

2018 Business Plan





Honorable Mayor and City Council

I am pleased to present for your review and adoption the City's 2018 Business Plan. The 2018 Business Plan operationalizes the implementation of the City Council Strategic Plan that was adopted March 6, 2017. The Business Plan is the culmination of a comprehensive process undertaken by the City Council and staff to evaluate community needs and interests and identify the key strategic priorities to move the community and City organization forward.

The 2018 Business Plan focuses on integrating the City's strategic priorities, key intended outcomes, and performance measures into daily operations. The Business Plan includes a brief description of the City's organizational structure and the City Council's six strategic priorities.

- Economic Development
- Public Safety
- Infrastructure
- Attractive Built Environment
- Public Trust, Transparency and Accountability
- Community Investment Opportunities

Each strategic priority section identifies proposed initiatives to address each strategic priority and key intended outcomes in 2018.

Semiannual progress reports on the implementation status of the Business Plan will be presented to the City Council and community.

The strategies reflected in the Five Year Financial Plan, Business Plan, and Strategic Plan allow the City to honor its commitment to the community to provide essential, outstanding, and cost-effective service to its residents and business. Once again, I offer my thanks and appreciation to the community for the valuable input it provided. I also thank City employees who embraced these initiatives and the City Council for providing the opportunity for the City to demonstrate its commitment to the community. I look forward to a productive year and will keep you informed of our progress.

Sincerely,

A handwritten signature in black ink that reads "Tony O'Rourke". The signature is fluid and cursive, with "Tony" on the top line and "O'Rourke" on the bottom line.

Tony O'Rourke

CITY OF CAÑON CITY

CITY COUNCIL MEMBERS

Mayor – Preston Troutman

District 1 – Frank Jaquez

District 2 – Ashley Smith

District 3 – John Hamrick

District 4 – Mark Gill

At Large – Dolly Gonzales

At Large – Kathleen Schumacher

At Large – Jim Meisner



Left to right: Dolly Gonzales, Frank Jaquez, Kathleen Schumacher, Preston Troutman, John Hamrick, Mark Gill, Jim Meisner, Ashley Smith

SENIOR STAFF

City Administrator – Tony O'Rourke

Assistant to the City Administrator – Denise Warren

Police Chief – Daric Harvey

City Clerk – Cathy Rabe

Director of Human Resources – Stephanie Masse

Director of Engineering – Adam Lancaster

Director of Community Development – Deana Swetlik

Director of Economic Development – Ryan Stevens

Director of Finance – Harry Patel

Director of Streets, Fleets, and Buildings – George Stepleton

Director of Water – Bob Hartzman

Director of Parks – Rex Brady

Director of Public Library – Suzanne Lasha

Director of Regional Museum & History Center – Lisa Studts

City Attorneys – Kathryn Sellars, Corey Hoffman

Municipal Judge – Larry Allen

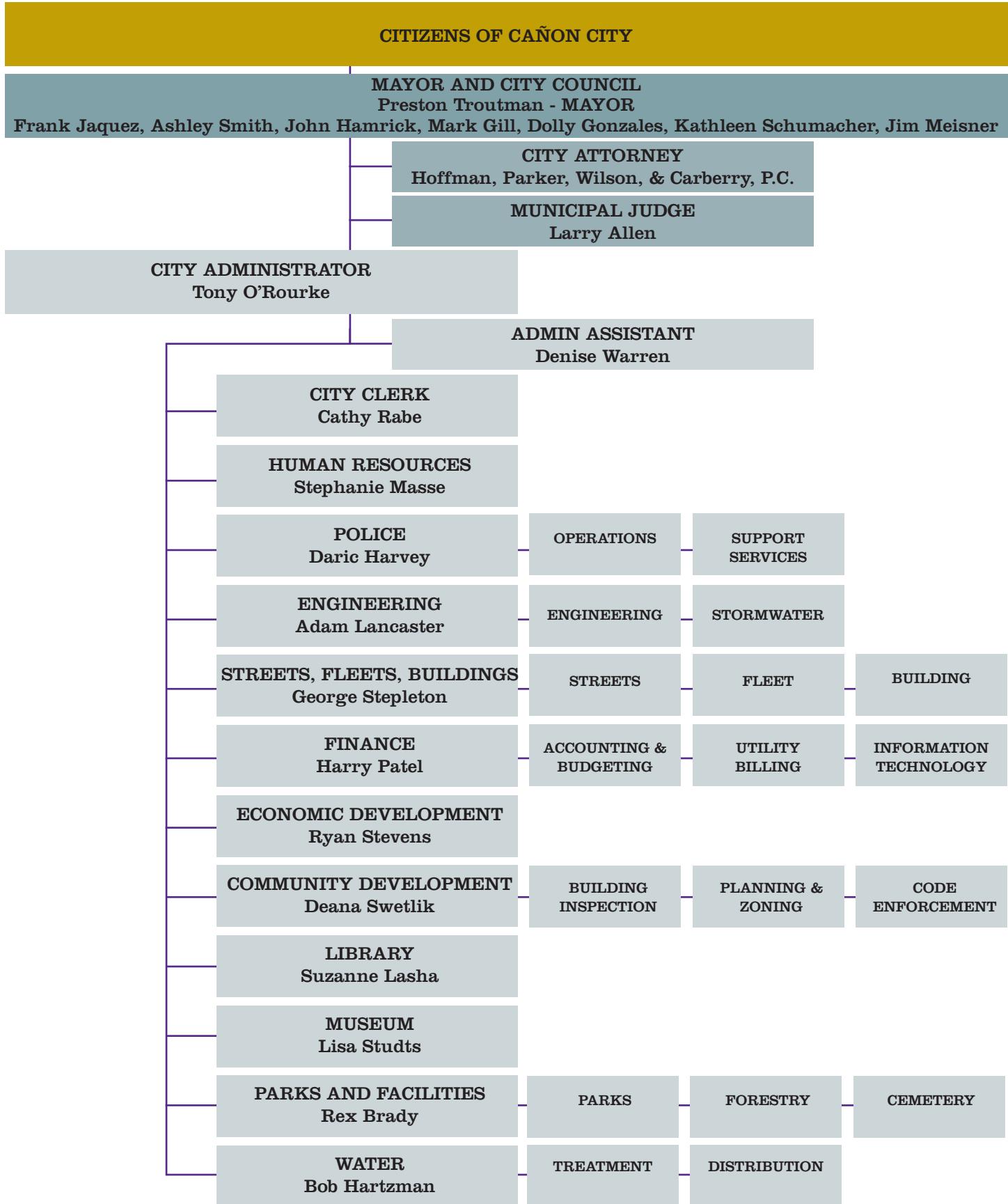
TABLE OF CONTENTS

- **Introduction**

- **Strategic Priorities**

- Economic Development
- Public Safety
- Infrastructure
- Attractive Built Environment
- Public Trust, Transparency and Accountability
- Community Investment Opportunities

Organizational Chart



Economic Development

The overall goal of Economic Development as a strategic priority is to aggressively support economic development efforts that will create quality, living wage jobs in order to ensure a diverse economic base, a resilient and growing City tax base, and long-term economic vitality for the City of Cañon City.



1. The Economic Development/Downtown Director will continue to:
 - Collaborate with downtown businesses to foster the growth of the downtown as a destination through development of private non-profit Downtown Association, accessible parking, marketing, additional special events, better retail mix, and attractive physical environment, pedestrian-oriented design standards, and encourage investment and success by implementing the Downtown Strategic Plan.
 - Create policies and programs to retain, expand, incubate, and attract business to expand and strengthen the local economy. The City intends to implement a business plan competition and Fire Safety Grant program this year.
 - Increase City involvement and partnerships with the Chamber of Commerce, Fremont Economic Development Corporation, Fremont County Tourism Council, Upper Arkansas Council of Governments, Pueblo Community College, Colorado Department of Transportation and other local, state, and federal partners to stimulate economic development.
 - Evaluate different tools and programs to determine the best mechanisms for revitalizing downtown. This could include the Certified Local Government program and/or Urban Renewal Authority.
2. Re-examine the City's building, zoning and land use regulations to facilitate a transparent, predictable, fair and balanced regulatory environment for business retention and growth, while ensuring protection of the public's health, safety and welfare. The City will engage in an outreach and survey process to identify areas for improvement.
3. Continue the physical revitalization of the City to promote a strong first impression and community attractiveness to businesses and visitors.
4. Develop new waterfront zoning district language for the Arkansas River Corridor through Cañon City that creates development for a more vibrant, attractive and active location for recreation, restaurants, residence, and specialized retail opportunities, as well as, restore and protect the beautiful Arkansas River environment.
5. Partner with the proposed new Master Developer at Four Mile Ranch to facilitate the development of a 55+ active community and a sustainable golf course for a long term economic benefit to Cañon City.
6. Continue to partner with a developer to repurpose the abandoned St. Scholastic property to a viable and attractive use.

PERFORMANCE MEASURES

	Current Actual	2018 Goal
Increase the citizen survey rating of those who rate the City's economic health as excellent/good	23%	27%
Lower the citizen survey respondents identifying as unemployed	8%	6%
Increase number of business sales tax licenses	1442	1485
Increase annual sales tax growth	3%	4%
Increase the citizen survey rating of vibrant downtown as excellent/good	26%	27%
Increase downtown sales tax revenue	\$190,000	\$206,000
Increase the quality rating of the city economic development	20%	22%
Increase building permit assessed value	\$13.3M	\$15M

Public Safety

The City is committed to provide a safe and secure environment for its residents, businesses, and visitors. Based on the latest Citizen Survey, 86% of the community feels safe in their neighborhood and their overall feeling of safety in Cañon City is 63%. To ensure a continued sense of community safety and security, the City needs to increase its community-based policing practices and partnerships in crime prevention, intervention, and suppression. To that end, the City is committed to the following initiatives in 2018:



1. HIRE AND RETAIN QUALITY APPLICANTS

The Cañon City police department has not been fully staffed for over eight years. With an average staffing level around 85% it is difficult to dedicate officers to community programs that are not directly related to core job functions. One of the obstacles to hiring quality officers and retaining them once hired is pay. The City will work towards a goal of having officers within the 50th percentile of our local competition date coupled with annual merit reviews.

2. FLEET MANAGEMENT

The department will continue to move forward with its fleet management plan that will include all of its vehicles; patrol, investigations, administration and specialty; and adopt a replacement cycle that ensures that all marked patrol vehicles are replaced either at six years of service or 120,000 miles.

3. EXPLORERS AND VOLUNTEERS IN POLICE SERVICE

The Cañon City Police Department Police Cadet program is being phased out and replaced with the **Explorer Program**. This new program partners with Pueblo Community College and Cañon City High School for career development training for local young people. The hope of this new program is to identify and develop quality candidates for future police officers. The program currently has 10 local young people involved as Explorers. Efforts are also underway to grow the cadre of adult volunteers who can help with special events, directing traffic, updating business contacts in the downtown corridor, and other duties to support the department. The volunteer program has recently grown from two to 16 volunteers. Some of these volunteers recently graduated the Citizen's Police Academy held in October 2017.

4. JOINT TACTICAL AND CNU

The Cañon City Police Department formed joint tactical and crisis negotiations teams with the Fremont County Sheriff's office and the Salida Police Department in 2017. This has expanded the capabilities of all three organizations and provided our community with well trained and equipped staff to deal with a variety of critical incidents. Training for CNU and tactical officers was completed during the first half of 2017.

5. NARCAN AND AED PROGRAMS

With the rise in heroin overdoses and deaths, the Cañon City Police Department has partnered with Fremont Count Public Health to train and equip all officers with the opiate antagonist NARCAN. The initial Narcan kits were supplied by the state but replacements will have a budgetary impact. CCPD successfully used Narcan on 3 separate occasions since acquiring the kits. Beginning in the first quarter of 2017, automatic electronic defibrillators (AED's) will be installed in every police car and the Cañon City Police Department will work with AMR Ambulance to supply every officer with the required training.



6. CRIME PREVENTION PROGRAM

The Cañon City Police Department will continue to grow its partnerships within the community by partnering with the Fremont County Homeless Coalition and the Fremont County Sober Center. The CCPD will also continue education and outreach through programs such as our Citizens Academy and Scam/ID Theft Prevention Presentation.

7. TECHNOLOGY UPGRADES

The Cañon City Police Department has long struggled with a lack of modern technology. In 2018 we will solicit bids for Mobile Computers for our marked fleet. Our ultimate goal will be to integrate these units with E-Tickets and to directly upload crash data and citations to the state system, moving the department closer to realizing a goal of the State Traffic Records Advisory.

8. SCHOOL SAFETY

Continue to ensure the safety and security of community schools thru proactive partnership with **Communities that Care** to deter youth drinking, smoking, drugs, violence, and criminal behavior. At the end of 2017, the Cañon City Police Department, School Administrators, EMT, Fire Department, and Emergency Management personnel completed a functional exercise to work on **Emergency Operations Plans**. The hope is to create full scale exercises (role play) based on the results of the functional.

9. EVALUATE AND ADDRESS SEXUAL ASSAULT UNDERREPORTING

Statistically, 2 out of 3 sexual assaults go unreported. This statistic holds true for Cañon City. There are a number of reasons why victims do not report: It's too personal, fear of retaliation, victims have a personal relationship with their victimizer, they think nothing will be done, they report to other than law enforcement. To directly address these and other issues, the Cañon City Police Department, along with other community stakeholders, organized a Sexual Assault Response Team or SART in January of 2017. One of the goals of this multi-disciplinary team is to reach out and train mandated reporters on the requirements of reporting and when cases need to be referred to law enforcement. Another goal of the team is to develop a response protocol in which the victim is not further traumatized by the process.

10. IMPLEMENT CASE MANAGEMENT PRACTICES TO IMPROVE CASE RESOLUTIONS AND PROSECUTIONS

CCPD acquired a pawn ticket database called LEADSOnline in December of 2017 which has already lead to the recovery of two guns stolen from Canon City. The functions of crime analysis were formally assigned to a civilian member who will study trends and create predictions to help prevent and solve crime. The functions of assigning and tracking property crimes are being evaluated to increase our property crime clearance rates.

PERFORMANCE MEASURES

	Current Actual	2018 Goal
Citizen rating of safety in their neighborhood (very safe/somewhat safe)	86%	90%
Citizen rating of safety in downtown (very safe/somewhat safe)	83%	90%
Police department citizen rating (excellent/good)	63%	66%
Reduce UCR Part 1 violent crime rate per 1000 population	4.66	4.42 (+5%)
Reduce UCR Part 1 property crime rate per 1000 population	43.64	41.45 (+5%)



Infrastructure Investment



The City's infrastructure and overall appearance are critical components of the community's image quality, and vitality. The restoration of the City's built environment is a critical component to its future success. In 2017 only 44% of citizen survey respondents rated the overall built environment of Cañon City as positive. To that end, the following 2018 initiative are proposed.

1. CONTINUATION OF THE STREET IMPROVEMENTS PROGRAM FUNDED BY THE 2A SALES TAX & WATER FUNDS—\$4,550,000

Construct 2.5 center lane miles of pavement and water infrastructure.

Streets marked for 2018 improvements include:

- Park Avenue (9th St to 12th St)
- Field Avenue (Central Ave to High St)
- Forge Road (Bellows Ct to Evelyn Drive)
- 12th Street (US 50 to Macon Ave)

2. US 50 PEDESTRIAN SAFETY CROSSING PROJECT

Garner City Council, business property, and citizen approval. This is a proposed \$2,000,000 project for 2019 that is 100% funded from a Federal Grant.

3. PAVE GRAVEL STREETS—\$827,000

\$684,000 is from Federal Grants

4. SOUTH 4TH STREET VIADUCT IMPROVEMENTS—\$632,000

To be completed between 2nd–3rd quarters.

5. CAÑON CITY MIDDLE SCHOOL INTERSECTION/SIDEWALK IMPROVEMENTS—\$500,000

\$160,00 is from Federal Grants.

6. COMPLETE CONSTRUCTION OF THE ARKANSAS RIVER BEAUTIFICATION AND RECREATION ENHANCEMENTS ON TIME AND WITHIN \$427,000 BUDGET.

Winter of 2018 and 2019

7. ROAD RESURFACING—\$400,000

This proposal is to continue overlay, chip-sealing and crack sealing work by rehabilitating approximately 5 center lane miles of City streets during 2018.

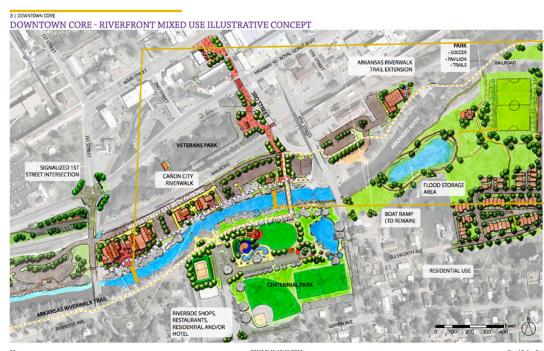
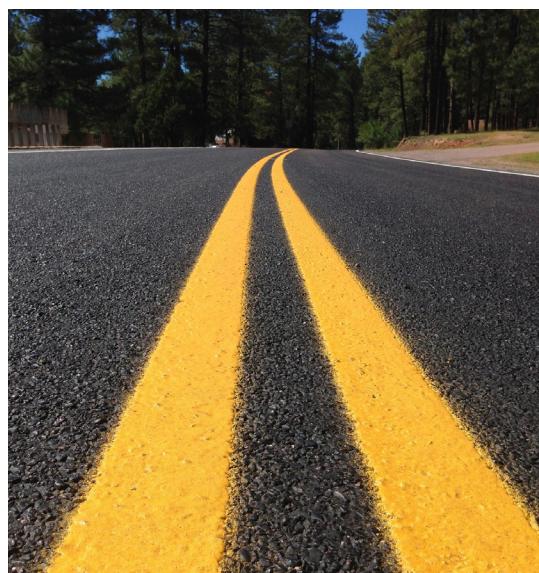
8. DESIGN AND IMPLEMENT A COMPREHENSIVE CITY-WIDE MONUMENT/WAYFINDING PROGRAM—\$400,000

Constructed Monument/Wayfinding Signage on time and within budget.

9. CONTINUE PHASE TWO OF THE CENTENNIAL PARK RENOVATION PROJECT—\$359,000

Improvements to parking, road, and new pavilion by end of the 2nd quarter.

10. DOWNTOWN ALLEY RECONSTRUCTION—\$100,000



11. US 50 PEDESTRIAN CROSSING DESIGN—\$200,000

To be completed by 3rd quarter. \$200,000 is from Federal Grants.

12. STATE HIGHWAY SIDEWALK IMPROVEMENTS—\$230,000

\$184,000 is from a Federal Grant

13. RECONSTRUCTION OF RAILROAD CROSSING SURFACES IN SOUTH CAÑON CITY—\$140,000

14. COLBURN STREET CONSTRUCTION—\$50,000

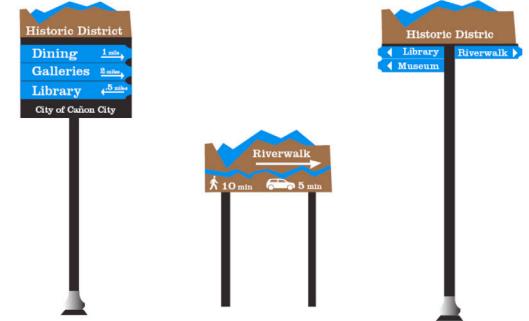
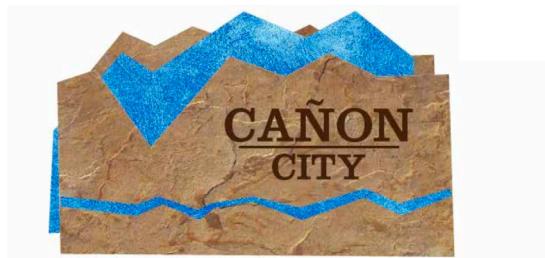
15. LIBRARY PARKING LOT REPAVEMENT—\$50,000

16. CONTINUE CAMPGROUND RECONSTRUCTION EFFORTS IN THE ROYAL GORGE PARK—\$46,000

Over the last year and a half the Parks Department has begun reconstruction of the Eastridge Campground in the Royal Gorge Park. The campground in the past has basically been a dispersed type campground with no clearly defined sites or sense of order, people camped anywhere and everywhere.

We have identified 21 designated campsites within the campground and thus far have completed the construction of 10 of those sites. Each numbered site will consist of a picnic table, fire pit area, designated tent pads and parking. We have completed upgrades to the existing picnic shelters, vault toilet and have constructed an overflow parking lot.

Upon completion of the project it is anticipated the campground will become a paid facility with funds supporting its maintenance and possibly a seasonal campground host. This will be a continuing project and will be worked on throughout the year and continued in 2018.



17. CONTINUE ROYAL GORGE PARK TRAIL SYSTEM EXPANSION—\$34,000

Currently the trail system in the Royal Gorge Park consists of approximately 17.6 miles of completed trail with an additional 8 plus miles planned within the park.

Steve Thomas of Terra Firma Trails will return as a seasonal employee for the City for 6 consecutive months, beginning late February, with the goals of 1) building the connection from section 13 to Dawson Ranch, 2) return to the Gorge and continue trails within the Park and 3) begin NEPA and environmental studies and possibly start construction of the Tunnel Drive/Fremont Peak connection. We hope to continue working with Fremont Adventure Recreation as they have expressed interest in possibly providing funding for additional equipment and/or operators.

This project will be ongoing for several years to come. This project commenced March 20, 2017.

18. BEGIN PLANNING THE CONNECTION TRAIL LINKING TUNNEL DRIVE TRAIL TO THE ROYAL GORGE PARK—\$30,000

After designing a sustainable route we will immediately begin working with the Bureau of Land Management, State of Colorado and Castle Concrete to assure all easement agreements and cultural studies are completed prior to grant submittal in the spring of 2018. This effort began in the 1st quarter and will continue throughout the year.

19. COMPLETE A WAYFINDING KIOSK AND LANDSCAPING ALONG HIGHWAY 50 EAST OF TOWN—\$30,000

This project will consist of the installation of a new wayfinding information kiosk and landscaping designed to create a welcoming oasis as travelers enter the city from the east and a living screen obscuring the industrial views to the north.

Landscaping will consist of a variety of trees, perennials, boulders and a section of privacy tight fencing north of the parking lot only. All trees and plantings will be drip irrigated and the entire area has been seeded with native seed. The welcome to Cañon City sign will also be relocated just to the east of the kiosk and parking lot.

This project commenced in the 2nd quarter 2017 and completion is anticipated by the end of the 4th quarter 2018.



20. PHASE II REHABILITATION OF THE ANSON RUDD HOUSE, CONSTRUCTION DOCUMENTS—\$29,700

The museum applied to History Colorado's State Historic Fund (SHF) to receive grant funding for construction documents that will address specific priorities and recommendations on the rehabilitation and repairs of the foundation, subsurface drainage, exterior masonry, windows, and the porch of the house. The State Historic Fund will announce the winning grant funded projects in January 2018.

21. PERMANENT MUSEUM SIGN—\$12,500

Construction and installation of a permanent sign for the Royal Gorge Regional Museum & History Center is a paramount goal for the museum. A sign that is stylistically compatible with the historic structure of the old Municipal Building will distinguish the building as the museum to local residents and visitors.

22. CONTINUE PLANNING AND CONSTRUCTION OF HIKING/BIKING TRAILS IN ALL OUR MOUNTAIN PARKS.

23. INCREASE PARKS STAFF TO PROPERLY MAINTAIN BOTH EXISTING AND NEW PARK AMENITIES AND INFRASTRUCTURE.

24. REVIEW AND APPROVE FLOODPLAIN DEVELOPMENT PERMITS AND ASSIST DEVELOPERS WITH COMPLIANCE.

This will be ongoing.



25. PROVIDE INFORMATION TO THE PUBLIC REGARDING FLOODPLAIN HAZARDS AND MITIGATION.

This will be ongoing.

26. COMPLETE COMPREHENSIVE STORMWATER RATE ADOPTION TO ENSURE EQUITABLE FUNDING FOR OPERATIONS, MAINTENANCE, AND CAPITAL IMPROVEMENTS OF THE CITY'S STORMWATER SYSTEMS.

Facilitate long term strategy to address Stormwater capital improvements backlog and equitable funding mechanism.

photo courtesy of Eve Nagode

Attractive Built Environment

The City's overall appearance and built environment are critical components of the public's perception of the community's quality and vitality. The current physical environment does not meet the public expectation given only 44% of citizen survey respondents believe the overall built environment was positive and only 25% believe new development is positive.



1. Create a strong first impression by creating attractive welcome monument gateways to the City with a timeless and unifying theme.
2. Revamp the Nuisance Ordinance so that it becomes a more effective tool for keeping our neighborhoods safe and attractive.
3. Establish a Fire Safety Grant program that can assist property owners financially and practically in the refurbishing and using of older downtown buildings.
4. Partner with UAACOG and others in an application for grant funding to remove and/or rehab abandoned and vacant homes.
5. Begin work on commercial zone district calibration as an implementation step of the US 50 Corridor Plan, to support new and changing development along the Hwy 50 Corridor, and to continue to improve the aesthetics of the corridor.
6. Improve aesthetics by cleaning up and/or screening properties that border the Arkansas River.
7. Complete riverfront zone district language for the Arkansas River Corridor between First and Ninth Street.
8. Create Master Plan for the proposed Black Hills site.



PERFORMANCE MEASURES

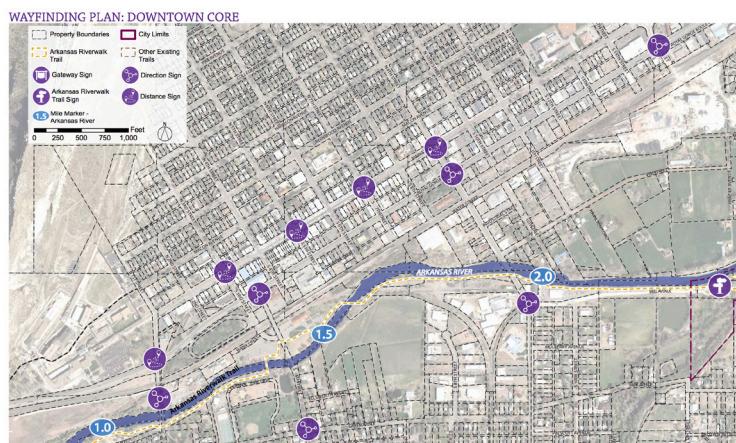
	Current Actual	2018 Goal
Improve citizen rating of overall built environment as excellent/good	44%	50%
Improve citizen rating of the City's overall appearance as excellent/good	52%	57%
Improve resident rating of the City's cleanliness as excellent/good	58%	65%
Improve citizen rating of City's code enforcement as excellent/good	18%	28%
Lower resident rating of observed a code violation (or other hazards) in Cañon City	72%	58%

Community Investment Opportunities

The City's cultural and recreational amenities represent a key component to the overall quality of life and well-being of Cañon City. Based off the 2016 Citizen Survey, the City invested in playground, pond, and splash pad enhancements at Centennial Park in 2017.

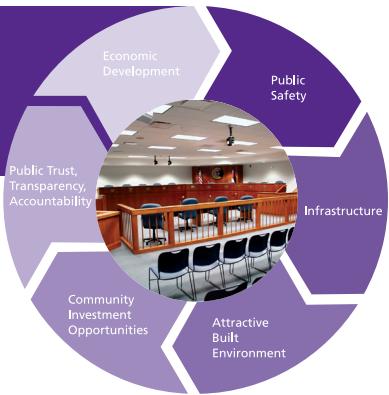
To that end, the City proposes the following cultural and recreational investments:

Arkansas River Corridor Beautification/Recreation Improvement	\$427,000
Centennial Park Master Plan Phase II Improvements	\$359,000
Rudd House Renovations (\$148,000 state grant / \$52,000 Museum Charitable Donations)	\$200,000
US 50 Gateway Signage	\$200,000
Wayfinding Signage	\$200,000
Campground and Fencing Improvements at the Royal Gorge Park	\$115,000
Property Clean-Up	\$63,000
Centennial Park Pavilion Landscaping Project	\$50,000
ADA Playground and Facility Revisions	\$25,000
New Museum Signage	\$12,500



Public Trust & Accountability Investment

Cañon City residents want a City government that is responsive, accountable, and seeks feedback from citizens on City services, initiatives and policies. In the interest of building public trust, accountability and engagement the city will invest in the following:



1. OPERATE WITHIN BUDGET EXPENSE 100% OF THE TIME

2018 Adopted Budget

General Government Fund	\$21,922,455
Self-Insurance Fund	\$ 2,236,360
Water Fund	\$ 6,596,09

2. PUBLIC INFORMATION

Continue to enhance public trust and accountability by pro-actively engaging and informing the public of key City initiatives, projects and plans, and creating and implementing a comprehensive Public Communication Strategy and function to inform and encourage public understanding and engagement in civic affairs.

- Enhanced web site/smart phone application
- Social media outreach and factual responses
- Conducting community surveys/focus groups
- Leveraging media partnerships
- Promoting volunteer opportunities (e.g. Block Watch, Explorer Program, etc.)

3. CITIZEN SURVEY

The annual citizen survey provides valuable information to the City Council and staff as of what the citizens think about the community and suggestions on how funds should be spent. The results help the Council establish and set priorities of City programs and services to respond to the Citizen's needs.

4. EMPLOYEE SURVEY

The City has made a commitment to seek input from employees on the health and climate of organization and then use that information to deploy strategies for organizational improvements. This assessment is one tool to help City leadership leverage strengths and address opportunities to continue its work to create a higher performing organization.

5. STAFFING

Much of the City's establishment of a successful financial planning process, sound internal controls and a very strong overall financial health, can be attributed to the high quality of the professional staff that has been established over a long period of time. An important issue that the City should begin to plan for is the retirement of several experienced key staff (Finance Director, Chief Accountant and Accountant) who will all be retiring in the near future. Without a well-planned transition to equally experienced and capable successors, the City's financial health may unnecessarily be put at risk.

6. UTILITY BILLING

Billing for all residential customers has moved to monthly rather than quarterly beginning January of 2018. Explore the possibility of bringing some of the printing and mailing of billing statements and/or delinquent notices in-house to minimize cost increases associated with monthly billing. Adhere to established due dates and shut off dates to ensure that uncollected balances over 30 days old do not exceed 20% of original revenues billed. Create a written billing adjustment policy to include a limited list of allowable adjustments to utility bills. Include in this policy a newly evaluated and updated leak credit adjustment.

7. CITIZEN INQUIRIES

Create a 24-hour online and voicemail services to receive citizen concerns, ideas, and suggestions. The City will respond to all inquiries within 2 business days.

8. CITY RESTRUCTURING

Assure the public that the City is a wise steward of the public's resources by "living within our means" and restructuring the organizations business model for long-term fiscal sustainability and improved customer satisfaction.

9. GENERAL FUND

Maintain a minimum 20% to 30% General Fund operating reserve for valid financial emergencies and one-time capital expenses.

10. OPTIMIZE CITY SERVICES BY IDENTIFYING LONG-TERM COST SAVINGS AND COST CONTAINMENT OPPORTUNITIES, INCLUDING:

- Managed competition
- Consolidation
- Joint partnerships
- Operational efficiencies
- Level of service adjustments
- Demonstrate cost savings of at least \$500,000

11. FINANCIAL PLAN

Follow our newly developed Five-Year Financial Plan.

12. PROGRAMS AND SERVICES

Prioritize programs and services based on the City Strategic Plan priorities.

13. BUDGET

Operate within budgeted expenses 100% of the time.

14. HEALTH PLAN

Manage the City's Health Plan to ensure its financial health and long-term fiscal sustainability.



15. CAPITAL IMPROVEMENTS

Construct capital improvements on time and within budget.

16. FINANCIAL MONITORING

Implement a Financial Trend Monitoring System comparing key financial and economic indicators as an "early warning system" regarding financial and economic health of the City.

17. CUSTOMER SATISFACTION

Evaluate customer satisfaction with City services on a regular basis and implement appropriate service improvements.

PERFORMANCE MEASURES

	Current Actual	2018 Goal
Improve citizen excellent/good rating on direction City is taking	31%	33%
Improve citizen excellent/good rating on the value of services for taxes paid	30%	36%
Improve citizen excellent/good rating of services provided by the City	50%	55%
Conduct annual citizen survey	YES	
Maintain general fund operating reserve balance as percentage of general fund expenses	28.4%	29.8%
Maintain water fund operating reserve balance as percentage of water fund expenses	17.9%	26.2%
Maintain self-insurance fund operating reserve balance as percentage of self-insurance fund expenses	28.4%	33.6%
Number of Citizen committees	1	5
Improve citizen confidence in Cañon City government	27%	31%
Improve overall customer service rating	54%	62%
Improve citizen rating of City public information services	48%	50%
Increase citizen rating of contacted a city elected official to express an opinion	22%	26%