quality and responsive city services to all customers. In Q4, this was practiced with timely initial responses to 18 new inquiries/prospects and 6 existing business contacts. Total year-end contacts made in 2018 was 138 new and 22 existing businesses. The team utilizes pre-application and other project meetings to assist and communicate with active prospects on a weekly basis. There are 2-4 pre-application meetings per week and these are often initiated by ED team members that are working with developers/prospects on various projects throughout the City. When needed, staff also work closely with both company representatives and relevant city and other outside organization development review staff to facilitate communication and conflict resolution to ensure a project continues moving forward in a timely manner.

The most active projects were the Thompson Thrift development at the NEC E. 104th Ave and Chambers Rd and the various businesses prospects for that development, including two (2) sit-down restaurants. Staff also had meetings with five (5) development companies that are actively planning speculative industrial space: Becknell Industrial, Karis Capital, Brennan Investment Group, Lincoln development, and Huntington Industrial Partners. These developers are planning for a combined total of more than 1.5 million square feet of new, speculative industrial space.

A new staff member joined the team in Q4 so there was a lot of opportunity for additional training and delegation of duties.

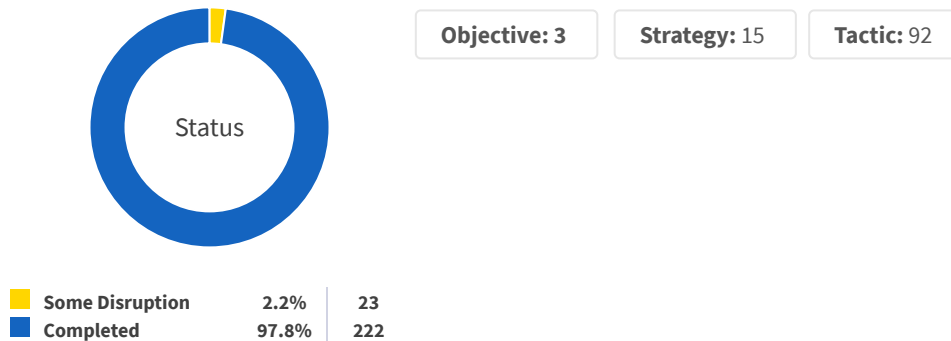
Promote efficient and effective city government to improve levels of service



Outcome 2.1

Progress 99.18%

Be an employer of choice



Last Updated by Troy Smith (Deputy City Manager): Jan 24, 2019

Objective 2.1.1: 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. (99.62% completed)

The City ended the year with an 8.5% average vacancy rate. This objective encompasses many aspects of the employee experience. For HR, this begins with efficient and compliant recruitment, hiring and onboarding processes wherein HR has effected significant improvements this past year. Key new-hire activities/metrics:

- * 72 Full-time new-hires and 26 internal hires/promotions -100% had comprehensive recruitment plans and all attended new-hire orientation
- * Hired 475 VHE (part-time) employees.
- * Processed a total of 3993 applications (2,645 for FTE positions/1,348 for VHE positions)
- * Performed 43 formal 30 to 120 day check-ins

- * Continued development of NeoGov's Onboarding module
- * Researching additional use of LinkedIn to further reach and increase diversity opportunities

The City's Performance Management Program is in its 3rd year with new standardized processes, forms and training. For the year:

- * 306 performance evaluations completed
- * 7 performance management system training sessions held in 2018

Training and development opportunities are for all employees to enhance professional and personal development. T&D key activities/metrics include:

- * 42 classes held
- * Supervisor Certification Program - 87 of the City's 89 supervisors have taken at least 1 class
- * First year of working with the City of Aurora on a collaborative training exchange program
- * 170 employees participated in at least one HR training, 98 employees completed two trainings, 65 employees completed three+ trainings
- * Conducted the following trainings: CORA training; three Compensation and Classification; three New Supervisory training; Managing Effective Meetings; two Effective Performance Management; Lead Worker; three Crucial Conversations; two Crucial Accountability; Presentation Skills "Talk Like TED"; two Ethics for Business; Generational Differences at Work; DiSC; Discover Leadership; Diversity in the Workplace; Leave of Absence and Worker's Compensation; two Reasonable Suspicion; Engaging the Disengaged Employee Recruiting, Hiring and On-Boarding; Email Writing for Results; Overcoming Multi-Tasking; Blood Borne Pathogens; and multiple Performance Management/Evaluations trainings; Business Writing; and Employment Law Update

The City's Compensation Program completed a restructuring focusing on attracting and retaining professional and result oriented employees by offering a competitive total rewards package. This included the review, analysis, development, recommendation/approval and implementation of a new thorough, efficient and compliant compensation and classification system. As a result, the city has a new pay table structure, compensation philosophy statement, and guidelines, resulting in equity adjustments for 94 employees. The Annual Compensation and Classification review/benchmark was completed in Q4 to determine employee pay effective January 1, 2019. The city is compliant with the goal of 94% compa-ratio (percent toward mid-point) for employees at three years of service. In total:

- * 149 positions were reviewed and had salary range adjustments
- * 21 employees' received compensation adjustments in alignment with the new compensation philosophy
- * 2019 VHE pay tables were approved resulting in 215 employee pay adjustments
- * 16 Compensation and Reclassification forms were processed producing 11 employee reclassification/promotions

Human Resources continues to efficiently manage the city's benefits program through sound administrative processes throughout the year. Benefits offered are competitive and are benchmarked against 24 cities/towns annually. Key activities/metrics are:

- * The 2019 annual benefits renewal process resulted in no changes to benefits coverage levels for medical, dental, vision, disability and life-insurance
- * Open enrollment completion
- * New in 2018 - Employee Total Rewards statements outlining the value for each full-time employee's compensation, medical benefits and ancillary benefits
- * Of the 365 FTE, 330 (90%) are enrolled in the City's medical plan
- * Of the 19 VHE's eligible for benefits, the City averages 10 enrolled in medical benefits throughout the year
- * HR completed all the required ACA reporting and mailings in compliance with the law

The City promotes an excellent health and wellness program including incentives for wellness visits, the onsite bio-metrics and health assessments. Key activities/metrics include (#'s do not include spouses):

- * 80% employee participation
- * Health assessments: 169 employees completed
- * Biometrics screening: 146 employees completed
- * Annual Wellness Visits/Check-in: 53 employees completed

* Wellness Floating Holiday: 96 employees earned the one day

The Human Resources Information System (HRIS) has a dedicated HR Analyst and provides thorough, accurate and timely advanced reporting. Key activity/metrics include:

* 24 reports each month, e.g. performance management status reports

* Quarterly Data Metrics Report (DMR)

* 80 ad-hoc reports

City's Leave of Absence Program:

* 30 employees utilized FMLA

* 16 employees utilized short-term disability

* 4 employees were on an ADA accommodation

Objective 2.1.2: Maintain 100% HR policy compliance and ensure quality assurance in all areas of Human Resources. (97.62% completed)

HR remains 100% compliant with all local, state and federal regulations, laws and mandates in all of its employment practices. We continually evaluate our programs to offer support to employees and management in a timely and accurate manner. We provide on-going education and training to supervisors and employees on related requirements. Human Resources continues to manage and provide support for all employment policies.

While 2018 did not have any union negotiations, we support the union membership and work on any grievances (only 1 in Q1).

HR is in compliance with federal, state and city regulations for records management and requests. HR has had several legal requests for information, and no official CORA requests in the year. Our responses to such requests are complete, timely, and accurate.

Human Resources continues to maintain and control a thorough, efficient and compliant benefits administration of all benefits in compliance with federal, state and city regulations. HR is completing all monthly ACA reporting (Standard Measurement and Initial Measurement periods) which includes the monitoring of the benefits eligibility for variable-hour employees, and offering/enrolling them in benefits. On average, the City has 10 VHBE employees enrolled in our medical benefits.

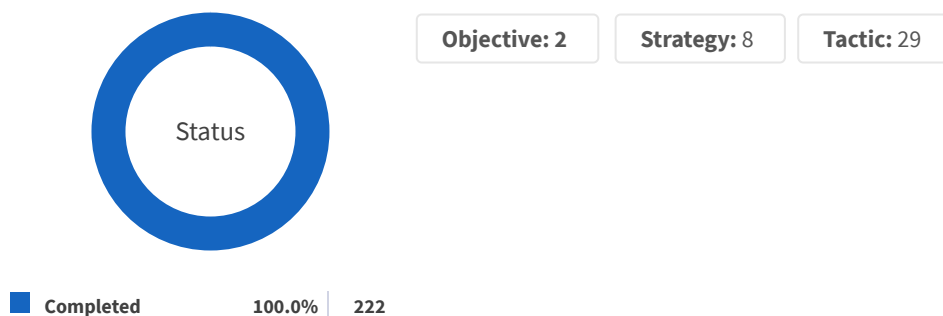
Objective 2.1.3: Provide quality and responsive city services within 95% of the stated service level standard. (100.0% completed)

For the entire year, Human Resources responded to all performance management and benefits requests for service within 2 business days, all compensation requests within 7 business days (assuming the information is available), and all FTE recruitment's are maintained within 95% of agreed upon responsibilities per the recruitment plans.

Outcome 2.2

Progress 100.00%

A healthy and safe workforce



Last Updated by Troy Smith (Deputy City Manager): Jan 24, 2019

Objective 2.2.1: Maintain Workers Compensation Experienced Modification Rating (EMod) <= 1.0 by December 31, 2018. (100.0% completed)

The ultimate reward behind maintaining an EMod below 1.0 is that employees go home safely to their families at the end of their work day. The rating for 2018 was 0.9 and has dropped again to 0.77 for 2019. This has been achieved through work over the last several years of shifting the organization's focus to a culture of safety.

The City received a 114 out of 120 score on the Q1 CIRSA audit, up significantly from 75 in the prior year. The next audit is in Q119. The first version of the Risk Strategic Plan is completed. Police, Fleet and Risk Management initiate a Motor Vehicle Accident Review Committee to discuss both preventable and non-preventable auto accidents and when retraining should be executed.

In Q418, Risk kicked off the City's ADA Transition Audit and Plan. Work will continue into Q119 for completion and determination of next steps.

Key Risk activity and metrics:

- Q4 Ergonomic assessments - 25; > 62 YTD
- Q4 Worker's Comp claims - 8; 29 YTD (\$207,000 incurred losses); 2017 - 35 (\$89,000)
 - There were 2 high dollar claims in 2018
- Q4 Auto accidents - 0; 7 YTD (6 were City fault); 2017 8 - (7 were City fault)
- Q4 Safety team meetings - 2; 10 YTD
- City driver safety classes - 50+ employees attending 3 hour training
- Incentive Program - 200 participants - over \$4,000 paid out
- Q4 DOT Random drug tests - 1 session; 3 YTD - all drivers maintained their CDL licenses

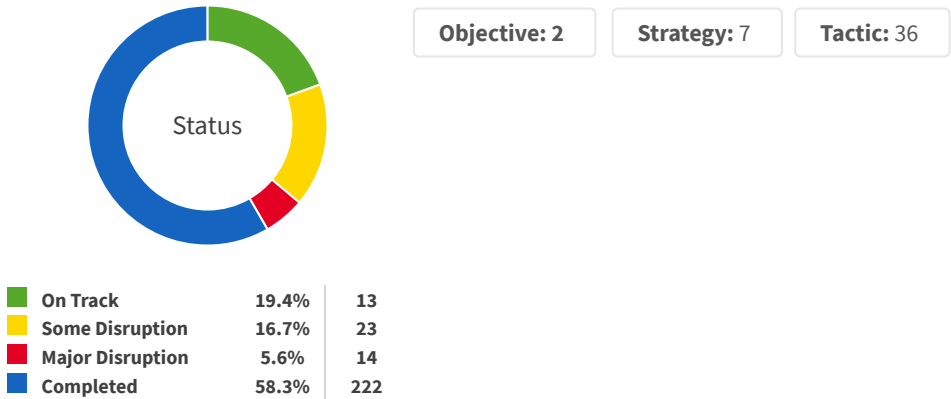
Healthy employees are also key to reduced injuries. The Wellness program employee participation reaching 80%. Through the fourth quarter of 2018, the wellness program completed four health challenges, the Heart Healthy breakfast event, Bike to Work Day, seven lunch and learns, three fitness series, one nutritional counseling opportunity and issued the wellness incentives to employees that completed the biometrics screening and UHC health survey. Risk and Wellness also collaborated to begin planning a program to increase CDL employee engagement on health related re-certifications.

Objective 2.2.2: Provide quality and responsive city services within 95% of the stated service level standard. (100.0% completed)

In Q4, the completion of Risk's legal compliance paperwork met the stated levels of service at 100%. Risk reviewed numerous contracts and insurance certificates in Q418 making the initial contact with each department within the 2 day time frame. Of the 8 workers' compensation claims in Q418, 7 were entered within the necessary time frame. A discussion was held with the injured employee and their supervisor if the importance of timely reporting and filing of worker's compensation paperwork.

Outcome 2.3 Progress 83.00%

Reliable, scalable, available, and secure technology



Objective 2.3.1: Implement an Information Technology Security Program by December 31, 2018. (75.25% completed)

The IT Security Program includes documenting a security plan, regularly assessing and remediating risks, establishing security management roles/responsibility and improving cyber security awareness among City staff. The first comprehensive IT security audit was completed in Q4 2017 and IT staff remediated the findings in 2018. Information Technology security training for all City staff was rolled out in Q4 2018 utilizing the new Brainstorm technology training system. The following completed projects have helped to support this objective: workstation patching improvements, Bomgar remote support software, Malwarebytes computer protection, Cisco network/firewall upgrades, Cartegraph upgrade, New World upgrade, mobile device management and wireless upgrades. The following in-progress or upcoming projects will further this objective including: Windows 10 upgrades, Server operating system upgrades, eDocs upgrade and AV upgrades. In addition, the next yearly security audit began in Q4 2018. The centralized event and security management project and software update cycle plan have been pushed into 2019 due to some additional high priority projects that were added to the 2018 work plan, which has caused disruption to this objective.

Objective 2.3.2: Provide quality and responsive city services within 95% of the stated service level standard. (86.88% completed)

An important strategy for the IT department is to implement and provide training to IT staff members on ITIL, which is an industry best practices model for IT service delivery. Significant progress has been made to implement ITIL within the IT department including: implementing an IT service management system, implementing a project management process, training all IT staff on ITIL foundations, training IT managers on ITIL intermediate courses and encouraging staff members to pass the ITIL exams. We are currently developing many ITIL processes including change, project v2, CMDB, incident, service request, knowledge base and problem management. Almost 90% of City IT staff are now certified in ITIL Foundations which is a great achievement for the department. More progress will continue in 2019 and will be focused on improving efficiencies in IT and streamlining processes based on industry best practices.

Below are some current service level updates:

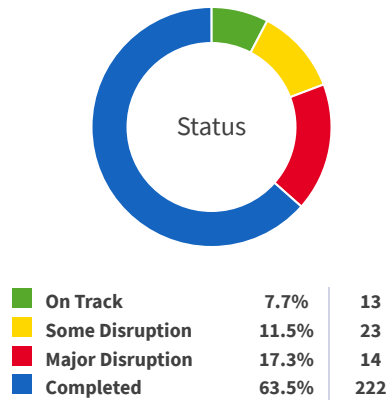
- Technology infrastructure availability in Q4 2018 - 99.9%
- Overall IT service level objectives in Q4 2018 - 94.84%
- Closed Incidents/Service Requests in 2018 - 4,592
- Closed Change Requests in 2018 - 65
- Active Projects in 2018- 107

The PD MDC Network project and Council Chambers AV projects which were not originally in the IT 2018 work plan and have created some disruption to tactics including end user hardware replacement and replacement of the AV in the Civic Center conference rooms. Those projects will be part of the 2019 work plan.

Outcome 2.4

Progress 78.33%

Efficient and effective business processes



Objective: 6

Strategy: 17

Tactic: 52

Last Updated by Troy Smith (Deputy City Manager): Jan 24, 2019

Objective 2.4.2: Complete business evaluations of five current IT systems by December 31, 2018. (60.0% completed)

It is critical to regularly evaluate current IT services and systems to ensure they are still meeting the needs of the organization. This includes meeting with key stakeholders and understanding their current business requirements and pain points with the current systems. Then a comparison of the business requirements to the current product compared to other products on the market is conducted. Then recommendation and a roadmap is developed in collaboration with key stakeholders from City departments. The following business evaluations have been completed: Hansen, URISA assessment, PD MDT's and i-voting. The Cartegraph assessment is in-progress and will continue in Q1 2019. The Granicus and CRM evaluations have been moved to the 2019 work plan due to additional high priority projects added to the 2018 work plan.

Objective 2.4.3: Implement a city-wide technology training program by December 31, 2018. (83.33% completed)

Office365 training for City staff was completed in Q4 2018 and the initial feedback from City staff has been very positive. GIS training was provided on the new property browser and Nearmap software. The Brainstorm technology training system was rolled out to City staff in 2018 with the following courses: OneDrive for Business, Office 2016, SharePoint, Skype for Business and Cybersecurity basics. To support various trainings across the City twenty systems scheduled for retirement have been upgraded to bring them to the standard for support of Windows 10. The next step is to meet with City departments to develop a technology training road map, which will be completed in 2019.

Objective 2.4.4: Implement five technology projects by December 31, 2018. (83.29% completed)

Below are updates on some of the current IT projects that were listed under this objective:

Online Sales Tax: The online Sales Tax system went live on 1/4/2019 and notifications were sent out to active tax license accounts. Within a few hours 70+ business registered and some returns were started.

SharePoint: Microsoft SharePoint continues to grow across the City. New sites were created for many departments this year. The next phases include moving mapped drives to SharePoint, evaluating a forms/workflow solution and evaluating an e-signature solution. This project will continue into 2019.

Police Scheduling Software: This project have been completed.

Police Inventory Maintenance System: This project has been delayed given the resources needed to implement the PD MDC Network project.

Police Records Management System Upgrade: Commerce City PD went live in October 2018 with the new TriTech RMS system.

eDocs Upgrade: IT staff have completed building out new hardware environment and the latest version installed in Test environment. Data has been migrated from Production to Test. Clerk's office and Business Analyst team have met with all departments soliciting input

on document type reduction and overall feedback for improvements. Initial end user testing of new version has yielded positive feedback in ease of use and searching. Departmental profiles will be reviewed and modified by project team to support department requests. Go-live is scheduled for Q1 2019.

Mobile Device Management: City owned mobile devices are now on mobile device management.

Bison Ridge Rec Center: Project is complete with exception of the TV relocation in the tech commons area and the installation of a smaller AV rack in the dance studio.

Eagle Point Rec Center: Essential IT services were operational on 12/31/2018. Some additional PRG staff moves are happening the week of 1/7. IT staff will continue to work on testing AV, wireless and additional systems as the contractors complete their work.

Buffalo Run Golf Course Fiber: Fiber from the Civic Center to the Golf Course has been completed.

Blue Beam: The Blue Beam software has been installed in Community Development and staff have been trained on the software.

Objective 2.4.5: Implement a program to capture City Council interaction and communications to staff per CP #2E, 1 & 2 by December 31, 2018. (85.67% completed)

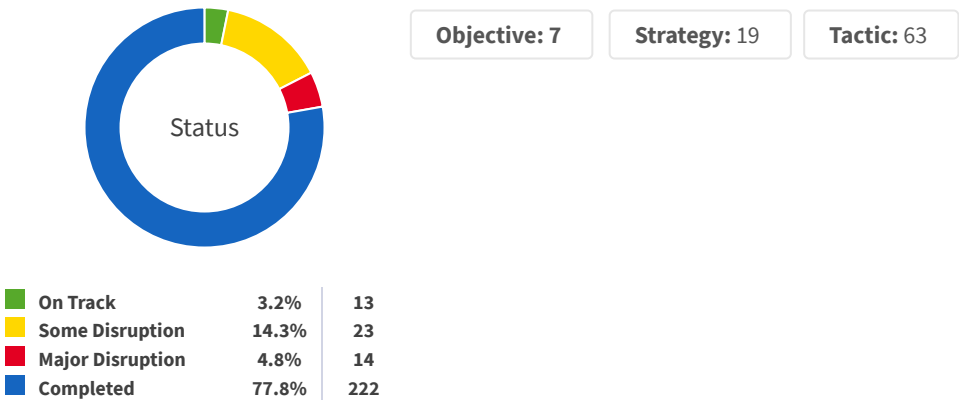
CH2MHill created a form similar to the CIPP request form for our use. Finance along with staff in the City Manager's Office reviewed the form and made suggestions for modification. Those modifications were completed and it was suggested to use a share point location similar to what is used for budget; however due to turnover in IT that did not happen prior to year end. Those changes along with this form or something similar will be incorporated into the 2020 budget process.

Objective 2.4.6: Provide quality and responsive city services within 95% of the stated service level standard. (87.5% completed)

The clerk's office is meeting it's objective of providing quality and responsive city services within 95% of the stated service level. There are 33 marijuana licensed facilities, 65 liquor licensed establishments and over 400 general business license application processed throughout the year. The applications for marijuana and liquor licenses are all processed within stated deadlines. We are not always meeting the 14 days turnaround time for processing business licenses; however, with changes made to processing out of state business license applications, we hope to see a shorter turn-around time.

Outcome 2.5 Progress 92.08%

Financial compliance and stability



Last Updated by Troy Smith (Deputy City Manager): Jan 24, 2019

Objective 2.5.1: Implement approach to updating city fee structure annually by December 31, 2018. (100.0% completed)

Several changes and/or new fees were submitted for consideration to city council in 2018. Those changes have been approved by

resolution, the city fee directory has been updated and can be found on the city website.

Resolution 2018-55 effective July 2018

Resolution 2018-95 effective November 2018

Objective 2.5.2: Present recommendations for new revenue generators by December 31, 2018. (80.5% completed)

The City Manager provided direction to postpone this work and that it could possibly be a topic for consideration at the council planning retreat in early 2019.

Objective 2.5.3: Maintain or improve credit ratings on all debt issuances annually. (95.88% completed)

No reviews during the fourth quarter took place by the rating agencies. As of the date of this report no changes have occurred with the rating on our debt issuances.

Objective 2.5.4: Improve business tax reporting compliance with tax code as bench marked by 2.5% increase in total annual tax revenue collections. (77.94% completed)

During the fourth quarter audit revenue collections totaled \$1,313,051 and total 2018 collections were \$3,558,683. This is 142.3% of the \$2.5M collection goal .

Active recruiting to fill two vacant positions continued throughout the fourth quarter. One auditor position was filled during the fourth quarter, increasing the staffing level in the Tax Division to 83%. No interviews were conducted for the open Audit Supervisor position due to lack of qualified applicants.

Planned enhancements to the audit program experienced disruptions, which caused the postponing of this work into 2019. The tax software acquisition and implementation project took precedence.

Objective 2.5.5: Manage approved budget within 3% for each department. (99.13% completed)

We believe this objective to be on target for completion; however we can not determine the overall percentage of budget spent until all transactions have been posted to the 2018 year. We anticipate closing the 2018 books in February 2019 and those numbers will be unaudited until the annual audit is completed in April 2019 for 2018.

Objective 2.5.6: Obtain clean 2017 audit opinion by July 31, 2018. (Financial statements present fairly in all material respects of the government). (100.0% completed 7/2018).

Objective 2.5.7: Demonstrate compliance with the procurement policy by conducting an audit by December 31, 2018. (100.0% completed)

Finance staff conducted the annual audit in December 2018. They met with each department and are currently compiling the report for management.

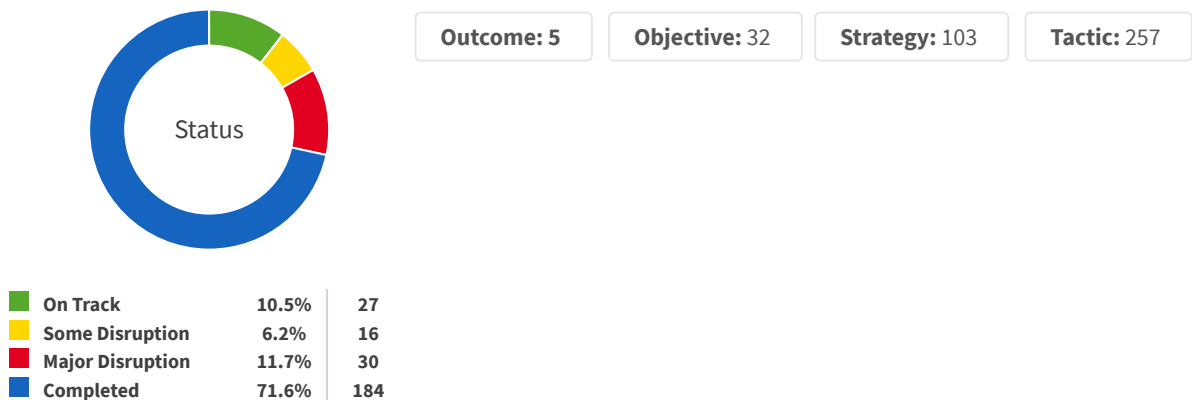
Q4

Total Sole Source Contracts received: 14

Total Sole Source Contract Dollar amount: \$600,551.41

Percentage of Overall Expenditure Budget: .680%

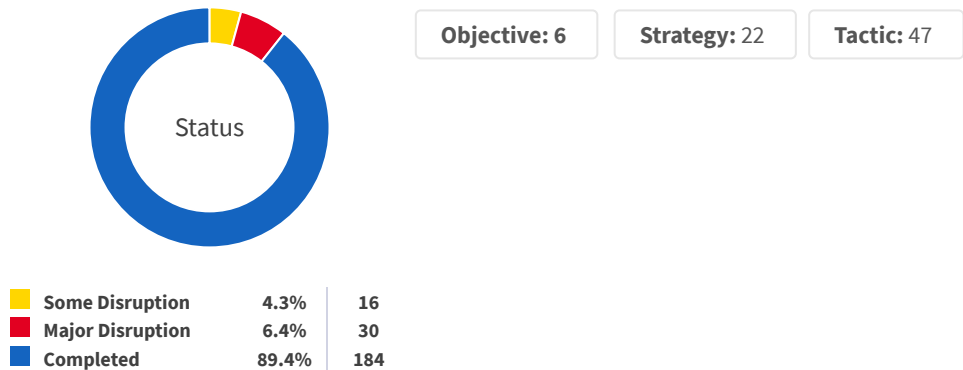
Develop and maintain the public infrastructure to improve community appearance and encourage continued development



Outcome 3.1

Progress 96.09%

Aesthetically-pleasing neighborhoods free from noise and hazards



Last Updated by Troy Smith (Deputy City Manager): Jan 25, 2019

Objective 3.1.1: Achieve 90% voluntary compliance with the City's Municipal Codes for all residential properties through the 2018 3C's program. (100.0% completed)

The 3C's program was completed in 2018 however, it did not meet the year-end goal of inspecting all residential properties; only 85% of residential properties were inspected. The compliance rate continues to hold steady at 97%. The disruption was primarily caused by staffing issues throughout the year. New inspectors have been hired, have completed their training, and have begun inspections with an eye towards meeting the goal in 2019.

Objective 3.1.2: Achieve 40% voluntary compliance of all properties after initial contact through regular code enforcement in 2018. (98.0% completed)

For proactive and reactive code enforcement efforts in 2018, the voluntary compliance rate after first inspection and issuance of a

Courtesy Notice was 43%. This means 57% of code enforcement cases are not resolved until an additional step is taken by Neighborhood Services, which is generally issuance of a Notice of Violation and in some instances, a Summons to Municipal Court.

Objective 3.1.3: Initiate Mile High Greyhound Park Phase I infrastructure construction by December 31, 2018. (62.5% completed)

After reaching a significant milestone in 2nd quarter, which was the approval of the Urban Renewal Plan on June 18, 2018, the master developer, REGen LLC, has been working to finalize the Purchase and Sale agreement with a residential builder, DelWest. However, DelWest is still in the process of securing its final financing due to a significant financing gap. As a result, the start of the project has been delayed while the builder determines this critical aspect of the project. Due to these complexities, the December 31, 2018 deadline for initiating construction will not be met. The new timelines have not been set yet. The project will continue into the 2019 work plan and REGen, DelWest and the URA all will have critical decisions regarding the overall development of the MHGP.

Objective 3.1.4: Maintain City's drainage and storm sewer system by collecting and disposing of at least 40 tons of debris by December 31, 2018. (93.18% completed)

Streets staff have completed all four (4) sweeping cycles for residential street as well as two (2) sweeping cycles for arterial and collector streets in 2018.

Cleaned out 468 catch basins

Cleaned out five (5), city-owned storm water quality ponds by November 30, 2018.

Urban Drainage's contractor performed three drainage pan cleanings at Fairfax Park.

98%+ of monthly grading and erosion control (GES) inspections were completed on time.

7 illicit discharge incidents were reported, cleaned up, and materials disposed of through the City's illicit discharge contractor.

43 of 43 MS4 compliance inspections on city projects were completed on-time.

107 drainage reports were reviewed. All except 11 were provided with comments on conformance with city standards.

17 proposed development plans were routed to Urban Drainage for their review & input.

Objective 3.1.5: Create a comprehensive response plan for the addressing homelessness by December 31, 2018. (97.0% completed)

There has been some major disruption to the objective due primarily to some turnover issues that occurred at the Adams County Regional Homeless Initiative. The turnover forced the group to slow down their efforts. The vacancy has been filled and a new round of meetings to determine approaches to the growing regional problem has been scheduled. The comprehensive Response Plan will in all likelihood be moved to 2019 at the direction of the coalition. During the 1st Quarter of 2019, the department assisted with the efforts of the non-profit to conduct a population count regarding the regions transient population. Our commitment to this problem is on-going.

Objective 3.1.6: Provide quality and responsive city services within 95% of the stated service level standard. (88.27% completed)

NS received and responded to 46 graffiti reports in 2018, with 45 being transmitted to the graffiti removal contractor and removed within three business days of receiving the initial complaint - 97%+ response rate within established time frame.

All Open Space, North ROW, and South ROW received three (3) mowing treatments in 2018. Due to the above average temperatures, some areas such as Quebec Parkway received additional treatments.

There were ten (10) CRM requests regarding weeds; however, none City ROW/property. Historically, complaints/CRMs averaged over 25 per year.

Completed 661 of 663 ROW permits within two (2) days - 99%+ response rate within established time frame.

13,839 utility locates were handled in 2018

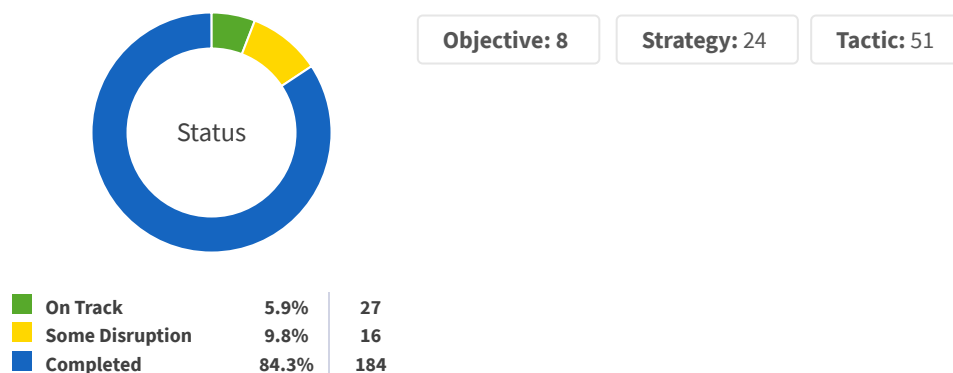
Waiting to receive the EOY report from Waste Management

Mailed quarterly information to all households on the City's garbage & recycling program.

Outcome 3.2

Progress 93.04%

Safe, multi-modal travel network



Last Updated by Troy Smith (Deputy City Manager): Jan 29, 2019

Objective 3.2.1: Increase the available pedestrian and bicycle network by 0.5 miles and maintain the existing pedestrian & bicycle network. (100% Completed)

Objective 3.2.2: Complete Commerce City station area improvements at Colorado Blvd. and 72nd Ave. by October 31, 2018. (95.83% completed)

This project has experienced major disruption and was not completed by the original date. The project had to be completely redesigned to accommodate available funding (construction cost on initial bids exceeded budget) and as a result of right of way issues and challenges. Project design plans and specifications are now complete. The project will continue to be managed into 2019 with a current schedule including; Pre-Bid Meeting 1/28/19 3 pm, Questions or comments due 1/31/19 4 pm, Bid Submission/Opening 2/7/19 10 am.

Objective 3.2.3: Construct a grade separated interchange at 120th Ave. and Hwy 85 by December 31, 2022. (89.0% completed)

This project is currently submitted to the ADCOG Sub-regional Forum for funding consideration. (There is approximately \$46M in funding requests versus approx. \$33M available in the ADCOG Sub-regional funding pool).

US85 and 120th Ave. (Phase 1) – Funding request is for ROW Acquisition. Total project cost for ROW Acquisition is \$12.636 Million; we requested \$6.318 Million in grant funds (local matching funds are contemplated as follows: Commerce City contribution is \$2.33 Million, Adams County contributing \$2.33 Million and City of Brighton contributing \$658,000 and we have requested contribution from CDOT of \$1 Million).

CDOT has also suggested this project be submitted for INFRA Grant Funding - CDOT has committed to funding the grant application process - w/FHU serving as the principal grant writer and Adams County serving as the project's principal sponsor. To successfully compete for this grant, local contributions will need to total about \$38 Million (which is higher than the current agreed to amounts for local matches).

Project is currently at the 30% design stage awaiting Record of Decision.

Objective 3.2.4: Manage local traffic impacts, as a result of the I-70 Widening project, to no greater than 2016 volumes plus 10%. (100.0% completed)

This project was started and according to the I-70 project management company/CENCO-70, is that Commerce City will not be affected

until 2020. To date we have received no traffic complaints or any negative traffic impact associated with this project. We have successfully attended each of the regional meetings to manage expectations and respond to any adverse traffic impact.

Summer and Fall 2018 traffic counts were provided to the city, both weekday counts at locations noted on the map and two weekend count locations (Prairie Parkway and Valentia) to get sense of event-related traffic. The police department has not received traffic complaints or observed any negative traffic impacts associated with this project. The I-70 corridor construction has not been diverted as of yet so we are unable to calculate injury traffic accidents related to it.

The police department's traffic enforcement overall has increased over 300% from this time last year and decreased traffic collisions by 5% overall.

Objective 3.2.5: Secure outside funding of at least \$8M for regional transportation improvements by December 31, 2019. (100.0% completed)

The City has submitted three grant applications to the ADCOG Sub-regional Forum - 88th Ave Widening, Vasquez and I-270 Interchange, and US85 and 120th Ave. (Phase 1). (There is approximately \$46 Million in funding requests versus approx. \$33 Million available in the ADCOG Sub-regional funding pool). It appears that this objective is on-track to be achieved in 2019.

- 88th Ave - Funding request is to complete design and ROW acquisition. Total project cost to complete design/acquire ROW is \$8.7M. Request is for \$4.35M from ADCOG and \$1M from CDOT. Commerce City contribution is \$3.35M.
- Vasquez and I-270 Interchange – Funding request is to design/construct early action improvements recommend from the PEL. Total project cost for design/construction is \$11.25M. Request is for \$4.074M from ADCOG and \$5.75M from CDOT. Commerce City contribution is \$1.5M - \$2M. NOTE: On Friday, 18 January, CDOT made verbal commitment to direct \$5.75M to the design/construction of this project and have scheduled to send out an RFP for design services by 14 February. CDOT has asked Kristin Sullivan and I to serve as non-voting members of the RFP evaluation/selection Committee.
- US85 and 120th Ave. (Phase 1) – Funding request is for ROW Acquisition. Total project cost for ROW Acquisition is \$12.636M. Request is for \$6.318M. Commerce City contribution is \$2.33M, with Adams County contributing \$2.33M and City of Brighton contributing \$658K.

Objective 3.2.6: Maintain injury traffic crashes, through engineering & enforcement measures, to no more than 2016 levels (209 crashes & 11.36 injury crashes/1,000 population). (100.0% completed)

Public Works Staff continues to maintain existing markings per Strategy 3.2.6.1 - completing \$126,000 of long line re-striping in Q4.

Traffic enforcement is being conducted in each area command in high traffic locations. We are well exceeding the 6 hours of enforcement required monthly. 3rd Quarter reporting shows a 133% increase in traffic stops in comparison with 3rd Quarter of 2017. 180% increase in Traffic Summonses issued in comparison with the same time period. Traffic accidents are also down 16% from 3rd Quarter 2017.

The department completed the year by continuing to use all resources to include data collection equipment, crime analysis, officer engagement and coordination with the city engineering and public works department to address traffic complaints. There have been no identified areas of significance related to the I-70 Project that are affecting Commerce City. Further, information from the project management team indicates there will be no impact to Commerce City until the year 2020.

Objective 3.2.7: Evaluate de-annexing Brighton Road, between 112th Avenue and 120th Avenue, to Adams County by December 31, 2018. (50.0% completed)

Conferred with Adam County Community Development/Public Works Director - advised that Adams County Manager to confer/negotiate directly with Commerce City City Manager

Objective 3.2.8: Provide quality and responsive city services within 95% of the stated service level standard. (97.22% completed)

374 of 415 (90%) traffic related requests were responded to (with data results) within two (2) months

Formal 3E meetings were not held in Q4, although the public works department has established regular meetings with patrol staff.

Generally, dirt roads were graded according to schedule throughout the year. Adhering to the road grading schedule in the fourth quarter was not accomplished, as we lost access to a motor grader due to an expired lease agreement. However, Fleet was able to rent a unit, and unpaved roads were graded on an as needed basis. Zero (0) road grading CRM requests were received during the course of the year.

There were sixteen (16) snow events in 2018. Priority 1 and 2 Streets were plowed clear of snow within 8 hours of the end of the storm for class 1 storms and within 12 hours for class 2 storms (the stated standard).

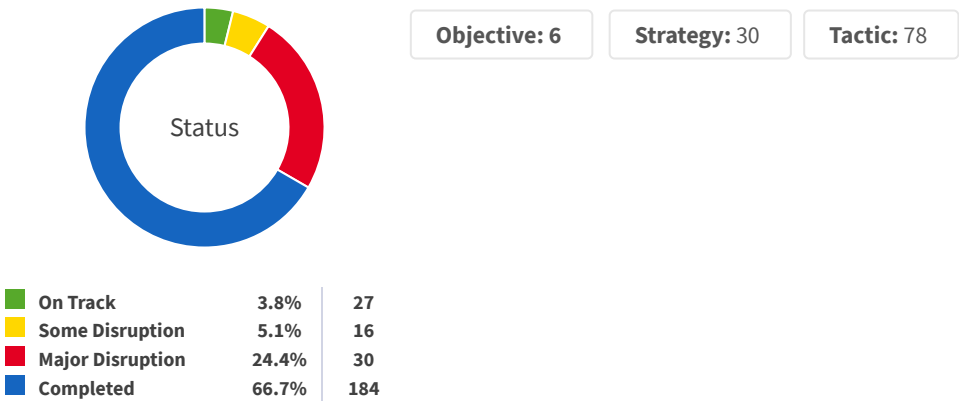
- 2018 Total Material applied - 1476 tons, Lanes miles treated - 29,552, Average Pounds per lane mile - 103 Goal - 100 pounds of material per lane mile.

Q4 data: There were 4 snow events in the fourth quarter; Material applied - 366.18 tons, Lanes miles treated - 8,485, Pounds per lane mile - 112.22 - Goal – 100 pounds of material per lane mile.

Outcome 3.3



Safe and sustainable public facilities



Last Updated by Troy Smith (Deputy City Manager): Jan 31, 2019

Objective 3.3.1: Maintain the City’s improved pavement network to an average overall condition rating of no less than 60 to provide smooth & durable roadways for all Commerce City residents, businesses and motorists. (93.75% completed)

New data was intended to be obtained via a pavement evaluation during 2018, to provide accurate and updated road conditions throughout the community. The Pavement evaluation/analysis/plan was not completed in 2018 and as a result, it is unknown if this objective was achieved. The pavement evaluation is scheduled to be completed in Q1 2019, with an update presentation to the City Council in Q2 2019.

The annual pavement maintenance plan was executed in 2018, see details provided below:

- 54 of 64 (84%) of reported emergency potholes were repaired within 24-48 hours.
- Annual wide crack repair was completed in all of the scheduled areas, in accordance with the pavement management plan.
- Annual crack sealing was completed in all of the scheduled areas, in accordance with the pavement management plan.
- Mill and overlay was completed according to schedule (12.05 lane miles completed; 9 miles was the goal)
- Slurry Sealing was completed according to schedule (14.65 lane miles completed; 14 miles was the goal)

- Reactive concrete panel replacement activities focused on 104th Avenue, Quebec Parkway, and 96th Avenue

Objective 3.3.2: Maintain City vehicles so that the fleet is available for service 90% of the time or greater each quarter. (99.0% completed)

As a result of the fleet transition to leasing a large portion of the fleet and staff vacancies, it is unknown if the fleet availability was 90% or greater throughout the year.

86% of PM B services, 66% of PB C services, and 58% of PM S services were completed during Q4. Fleet management staff is working with the departments to ensure that all vehicles are turned in to Fleet for service on time, based on the monthly PM list.

75 vehicles have been ordered through Enterprise. Of those 75, 43 are currently in use by City staff.

Objective 3.3.3: Improve 5.8 lane-miles of unimproved/gravel roads by December 31, 2021. (16.25% completed)

While the City has a number of gravel roads in its network, 112th Ave. was the sole focus of the this objective during 2018. 112th Ave was not paved during 2018 and as a result this objective was not met. Work continues with the adjacent developer and several other stakeholders to explore alternative approaches to paving 112th Ave from Tower Road to Hwy 2; the project will be continued into 2019, it is unlikely 112th Ave will be completed until 2022. Additional details provided below:

- The roadway was reopened to traffic May 24, 2018, as a gravel roadway that will continue to be maintained until a final solution can be designed and implemented.
- Oakwood Homes presented a draft MOU to the City in August for review and comment; the city is editing the document and also obtained an estimate to complete design and environmental work from existing consultant to provide cost comparison.
- Oakwood's designer is JR engineering and they are now looking at alternative designs.

Objective 3.3.4: Complete all approved phases of capital improvement projects on time, on budget and to a high level of quality. (52.92% completed)

- 88th Ave Widening Project - Complete environmental analysis and preliminary engineering for 88th Avenue, from I-76 to Highway 2, was intended to be completed in 2018 and has experienced major disruption. The Environmental Assessment & Preliminary Design contract was awarded in October 2018. this phase is scheduled to be completed by December 2019.
- Culvert over Burlington Ditch, south of 112th Ave. - This work was planned for completion by 12-31-2019 and is experiencing disruption. The city's design consultant has prepared initial exhibits for consideration; staff has made requests to discuss this project with FRICO, but nothing has been scheduled. No design or construction can occur until a meeting with FRICO can be scheduled to obtain direction and approvals.
- Community Development Block Grant (CDBG) infrastructure projects - This work was scheduled to be completed by 12-31-2018 and has experienced disruption. Working on environmental clearances and designs to add sidewalks and ADA ramps to select areas of the city (Rose Hill, Central, and Kemp). Design completed July 2018, meeting regulatory deadlines. The city in process of acquiring right-of-way and/or temporary construction easements to complete sidewalk improvements; title work underway for identified parcels. Request for Bids will be issued in 2019 once acquisition is complete. Estimated construction completion date unknown at this time.
- Golf Course fire suppression replacement - This work was scheduled to be completed by 06-01-2018 and has experienced disruption. Formal procurement was started later than anticipated, due to staffing issues; no response was received from any vendors. Fleet & Facilities Manager is working on the best way to proceed from here to make more feasible for vendors to become interested in the project.
- Fleet building floor drain improvements and concrete modifications - This work was scheduled to be completed by 06-01-2018 and has experienced disruption. No progress has been made on this project as a result of its retaliative priority and staffing issues experienced in the Public Works Department. The project will be evaluated in 2019, in comparison to other priorities.
- Evaluate possible signal installations & Install at five (5) locations - City Council approved a re-appropriation request in Q3 2018 to fund management, design, and construction of 5 traffic signals. This work was scheduled to be completed by March 1, 2019 and has experienced disruption. It is anticipated that construction may not be completed at all locations until 2020. The RFP

was issued to solicit proposal(s) from qualified consultants for the design, contract document preparation, construction proposal preparation and proposal review, and contract management of five (5) mast arm traffic signals along E. 104th Avenue. Those locations are as follows: Revere Street, Peoria Parkway, Joliet Street, Havana Street, and Brighton Road.

- All of the below noted CIPP projects for 2018 were completed within the approved budget and by year end 2018.

1. The Buffalo Run Golf Course wash bay repairs/improvements
2. Replenishment of safety fall attenuation material in all playgrounds.
3. Buffalo Run Golf Course soil recovery project
4. Scheduled site furnishing replacements throughout the parks system
5. Ball field infield leveling
6. Shrub bed mulch replacement with rock cobble (all beds identified in phased multi year plan were completed in 2018)
7. Additional funding also allowed for replacement of the safety fall attenuation surface at the Eagle Pointe child care facility playground.
 - Court resurfacing was moved to a future year due to acceptable court surface condition.

Objective 3.3.5: Improve poor turf conditions and eliminate costly ongoing repairs to the River Run Neighborhood Park irrigation system. (100.0% completed)

Replacement of the River Run Neighborhood Park irrigation system is complete. Users of River Run Park should begin to see significant improvements in turf conditions in 2019 as well as fewer disruptions in service related to maintenance repairs as a result of the replacement of the irrigation system.

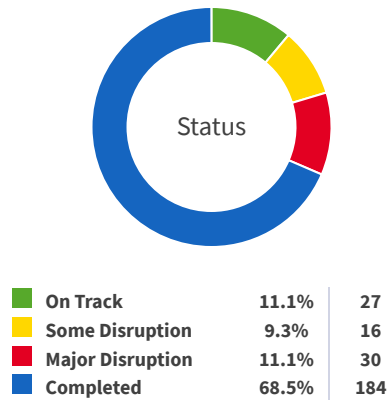
Objective 3.3.6: Provide quality and responsive city services within 95% of the stated service level standard. (95.0% completed)

- There were no High Priority Requests submitted during Q4. There was 1 medium priority CRM submitted during Q4 and 1 carryover CRM. Both CRMs were completed during Q4.
- The new custodial contractor has been extremely responsive and performing at a very high level.
- 55 sets of construction plans were received in Q4. All but 12 have been reviewed. Comment letters were provided for each.
- 17 plats were received for review in Q4. All except 4 were provided with written comments.
- Three PIAs were signed and approved in Q4.
- Zero (0) new development permits were issued in Q4.
- Sureties for 5 new grading permits were collected in Q4 along with sureties for 1 new development permit.
- A total of 13 development permits are being tracked.
- Procurement of budgeted items in recreation and golf was completed prior to 12/31/18.
- Our FT building attendants at Bison Ridge are performing at a high level (both new hires this year). We are currently recruiting for a vacant FT building attendant position at Eagle Pointe Recreation Center. Since recruitment efforts have been difficult, our Bison Ridge building attendants have assisted at Eagle Pointe, and will continue to do so, as needed.
- Parks Levels of Service were met in Q4 as variable hour staff recruitment was more successful than the previous several years due to a significant increase in the starting wage that resulted in reaching and maintaining desired staffing levels for Q4:
- Workloads and staffing levels have also allowed golf maintenance to meet established levels of service during Q-4.

Outcome 3.4

Progress 84.63%

High-quality natural and built environment



Objective: 8

Strategy: 18

Tactic: 54

Last Updated by Troy Smith (Deputy City Manager): Jan 26, 2019

Objective 3.4.1: Achieve an average walkability score of 42 in the five redevelopment areas as defined in the 2010 comprehensive plan by December 31, 2018. (87.5% completed)

The walkability score at the end of the 4th quarter maintained a score of 46.2 for the five redevelopment areas. This walkability score objective is interesting in that it measures projects and programs from a number of seemingly unconnected sources, such as new capital construction projects for sidewalks (make walking easier) to attracting new retail stores (create new pedestrian destinations). Looking ahead, staff will closely monitor these scores especially in areas where new improvements have been made, including to Derby as a result of Highway 2 improvements. Although the roadway improvements around the future 72nd Avenue station have some disruptions, when those improvements are constructed, the walk score for that area should improve substantially.

Objective 3.4.2: Adopt the most recent Building Code editions within 24 months of their publication. (33.33 % completed)

Building Safety has completed all preparations to begin communicating with home builders, the metro HBA and other contractors regarding the proposed adoption of the 2018 family of International Codes. Our first, introductory correspondence was sent in October. A kick-off study session has been scheduled with City Council for March 11, 2019 to prep Council for the upcoming process and highlight key issues. While some good preparation work was done in 2018, there have been competing demands of time on the Building Division, including building permit volumes, that have caused some delays in various steps of the building code adoption process. As a result, this objective is slightly behind schedule at the end of 2018, and while the adoption is making progress towards adoption, there is some risk of not meeting the July 31, 2019 adoption date.

Objective 3.4.3: Adopt at least one update to the Land Development Code in 2018. (80.0% completed)

The annual LDC housekeeping amendments were approved by City Council on December 17, 2018 and as a result this objective was completed. Looking forward, as a placeholder, staff has set aside a study session in February 2019 to begin to discuss this topic (junk and salvage yards) for policy direction from City Council.

Objective 3.4.4: Implement 2017 CDBG Annual Action Plan by December 31, 2018. (86.5% completed)

The Annual Action Plan was drafted and adopted on time in 3rd quarter of 2017. However, implementing the various components has seen unexpected challenges and the cause of the noted disruption. Specifically, the capital projects related to sidewalks have been slightly delayed due to unexpected absences in the CDBG and Public Works offices, which has continued to result in scheduling challenges in the 3rd quarter. Additionally, the bus stop improvement program will need to be reevaluated for a reallocation to other CDBG programs, in an effort to meet HUD timeliness tests. However, Parks, Rec and Golf has begun utilizing funds for the scholarship program, and the PDs Domestic Violence Victims CDBG projects has been utilizing funds by providing housing for victims. Overall, in the 4th quarter, the CDBG Office met the federal HUD Timeliness Test, which means that while there are some unexpected delays to the city's own timelines, the overall action plan still is on track for completion with HUD.

Objective 3.4.5: Build additional 6 miles of recreational trail to create a loop trail system in the northern range and connect surrounding neighborhoods to the new recreation center. (49.17% completed)

THIS OBJECTIVE HAS BEEN CARRIED FORWARD TO 2019

Completion of this project has been delayed as the result of the many difficulties inherent to designing and building trails that intersect other major municipal infrastructure elements (roadways, bridges and drainage-ways) that have not yet been improved or designed. Completion of plans and bidding for construction did not occur due to several substantive project design challenges/conflicts emerging in Q4.

It is anticipated that right of way (ROW) negotiations, design and construction for the O'Brian Canal segment approximately 2.5 miles (Outlook development to Bison Ridge Recreation Center and 104th to Havana - 1st Creek dog park) and the Burlington Canal (Peoria and 112th to 104th and Joliet St.) segment approximately 1 mile can be completed in 2019 (Q4). The remaining segment in Second Creek (approximately 1.5 miles) will require resolution of multiple design and construction challenges before an estimated completion date can be determined.

Objective 3.4.6: Complete restoration of NRD Sand Creek properties by June 30, 2018. (100% completed, on time)

Objective 3.4.7: Complete all voter approved projects within established budgets by December 31, 2018. (91.67% completed)

The City received authorization from Commerce City residents, through the passage of the 2K ballot initiative in November 2013, to fund five community projects, which were set to be completed by 12-31-18; five projects in five years. The final project, the Eagle Pointe Recreation Center opened its doors to the public on 12-31-18. This was a major accomplishment and represented "promises made and promises kept" to the tax payers of this community. The five projects included: 1) Bison Ridge Recreation Center 2) Eagle Pointe Recreation Center 3) Paradise Island Pool 4) 3 new neighborhood parks and 5) Tower road widening project. There are punch list items and warranty work that will continue through 2019, which is why the status shows less than 100% complete.

Objective 3.4.8: Provide quality and responsive city services within 95% of the stated service level standard. (89.47% completed)

Community Development has seen a high level of activity for building permit submittals and land use case submittals in 2018. This level of activity has put a strain on many levels-of-service for these processes. In the 4th quarter, many of the services provided through the building permit process have rebounded in timeliness.

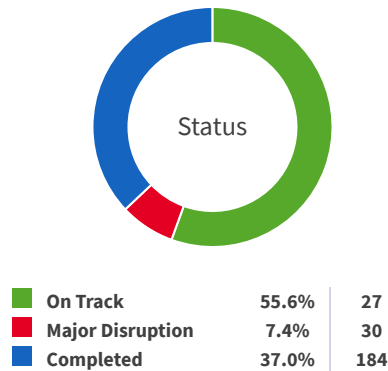
Building Safety 6,470 inspections (26,426 for all of 2018) with 6,392 or 98.79 % performed the same or next day, which was a slight improvement from the 3rd quarter.

The number of active cases increased from 104 in the 3rd quarter, to 137 active cases in the 4th quarter, and 130 cases which have already been approved in 2018. *The increase in development cases has forced the city to increase the turnaround time from 2-3 weeks to 5-6 weeks. To help address this impact to this level of service, short term efforts are underway, including consultant help to assist with perform development review. As a result, this objective saw improvements, especially related to building permit LOS performance, but land use case LOS performance is still not being met, again, mostly due to volume.

Outcome 3.5

Progress 66.67%

Sense of historic and culture significance



Objective: 4

Strategy: 9

Tactic: 27

Last Updated by Troy Smith (Deputy City Manager): Jan 25, 2019

Objective 3.5.1: Preserve and protect the city's historic resource through the creation of a Historic Preservation Ordinance by July 31, 2019. (12.5% completed)

Although the Historic Preservation Ordinance had not previously been started due to new competing projects (such as oil and gas and development review & the large development case work) progress was achieved in the 4th quarter of 2018. Specifically, the RFP for a historic preservation consultant to help facilitate the historic preservation ordinance went out to the public on December 31, 2018. The consultant is expected to be selected and begin their work at the end of the 1st quarter of 2019 or beginning of 2nd quarter 2019. The project is disrupted and will be carried forward into the 2019 work plan.

Objective 3.5.2: Increase the city's public art collection by 10% by December 31, 2018. (78.64% completed)

Achieved a 17% increase in the city's public art collection over last year. One new piece was installed for Q4 at Eagle Pointe. In 2018, 6 pieces were added for a total of 34 pieces in the city's art collection. While this objective was exceeded it does not show 100% complete as a result of some strategies that are not fully completed that will continue into 2019.

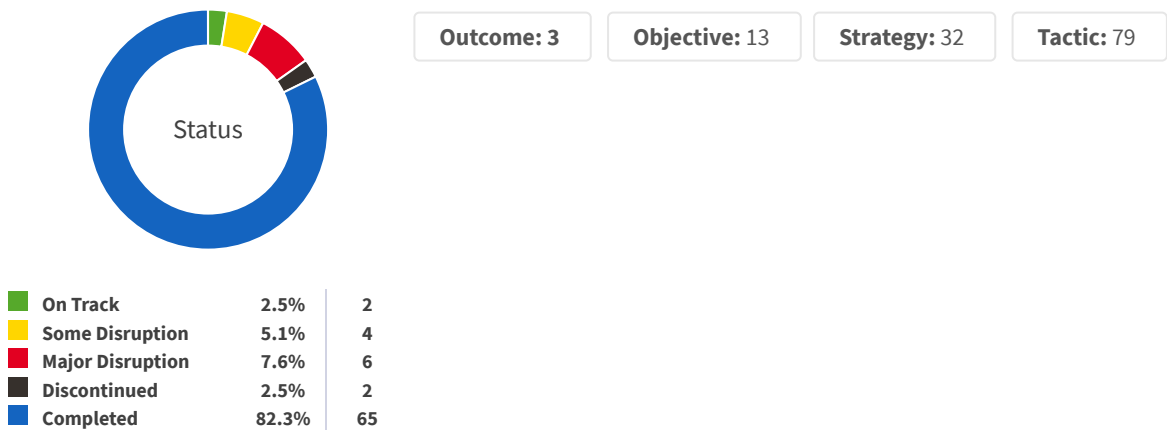
Objective 3.5.3: Establish a new cultural event within the city by December 31, 2019. (46.88% completed)

The Cultural Council is exploring a culinary event, to be determined in 2019. Project is on track for timely completion.

Objective 3.5.4: Identify at least two new opportunities to promote the city's public art program by December 31, 2018. (83.33% completed)

Staff identified permanent designated areas in both recreation centers where local art will be exhibited throughout the year. The first rotating art exhibit was held at Bison Ridge in Q2 2018. Photography art exhibit will be displayed in the City's recreation centers in Q1 2019. Staff looked into Artwork Archive, a program that can be used to create an inventory of our public art in the city and be able to include on the city's website. Work will continue on this alternative in 2019.

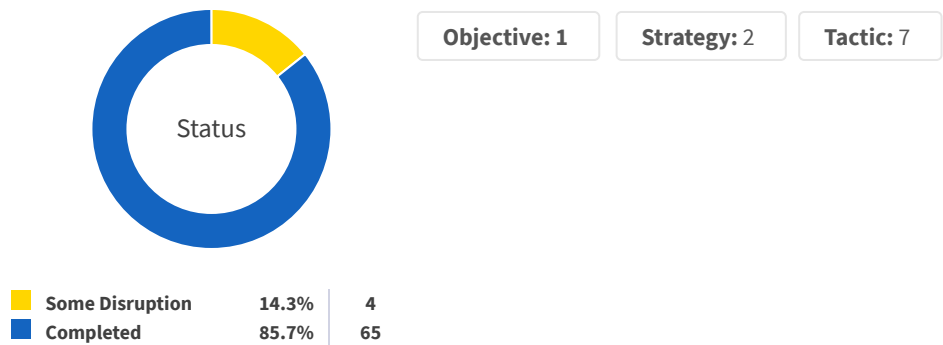
Promote resident health, safety and education



Outcome 4.1

Progress 97.14%

Sense of safety in neighborhoods and personal security



Last Updated by Troy Smith (Deputy City Manager): Jan 25, 2019

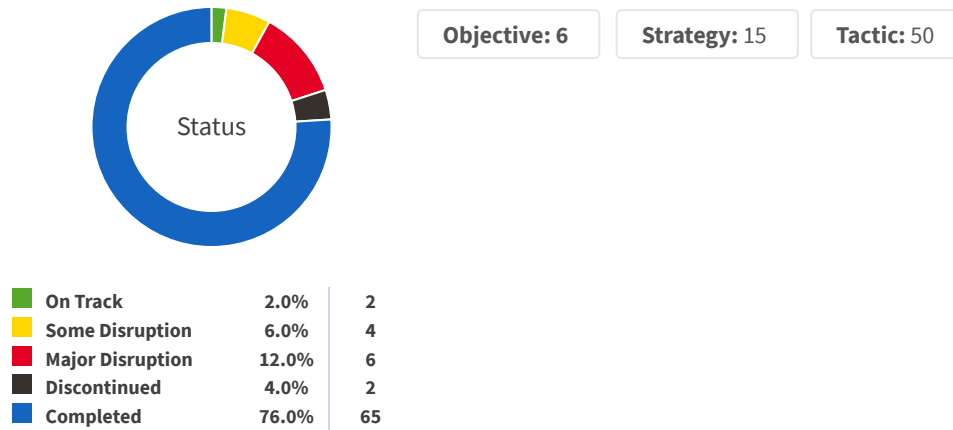
Objective 4.1.1: Reduce National Incident-Based Reporting System (NIBRS) Group A Crimes in Commerce City by 2% over 2017. (97.14% completed)

Our unofficial NIBRS information still reports that our Group A Crimes are down between 14 - 16% over the previous year. Obtaining our NIBRS information has been challenging and was further complicated this year by the implementation of a new Records Management System. The State has not been able to report our NIBRS information as a result of an error in reporting within the new software. Work will continue to resolve the technical issues through ADCOM.

Outcome 4.2

Progress 89.94%

Fair and impartial administration of justice



Last Updated by Troy Smith (Deputy City Manager): Jan 25, 2019

Objective 4.2.1: Decrease unresolved audit protests 10%, based on prior year, by December 31, 2018. (55.0% completed)

During 2018 no tax hearings were held, two protests were submitted; the tax division is working through the issues and we anticipate resolution prior to a hearing. The new tax software system replacement project, which was not in the divisions work plan for 2018 has taken priority within the division. Ongoing taxpayer education is provided regularly through both normal and educationally geared tax audits. A second tax education seminar was held in December. Due to the increased volume in attendance at the seminar, another seminar will be offered in Feb 2019.

Objective 4.2.2: Implement Courttools software to track court performance and develop/change standards by December 31, 2018. (85.0% completed)

The Courttools reports have been reviewed for the past 6 months, court staff does not find the reports helpful in determining the performance of the court. Now that we have reached the end of the year an assessment will need to be made about continuing with this tool or identify a different approach. Future planning will continue to address the work plan going forward.

Objective 4.2.3: Increase police department transparency for 2018 by publishing data on the website by end of 2018. (78.4% completed)

This project is disrupted due to the complex implementation of a new Records Management System and delays were compounded by staffing shortages. As a result, this objective will not be completed until 2019.

Objective 4.2.4: Implement Department of Justice Collaborative Reform Technical Assistance Program recommendations by December 31, 2018. (100.0% completed)

The closeout date with DOJ TA Team was completed on 7-18-2018. This implementation will not be fully accomplished by the stated timeline because some Technical Assistance items, recommended by the Department of Justice, will take time to implement and require the infusion of additional resources to accomplish. Great strides have been made in our efforts to reform the police department and the list of best practice items to be implemented has been integrated into the police department's long-term strategic plan and the annual work plan.

Objective 4.2.5: Maintain an 85% satisfaction rating with internal citizen and police contact surveys. (100.0% completed)

The Police Department is excited to report that for the year of 2018 we achieved an overall rating of 94% excellent approval from residents that were contacted. The majority felt that our service was top notch and they were very happy with the outcome. Less than 1% of those contacted felt that our service needed improvement. As a reminder the contacted residents were chosen at random by each supervisor for every employee on a monthly basis. We did fall short of our 90% compliance rating for the year by only achieving a 88% compliance rating.

Objective 4.2.6: Provide quality and responsive city services within 95% of the stated service level standard. (97.22% completed)

Tickets have increased significantly. They are working to meet the service levels; however they have experienced some minor delays.

All background and CORA requests were processed within the stated service level.

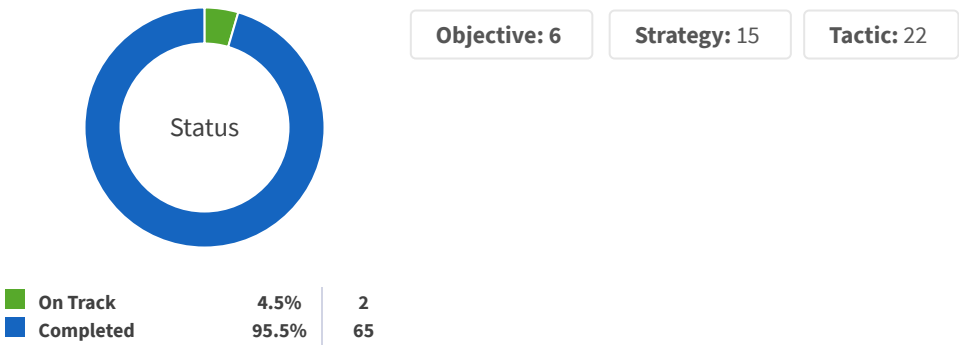
Court activity reports were completed and distributed as required in Q4

Warrants have been process as scheduled, minor delay occurred due to staff shortage and vacations

Outcome 4.3

Progress 97.73%

Active living and healthy lifestyles for all residents



Last Updated by Troy Smith (Deputy City Manager): Jan 25, 2019

Objective 4.3.1: Open Bison Ridge Recreation Center by May 25, 2018. (100% completed, on time)

Objective 4.3.2: Open Eagle Pointe Recreation Center by December 31, 2018. (100.0% completed)

The community celebrated the re-opening of Eagle Pointe on December 31, 2018 with free access to the center for activities, drop-in use and tours with a new year's celebration at noon. Throughout the Eagle Pointe construction staff worked closely with Golden Triangle Construction to minimize impacts for both patrons, volunteers and staff. The majority of the building was under construction which limited programming and use of the center more than initially anticipated. Through the duration of the project the active adult center remained open, however, there was minimal use of the rest of the building when programs were not in session. Ongoing communication with the community resulted in minimal complaints throughout the project most patrons were understanding and anxious for the facility to re-open. One of the highlights of the center expansion is the recreational therapy pool. We have a variety of activity (exercise, physical therapy and leisure) that occurs in the pool. Due to the multi-purpose use the water and air temperature ranges between 86-96 degrees which falls within the ranges maintained by the Arthritis Foundation, Easter Seals and other metro area public facilities.

Objective 4.3.3: Increase overall participation in PRG programs and services by 15% by December 31, 2018. (100.0% completed)

- In 2017 the Eagle Pointe Recreation Center (EPRC) was open the entire year; the Bison Ridge Recreation Center (BRRRC) was not open at all. In 2018 EPRC was open primarily during the months of January through the end of May re-opening on December 31; BRRRC was open to the public May 25 through December.
- Total recreation memberships sold (monthly, annual and punch cards) in 2017 = 3,335; 2018 = 5,752 (4,266 BRRRC / 1,333 EPRC / 153 Military).
- Total drop-in sold in 2017 = 36,117; 2018 = 57,725 (39,867 BRRRC / 17,858 EPRC).
- Total recreation center attendance/usage (drop-in + membership usage) in 2017 = 100,000; 2018 = 164,802 (120,283 BRRRC /

44,519 EPRC).

- Total number of recreation programs offered in 2017 = 1,340; 2018 = 1,078. There were fewer programs offered in 2018 (winter/spring, fall and summer brochure cycles) due to the May opening of BRRC and partial closure of EPRC also beginning in May.
- Total number of individual program registrations in 2017 = 11,579; 2018 = 10,576.
- Annual revenue in 2018 for golf restaurant food and beverage was 14.2% higher than budgeted; \$920,769.
Annual Revenue in 2018 for golf merchandise sales was 8.7% higher than budgeted; \$230,463.
Annual Revenue in 2018 for rounds of golf was 2.7% lower than budgeted; \$801,480.
- The Annual Commerce City Community Livability Report indicated that 64% of the respondents used Commerce City Recreation Centers; 86% of respondents visited city parks.

Objective 4.3.4: Complete construction of competitive youth sports fields in the northern range by December 31, 2023.

City Council provided direction indicating that one of the existing northern community park sites depicted in the Prairieways Action Plan and owned by the City was sufficient for a future City owned sports complex. A preference for the Second Creek Community Park site was indicated by some Council members due to proximity to the Bison Ridge Recreation Center. A timeline for development of a City owned sports complex has not been prioritized at this time. However, funding in the 2019 budget has been identified for the addition of practice fields as well as improvements to existing fields throughout the northern range that may be used as interim games sites. Additionally, the City will continue to monitor opportunities for partnerships and/or collaborations for the development of a sports complex and/or entertainment venue.

Objective 4.3.5: Implementation of the Colorado Health Foundation Healthy Places Planning Grant.

Healthy Places helps Colorado communities become healthier by creating opportunities to increase physical activity. The initiative aims to transform the places where we live, work and play and make our cities and neighborhoods safer and more appealing to walking, bicycling and other daily activities that encourage movement, connection and fun. Commerce City was selected to receive a planning grant for the purpose of developing an implementation strategy plan from the information presented during the ULI (Urban Land Institute) panel's site visit February 11-16, 2018.

The ULI panel site visit included in-depth briefings and tours of the study area which is south of 72nd Avenue, east of Colorado Boulevard, west of Quebec Parkway and north of 56th Avenue. These study area boundaries are approximate and not strictly defined. Over 75 key community representatives participated in interviews with the ULI panel. After gathering all of their information and engaging in two days of discussion the ULI panel presented their key findings and recommendations to the City on February 16, 2018. Once staff received the final ULI report proposed implementation projects and programs were shared with the community at the Pioneer Neighborhood Outreach and through outreach conducted by Cultivando.

City staff and representatives from Cultivando developed the implementation strategy based on the ULI final report and feedback from the community submitting the projects and programs to the Colorado Health Foundation on August 16, 2018. The Colorado Health Foundation reviewed the proposal and approval of the implementation strategy was received in October resulting in the award of \$1,105,000 for projects and programs that will be implemented over the next three years (2019, 2020 and 2021).

Following are some of the elements for the implementation plan over the next three years:

- Spanish/English Communications plan promoting existing opportunities and access for programs/services
- Outreach/Engagement/Cultural Relevance regarding programs and services
- Wayfinding – best safe routes throughout the community
- ILCWC-Intergenerational Latino Community Wellness Center
- Activation Activities/Community Engagement
- Park Safety
- ACSD14 – school district gymnasium improvements for community use
- Underpass planning (Quebec) as well as improved at grade crossing of Quebec near Adams City High School
- Flashing Beacon pedestrian crossings (Hwy 2, 60th, Parkway)
- Veteran's Memorial Park renovation (park where Eagle Pointe Recreation Center located) improvement to include public

- gathering spaces and inclusive play facilities for people of all physical abilities
- Commerce City Comprehensive Plan updating

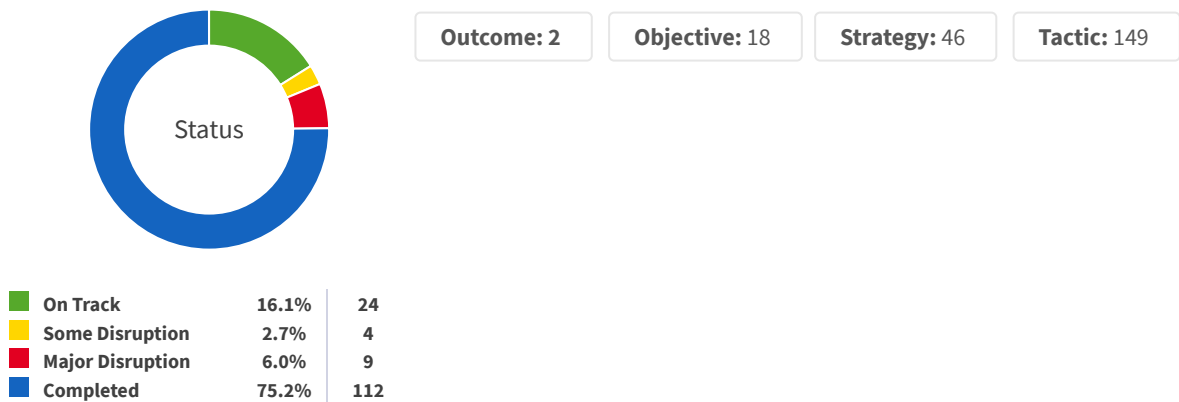
Objective 4.3.6: Provide quality and responsive city services within 95% of the stated service level standard. (83.33% completed)

The online feedback received for Q4 included 6 surveys specific to facilities and programming.

83% of respondents rated PRG facilities good or excellent; 67% of respondents would recommend PRG facilities to a friend; 83% of respondents would recommend PRG programs to a friend; and 100% of respondents would register again for a PRG program.

The Annual Commerce City Community Livability Report indicated that a rating of excellent or good was achieved 68% for city parks, 63% for recreation programs and 67% for recreation centers. Results were provided with no "analysis" at this time which is why the objective is still in progress.

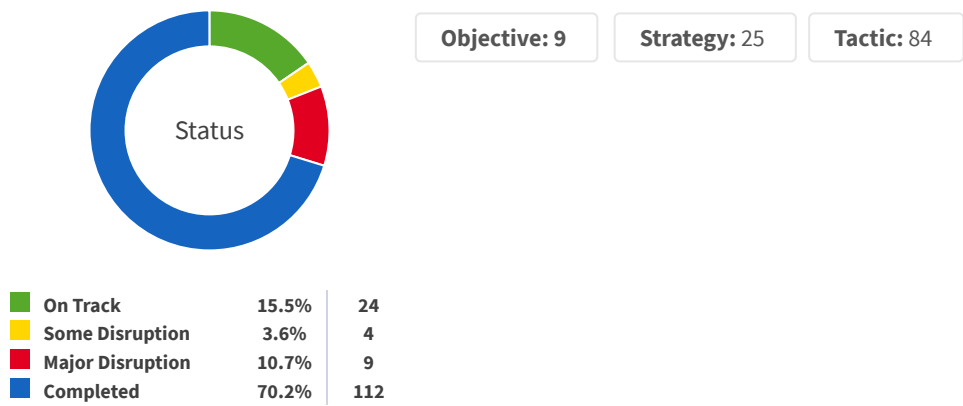
Improve community involvement and trust



Outcome 5.1

Progress 82.92%

Accessible, reliable, and transparent information



Last Updated by Troy Smith (Deputy City Manager): Jan 25, 2019

Objective 5.1.1: Increase the use of the city’s Granicus platform for elected and appointed meeting information by 10%. (52.78% completed)

In 2018, the platform had 191,723 surpassing the stated objective (In 2017, the agenda management platform had 86,386 visitors). There is still work to accomplish, which is why the objective shows only 52% complete. Many of board and commission minutes are not appearing on the platform meaning that staff liaisons to the boards are not taking advantage of the system. Clerk staff will be working with the liaisons to provide more training on the minutes module with an expectation of full utilization.

Objective 5.1.2: Increase how residents receive city information through established communication channels by 2% by December 31, 2018. (95.0% completed)

In Q4 there were 3 issues of Connected, a total of five stories were enhanced or focused on the use of infographics, photos or additional graphics. For PW, maps were used to describe road closures and illustrate detours. For PRG, the Eagle Pointe icon from the recreation guide was used to emphasize that the recreation center was open during construction. In print and online, the city continues to introduce visuals in messaging to tell a stronger story. There were 3 videos/animation used during Q3. PD promoted holiday safety campaigns with three videos. In addition, a new video was posted highlighting the newly-completed Tower-Pena on-ramp. Finally, thirty-three press releases were distributed and 14 received media coverage. The overall earned media for 2018 was 42%.

Objective 5.1.3: Increase satisfaction on how the city communicates with residents by 2% by December 31, 2018. (92.5% completed)

The city continues to serve as a trusted expert and valuable resource in the community. 49% of residents rate the city's public information and communication services as excellent or good, compared to 42% in 2017. This represents a 7% increase over last year.

Objective 5.1.4: Increase city produced Channel 8 content by 10% by December 31, 2018. (86.36% completed)

In Q2, the city successfully took full control of Channel 8 which will allow to track better. City council is the only city-related video playing on Channel 8 currently. The city has not been able to meet the goal of producing more city content.

Objective 5.1.7: Publish Five Year Capital Improvement and Preservation Plan by December 31, 2018. (100.0% completed)

The five year CIPP plan was developed with input from CIPAC and ultimately the City Council provided staff direction during the 2018 budget retreat, held on August 27, 2018. The revised 5-year plan, covering years 2019 through 2023, which is completed, calls for more than \$75 million dollars in capital investment throughout the community over that period of time. The 2019 CIPP plan was approved by City Council on November 5, 2018, calls for \$18,485,788 in CIPP spending; details provided below. The CIPP plan was published in November, 2018 with the full 2019 budget document.

Approved Projects	
88th Ave Widening	\$ 459,784
96th Ave Widening I-76 to Highway 2	\$ 1,200,000
104th Ave Flashing Yellow Arrows	\$ 120,000
112th Ave Widening - Potomac to Chambers	\$ 1,037,410
120th Ave Widening - Chambers Road to Buckley	\$ 1,000,000
2019 PRG Preservation	\$ 515,000
27J Ballfield Upgrades	\$ 625,000
ADA Compliance	\$ 50,000
Bison Ridge Site Planning	\$ 50,000
Bridge Replacement Potomac	\$ 187,460
Brighton Road	\$ 2,000,000
Buffalo Run Grounds Equipment Replacement	\$ 178,000
Buffalo Run HVAC Replacement	\$ 60,000
Civic Center Concrete Step Replacement	\$ 30,000
Civic Center HVAC Retro-Commissioning	\$ 125,000
Civic Center Sidewalk Paver Replacement	\$ 30,000
CD Comp Plan	\$ 250,000
Core City Infrastructure Improvements	\$ 1,500,000
First Creek Outfall System Plan	\$ 30,000
Irondale Neighborhood Plan	\$ 620,000
Approved Projects	
Kearney Street Drainage Improvements	\$ 120,900
MSC Exterior Metal Repair	\$ 65,000

MSC Exterior Wall Sealing	\$	50,000
Outdoor Warning Towers 2019	\$	165,000
Pavement Management 2019	\$	2,500,000
Railroad Intelligent Trans. System Devices & Signs	\$	160,000
Rosemary Street Widening (design & prep)	\$	1,500,000
School Flashing Signage	\$	55,000
Sidewalk Connectivity (PRG)	\$	15,000
Sidewalk Connectivity/Flatwork (PW)	\$	261,000
Traffic Calming Program	\$	150,000
Traffic Signal Maintenance	\$	80,000
Transportation Plan	\$	200,000
US 85/Vasquez Improvements	\$	1,500,000
Veteran's Memorial Park	\$	375,000
Total	\$	17,264,726
Transfers To		
Fund Balance - CIPP-Cable Subscriber Fee (PEG)	\$	37,826
Fund Balance - CIPP Contingency	\$	729,066
Fund Balance - CIPP	\$	454,170
Total	\$	18,485,788

Objective 5.1.8: Implement new citywide records and information management program by December 31, 2019. (58.24% completed)

Despite some disruptions, there have been several RIM related projects that are being developed and implemented. A citywide policy has been drafted, undergone a legal and technological review. Staff has been working collaboratively on a records center project to identify and centralize all vital records and clerk staff and IT staff have been working collaboratively on an upgrade of the city's records management system.

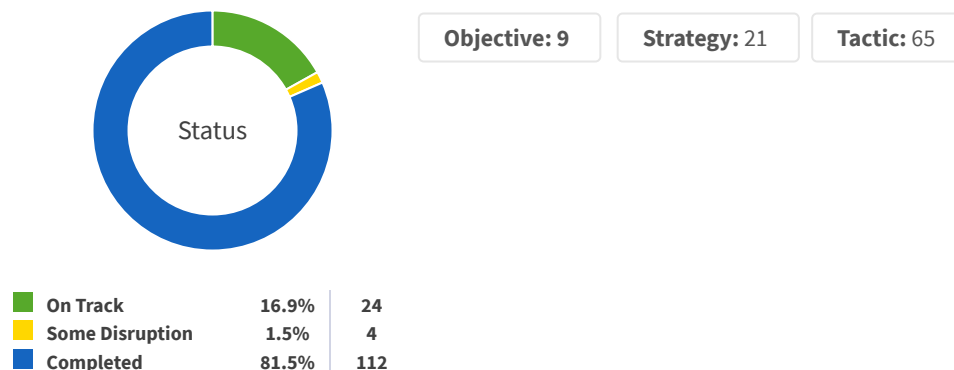
Objective 5.1.9: Provide quality and responsive city services within 95% of the stated service level standard. (97.5% completed)

The clerk's office tracked 168 public records request in Q4. All were processed by city departments within the statutory time limits. We are providing quality and responsive services for CORA requests.

Outcome 5.2

Progress 95.45%

Participatory and inclusive community



Objective 5.2.1: Increase boards, commissions and committees enrollment by 1% by December 31, 2018. (97.78% completed)

Board and commission appointments dropped from 60 to 50. However, forming a new senior commission in 2017 and appointing new members attributed to that higher number of appointees in 2017. Also by the end of 2018 our vacancy rate was lower. Staff has been working very closely with the council subcommittee for boards and commissions as well as staff liaisons. As a result of these meetings, communication with applicants, appointees, staff and the subcommittee has improved significantly; interviews are now scheduled on a quarterly basis.

Objective 5.2.2: A minimum of 85% of posts will reach at least 650 individuals by December 31, 2018. (96.88% completed)

An average of 94.675% posts reached at least 650 individuals in 2018. (98% of Q4 posts, 98% of Q3 posts, 93.7% of Q2 posts and 89% of Q1 posts had a reach of 650 or greater). While the objective was exceeded, some policy development will occur in q2 2019, which is why the objective shows about 97% complete.

Objective 5.2.3: Increase participation in city-sponsored events by 5% by December 31, 2018. (95.83% completed)

This goal is consistently exceeded. Highlights include:

A 52% increase in PW event attendance (774 in 2017 compared to 1,177 in 2018).

A 20% increase in donations at the PD/PRG Cram the Cruiser event.

Objective 5.2.4: Increase resident pride in the City of Commerce City by 2% by December 31, 2018. (100.0% completed)

Resident pride increased by 1% this year, which was short of the stated goal. 16% rated Commerce City's overall image or reputation as "excellent or good" compared to 15% last year. More than half of residents rated Commerce City as a place to live as "excellent or good."

Objective 5.2.5: Achieve a 90% availability rate for Spanish-language city informational materials produced by the communications division by December 31, 2018. (87.5% completed)

90% of public materials the division works on in support of departments are in both English and Spanish.

Objective 5.2.6: Expand engagement within the youth commission in alignment with the youth master plan and create a sustainable senior commission work plan by July 31, 2018. (100.0% completed)

The youth commission expanded engagement in 2018 by hosting the first conference in Q3 designed for youth in the community. The senior commission created a work plan for the senior resource guide launched in Q4.

Objective 5.2.7: Increase availability of access to social and human services for residents within city by December 31, 2018. (81.13% completed)

N/A

Objective 5.2.8: Increase citizen engagement with Police Department by 2% over 2017. (100.0% completed)

The department has continued to increase our community engagement through the hosting of community meetings and other events (more than 60 in 2018). We surpassed the goal of a 2% increase (the goal was 24 events).

Objective 5.2.9: Provide quality and responsive city services within 95% of the stated service level standard. (100.0% completed)

Three telephone town halls and two in-person Spanish town halls were conducted in 2018. The August Telephone Town Hall was canceled due to communications staff vacancies.