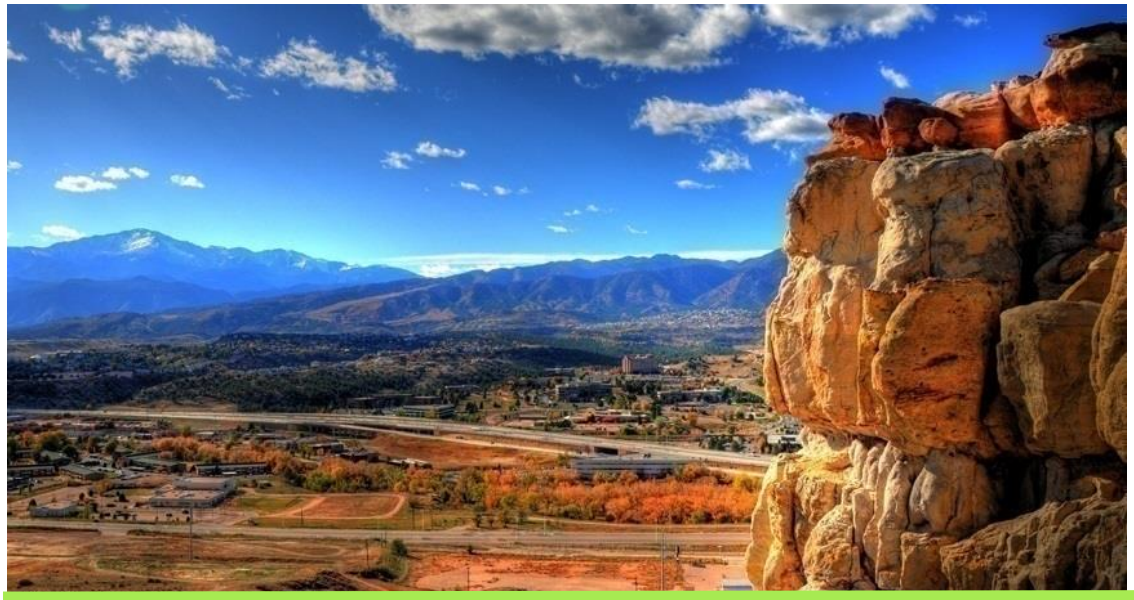
City of Colorado Springs



2016-2020 Strategic Plan

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INTRODUCTION FROM THE MAYOR

Like any organization with a mission, the City of Colorado Springs must have a strategic vision to ensure that our programs, services, and initiatives are leading us toward a better future.

With our guiding goals of Promoting Job Creation, Investing in Infrastructure, Building Community and Collaborative Relationships, and Excelling in City Services, we can get Colorado Springs moving forward and provide quality streets, bridges, stormwater and parks that make Colorado Springs the gem of the Rockies.

The City will continue to foster an environment that creates new jobs and partner with community organizations and regional partners to accomplish more together. We are committed to improving the maintenance of our infrastructure, and we continuously seek innovative solutions to address our greatest challenges.

This plan sets forth our City's priorities and commitments from 2016 through 2020. The City's Strategic Plan was developed with significant input from the broader community; the implementation of our plan must also be driven by collaboration and partnership with our community.

The City plays a vital role in shaping Colorado Springs' future; the resources, expertise, and community pride that are essential to accomplishing the strategies laid out in this plan exist in this community beyond the walls of City government.

We look forward to working together as a community to create a society that matches our scenery.

Sincerely,

John W. Suthers
Mayor

MISSION

Upholding the vision our City's founding fathers developed and the values of our Western heritage, Colorado Springs will be a city where people love to live, work and vacation.

VISION

We will serve the people of Colorado Springs with City services effectively, efficiently and courteously with the wise use and management of our resources.

CORE VALUES

The City of Colorado Springs will exhibit the values of integrity, accountability, transparency, leadership, innovation and persistent community engagement.

Our City: Yesterday & Today

Colorado Springs

FOUNDED

Colorado Springs is founded by General William Jackson Palmer as a resort destination for tourists visiting the American West, almost at the foot of Pikes Peak, and close to the Garden of the Gods, Cave of the Winds, and Seven Falls.

1871

Population: 4,226

POPULATION BURST

By 1890, the number of residents living in Colorado Springs surged to **11,140**, reflecting a climb of **164%** since the City's founding.

WELCOMING THE MILITARY

In the 1940s, the U.S. Army opened Camp Carson, marking the beginning of what is now a strong military presence in this region. In 1954, the Air Force broke ground for the United States Air Force Academy to continue this military tradition. Today's Colorado Springs history is capped with a military flair.

1900

Population: 29,078

TURN OF THE 19TH CENTURY

By the turn of the century Colorado Springs is the wealthiest city per capita in the United States.

1940

Population: 33,237

In 1923, Colorado Springs City Auditorium opens and electric traffic lights are installed in downtown intersections.

1970

Population: 135,060

NEW HIGHWAY BRINGS NEW OPPORTUNITIES

Interstate 25 opens along Downtown's western boundary in 1960.

2000

Population: 360,890

TODAY

Today's Population: 445,830

ECONOMY

Today, the economy of Colorado Springs is based primarily on the military installations, the aerospace and electronics industries, as well as tourism.

Our Future

While this strategic plan focuses on the next five years (2016-2020), it is important to recognize and embrace trends that we will face as a City in the next twenty years. These following trends will significantly impact the way local governments, including the City of Colorado Springs operate. The City anticipates the following changes to the present model of local government in the next twenty years:

Distributed/Shared Governance

Contracting, privatization and regionalization have enabled governments to improve efficiency. As citizen engagement and community connectedness grows through technology and urbanization, governments transition from service providers to solution enablers. Innovators, community leaders, and technology-equipped citizens serve themselves and develop solutions to complicated problems together through open data and participatory service delivery. Success in service delivery and solving problems are driven by data, driving outcome-oriented services and programs based on community priorities.

Dynamic Pricing & Crowdsourcing

Implementing technology in conjunction with the economics of supply and demand allows governments to move from static pricing to dynamic pricing that responds to true, clear costs of service, and that incentivizes prosocial behavior while discouraging waste, fraud, and abuse. Real-time information driven by sensors allows transportation users to choose between routes based on traffic and costs. Mobile pay systems allow citizens to pay for services and programs that they need and want, receiving those services when and how they want them. In conjunction with dynamic pricing, crowdsourcing enables citizens to decide as a community to invest in the efforts they value. Additionally, crowdsourcing allows citizens the ability to provide immediate and specific direction into government programs and services.

Peer-to-Peer, Community-Driven Cities

Collaborative consumption, solving problems and building neighborhoods as a community of citizens, rather than a group of stakeholders living day-to-day in different silos enables cities to use their infrastructure, services, and programs in a more efficient, effective, and citizen-responsive way. Talent sharing across all sectors, rather than hosting employees within individual organizations, allows for more collaboration and wiser use of human capital.

PLATFORM GOALS

1: Promoting Job Creation

Create an environment that promotes job creation and stimulates strong, diverse, and sustainable economic development and opportunity for all of our citizens

1A: Nurture local businesses and promote alignment of educational institutions, the local workforce and job opportunities.

1B: Encourage the development of a defined and well-promoted City image.

1C: Make it easy to do business with the City.

2: Investing in Infrastructure

Maintain and preserve the City's vital infrastructure and assets

2A: Lead the identification and funding plan for addressing infrastructure needs.

2B: Analyze special funds and restructure revenue to address infrastructure needs.

2C: Incorporate improvements to accessibility and connectivity, while addressing needed infrastructure repairs.

4: Excelling In City Services

Ensure a fiscally sustainable and resilient City that delivers consistent quality services and continuously seeks to improve service delivery

4A: Support continuous improvement.

4B: Leverage technology to improve service delivery.

3: Building Community & Collaborative Relationships

Celebrate and connect community through ongoing dialogue with our citizens and local, regional, and state leaders to reach mutual goals, and by encouraging private sector and non-profit initiatives that improve the well-being of everyone

3A: Improve transportation and housing accessibility, safety and responsiveness by cultivating collaborative relationships with the community.

3B: Expand and encourage citizen engagement.

Promoting Job Creation

Create an environment which promotes job creation and stimulates strong, diverse, and sustainable economic development and opportunity for all of our citizens

1 PROMOTING JOB CREATION

Create an environment that promotes job creation and stimulates strong, diverse, and sustainable economic development and opportunity for all of our citizens

PERSPECTIVE FROM 2020

Unemployment declined in recent years in Colorado Springs. Employers' labor needs align with our local workforce and educational opportunities. Employers and professionals of all ages move to Colorado Springs, local graduates stay, and businesses are expanding because of our reputation, quality of life and ease of doing business with the City. The City's neighborhoods are vibrant, as a result of greater infill and urban development, and our downtown is thriving as a place to work, play, live and shop.

STRATEGIC OBJECTIVES

- **1A** Nurture local businesses and promote alignment of educational institutions, the local workforce and job opportunities.
- **1B** Encourage the development of a defined and well-promoted City image.
- **1C** Make it easy to do business with the City.

CITY ROLES

To help realize these objectives, the City of Colorado Springs will:

- Support the community's economic development goals through partnering with existing and future businesses and economic development partners to identify and remove barriers to business growth and development.
- Update the City Code, expand access to information, and streamline processes to improve doing business in the City.
- Address public safety issues that affect our quality of life, image and business climate.
- Support community initiatives to define and develop the community's brand.
- Partner closely with organizations that are driving catalytic projects downtown.
- Improve our image by addressing blight, improving medians and rights-of-ways, and encouraging development of EOZs (Economic Opportunity Zones).
- Implement priorities of the Infill & Revitalization Steering Committee.
- Support funding of City-owned and/or City-sponsored key tourism sites and events.
- Improve City policies for hiring and buying locally, including the hiring of veterans.
- Implement available economic development tools wisely to incentivize development in target areas.

COMMUNITY INITIATIVES

1A: Nurture local businesses and promote alignment of educational institutions, the local workforce and job opportunities.

- Nurture diversified business growth within the community, working with the RBA (Regional Business Alliance) and other community organizations to identify and remove barriers to business growth and development.
- Promote the strengthening of skills and employment opportunities of Colorado Springs residents, through partnering with locally-connected businesses, entrepreneurs and local educational institutions to create an environment that fosters the recruitment and retention of talent across the Pikes Peak Region.
- Define and prefer "local" purchasing and hiring in order to provide advantages to potential vendors for City products or services, and for preference when selecting job applicants.
- Actively engage veterans and veterans-support organizations to increase veteran hiring within the City.
- Nurture our local government-military installation relationships and support Council's and others engagement efforts that encourage and expand the military presence in the Pikes Peak region.
- Encourage and incentivize development near CC (Colorado College), PPCC (Pikes Peak Community College), and UCCS (University of Colorado Colorado Springs) to improve the attractiveness of the City to students.
- Identify catalytic downtown projects developed by other organizations and partner closely with those organizations leading those initiatives (for example, a public market).
- Promote RBA and El Pomar initiatives on celebrating and connecting students to local job opportunities.
- Support mentorship of entrepreneurs, professionals and leaders.
- Partner with El Paso County to communicate and promote Enterprise Zones.

1B: Encourage the development of a defined and well-promoted City image.

- Address public safety issues that impact our image and attractiveness to new businesses and residents
- Work with community organizations to better define and promote our community brand as a great place to live, work and play, to improve our marketing nationwide and ultimately improve our brand and identity.
- Support the tourism industry through funding projects at City-owned and/or City-sponsored tourism sites and events and supporting the Council's objective to identify tourism promotion and funding strategies that support regional efforts to expand tourism in the Pikes Peak Region.
- Expand the City's partnership with the Sister Cities organization.
- Improve the City's overall first impression and appearance by reducing blight and addressing aging, underutilized buildings.
- Facilitate increased private sector investment in EOZs through improving infrastructure, updating planning efforts, and changing related City policies.
- Increase the City's recognition for our healthy lifestyle, including increasing the City's League of American Cyclists rating to gold and increasing the HEAL (City's Healthy Eating Active Living) rating.
- Support community initiatives that improve livability and walkability of neighborhoods.
- Implement the recommendations of the Streetscapes Solutions Team to improve the maintenance and care of medians and rights-of-ways where appropriate; consider developing new programs that support the upkeep of existing medians, and consider implementation of xeriscaping where appropriate to minimize costs.

1C: Make it easy to do business with the City.

- Review business-related City Code, expedite development-related processes, and eliminate barriers to doing business in the City.
- Develop a community-based "So you're thinking about doing business in Colorado Springs" toolkit.
- Expand the Colorado Springs Airport's commercial aviation zone, offering tax breaks to aviation-related businesses.
- Engage City Council, City Planning Commission, and neighborhood groups on key land development issues, including implementing priorities of the Infill & Revitalization Steering Committee and educating the public on the benefits of infill.
- Unify the online interaction for permits and applications to improve the ease of doing business with the City and to easily track progress of applications.
- Improve the citizen's experience with the City by improving the interconnectedness and data sharing between City departments and coordinating with outside agencies to coordinate information sharing.
- Analyze the tax structure (including the Business Personal Property Tax) to incentivize economic development.

PARTNERS

- Citizens
- El Paso County
- Regional Business Alliance
- Downtown Partnership
- Higher education institutions
- COPPeR and other arts & culture organizations
- Entrepreneurial resources
- Pikes Peak Workforce Center
- Sports and health organizations
- School districts
- Job-focused federal agencies
- Local businesses
- Military installations
- Bicycle & healthy living advocates and groups
- Garden of the Gods Foundation
- Colorado Springs Utilities
- Colorado Springs Convention & Visitor's Bureau
- Development community
- Sister Cities Organization
- Media
- Civic-minded professional associations
- United States Olympic Committee ("USOC")

Investing in Infrastructure

Maintain and preserve the City's vital infrastructure and assets

2 INVESTING IN INFRASTRUCTURE

Maintain and preserve the City's vital infrastructure and assets

PERSPECTIVE FROM 2020

The quality of our City's infrastructure is constantly improving, through implementation of a long-term, community-supported approach. The City aligns infrastructure projects with those of Colorado Springs Utilities and other regional partners. Connectivity, accessibility and quality of our infrastructure is improving, as the City leverages technology and industry-leading design tactics. Our citizens are well-informed and support our approach to addressing infrastructure. Funding for infrastructure reflects thorough analysis of revenue structures and the exploration of alternative funding mechanisms.

STRATEGIC OBJECTIVES

2A Lead the identification and funding plan for addressing infrastructure needs.

2B Analyze special funds and restructure revenue to address infrastructure needs.

2C Incorporate improvements to accessibility and connectivity, while addressing needed infrastructure repairs.

CITY ROLES

To help realize these objectives, the City of Colorado Springs will:

- Work with Council, citizens and other stakeholders to identify and begin implementing an intermediate and long-term approach to addressing infrastructure needs across the City.
- Develop and implement a 10-year infrastructure plan that aligns departments' infrastructure plans, and aligns with Colorado Springs Utilities infrastructure plans.
- Engage citizens and provide education regarding infrastructure needs and solutions.
- Enhance the City's IT infrastructure to support the City's robust operations.
- Analyze existing revenue structures, and explore alternative funding mechanisms to support infrastructure funding.
- Enhance accessibility and connectivity of the City's trails, sidewalks, and facilities.
- Leverage technology and innovative, multi-use infrastructure to improve the efficiency and effectiveness of infrastructure improvements.
- Update the City's Comprehensive Plan, and develop a 10-year facilities master plan.
- Improve the environmental sustainability of the City's infrastructure.

COMMUNITY INITIATIVES

2A: Lead the identification and funding plan for addressing infrastructure needs.

- Aggressively address aging infrastructure (roads and bridges, parks, stormwater and public safety), in a unified, long-term approach driven by the City (Administration and Council) in partnership with local businesses, non-profit organizations, and our citizens to implement realistic, preemptive and effective infrastructure solutions.
- Develop a 10-year infrastructure plan which integrates specific goals for infrastructure throughout the City (specifying projects, partners, and outcomes) and coordinates infrastructure improvements across City departments/functions (parks, stormwater, streets) and with CSU.
- In partnership with El Paso County and, implement a strategy for effectively providing education and engaging citizens on infrastructure needs through existing communication tools of these other agencies.
- Improve City IT infrastructure to support City services, provide adequate security of data and information, and identify and address maintenance needs for the City's communications systems.
- Update the City's Comprehensive Plan to better define economic growth and development objectives.
- Develop a 10-year facilities master plan to prioritize and fund City facilities maintenance needs.
- Improve environmental sustainability of City infrastructure and assets.
- Commit to developing a sustainable and resilient stormwater system which maximizes the utilization of existing infrastructure, while implementing policies and procedures that facilitate preventive maintenance of systems.
- Collaborate more closely with CDOT (Colorado Department of Transportation) on projects in Colorado Springs to improve aesthetics along major corridors and incorporate sustainability projects.
- Identify and address needs for additional tools and technology across City departments which facilitate effective infrastructure improvement and development initiatives (communication and data tools, etc.).
- Work with military installations to identify and take advantage of land use opportunities that serve mutual benefits to regional growth and vitality.

2B: Analyze special funds and restructure revenue to address infrastructure needs.

- Update the park and school fee ordinance related to new development to improve the ability for the City to use development-related park fees on park infrastructure needs.
- Collaborate with Federal partners/agencies to identify projects that maximize the effective use of local funds and potential Federal funds obtained through Federal grant programs.
- Diversify the City's revenue streams to improve the City's resiliency to changes in economic conditions, and improve the City's ability to continue funding infrastructure improvements annually.
- Increase the use of cost sharing programs to fund improvements to sidewalks, curbs and gutters throughout community neighborhoods.
- Partner with stakeholders to continue development in EOZs.
- Collaborate with the Infill and Revitalization Steering Committee to support and incentivize infill and manage growth/sprawl by restructuring development fees and agreements.
- Improve the City and CSU's alignment on development review-related policies, fees, and regulations and coordination of infrastructure repair/upgrades.

2C: Incorporate improvements to accessibility and connectivity, while addressing needed infrastructure repairs.

- Work with stakeholders to support the PPACG's long-term multi-modal transportation plan.
- Continue to invest in leading edge, innovative, multi-use infrastructure which incorporates smart growth solutions to maximize efficiency and improve the attractiveness of our infrastructure (i.e. greenway development that solves stormwater issues, using recycled material for road repairs).
- Improve accessibility of City facilities, parks, and sidewalks across the City.

PARTNERS

- Citizens
- El Paso County
- Infill & Revitalization Steering Committee
- Colorado Springs Utilities
- Pikes Peak Area Council of Governments
- Pikes Peak Rural Transportation Authority
- Federal Agencies
- Local businesses
- Regional Business Alliance
- Downtown Partnership
- Non-profit organizations
- School Districts
- Sustainability-focused organizations
- Higher education institutions
- Special districts
- Media
- State government agencies
- Development community
- Bicycling community
- Military installations
- Civic-minded professional associations
- Council of Neighbors and Organizations

Building Community & Collaborative Relationships

Celebrate and connect community through ongoing dialogue with our citizens and local, regional, and state leaders to reach mutual goals, and by encouraging private sector and non-profit initiatives that improve the well-being of everyone

3 Building Community & Collaborative Relationships

Celebrate and connect community through ongoing dialogue with our citizens and local, regional, and state leaders to reach mutual goals, and by encouraging private sector and non-profit initiatives that improve the well-being of everyone

Perspective from 2020

Revitalized neighborhoods are walkable and bike-friendly. Our citizens have pride in their neighborhoods, thanks to collaboration of the City's active lifestyle community, our arts and culture organizations and the City. The City is a supportive and reliable partner to the community, as we implement a comprehensive homelessness plan and improve emergency response times. Our City is accessible to all, as a result of an improved affordable housing stock and expansion of transit services. Citizen engagement and volunteerism with the City fosters a collaborative environment and bolsters our community pride.

Strategic Objectives

3A Improve transportation and housing accessibility, safety and responsiveness by cultivating collaborative relationships with the community.

3B Expand and encourage citizen engagement.

City Roles

To help realize these objectives, the City of Colorado Springs will:

- Promote neighborhood revitalization and neighborhood leadership development through partnerships.
- Facilitate intergovernmental cooperation and regionalization to support efforts that provide efficiencies and improve services.
- Improve public safety response times.
- Convene key stakeholders to create a community plan to address homelessness.
- Prioritize walkability and bike-friendliness of and between existing trails, parks, and other amenities through partnerships and grants.
- Reach the transit "maintenance of effort" level of funding.
- Leverage technology and partner with schools and other organizations to improve and expand citizen education and engagement, as well as volunteerism and City internships.
- Improve ADA accessibility to more City parks and other City facilities.
- Maintain and enhance the City's ability to respond to emergencies and disasters.
- Enhance City initiatives/parks programs that bring the community together.
- Support Council's evaluation of existing boards, commissions, committees, and task forces.
- Improve the City's affordable housing stock.

COMMUNITY INITIATIVES

3A: Improve transportation and housing accessibility, safety and responsiveness by cultivating collaborative relationships with the community.

- Partner with non-profit organizations and businesses to promote effective neighborhood outreach and leadership development and neighborhood revitalization.
- Maintain and enhance mutual aid relationships and improve interoperability among regional public safety agencies.
- Facilitate intergovernmental cooperation and regionalization to support efforts that provide efficiencies and improve services.
- Reduce homelessness through creating a community plan for addressing homelessness through partnership with community organizations.
- Enhance and preserve connectivity between trails, open spaces, parks, bike paths, historical sites and City attractions.
- Promote walkable and bike-friendly communities through partnering with active lifestyle-focused organizations.
- Provide ADA accessibility needs in the community.
- Reach the transit "maintenance of effort" level of funding as a step toward ensuring long-term resiliency of affordable and effective transit services to facilitate economic and recreational activity.
- Enhance existing fair housing education, training, and outreach.
- Improve the City's affordable housing stock.
- Improve public safety response times.
- Maintain and enhance the City's ability to prepare for, respond to, recover from, and mitigate against major emergencies and disasters.
- Partner with community organizations to develop a public arts master plan.
- Partner with COPPeR (Cultural Office of the Pikes Peak Region) and other arts/culture organizations on new event opportunities and new venue opportunities.
- Support Council and work with CML on policies at the State and Federal level that impact our community.

3B: Expand and encourage citizen engagement.

- Use technology to inform and engage the community, using a number of channels.
- Create and foster outreach programs for K-12 youth with local schools and community centers.
- Enhance existing initiatives that improve existing, highly utilized City parks, and expand programs that bring the community together and improve sense of pride in our community.
- Establish a unified city-wide guideline for public input processes
- Partner with CONO (Council of Neighbors and Organizations) and El Paso County on development of a regularly held local government citizen's academy.
- Engage and empower citizens through a centralized volunteer hub.
- Support Council's evaluation of existing City Council boards, commissions, committees and task forces to ensure effectiveness and citizen participation.
- Improve the City's internship program through reaching out to a broader academic/business community and graduates
- Work with Council to develop semi-annual educational events for boards and commissions members to educate members on all City departments and functions.

PARTNERS

- Citizens
- El Paso County
- Council of Neighbors and Organizations (CONO)
- Pikes Peak United Way
- Non-profit organizations
- Human services providers
- Parks & trails friends groups and supporters
- Downtown Partnership
- Arts & culture organizations
- School Districts
- Current City volunteers
- Higher education institutions
- Civic-minded professional associations
- Media
- USOC
- Sports and health organizations
- Military installations and their community organizations
- Residential/housing associations
- Religious associations/institutions
- PPACG

Excelling in City Services

Ensure a fiscally sustainable & resilient City that delivers consistent quality services and continuously seeks to improve service delivery

4 EXCELLING IN CITY SERVICES

PERSPECTIVE FROM 2020

Citizens are able to find the information they need, find answers to questions they have, and conduct business easily with the City through improved use of the City's website, development of a 311 system, modernization of processes, and improved accessibility to information and services for all. The City is efficient and effective, due to exploring cooperation and regionalism with our regional partners. Our dedicated City employees work cross-departmentally to ensure the City is maximizing the use of resources, and our employees continually seek to expand upon their skills and talents through career development training.

STRATEGIC OBJECTIVES

4A Support continuous improvement.

4B Leverage technology to improve service delivery.

CITY ROLES

To help realize these objectives, the City of Colorado Springs will:

- Improve the citizen experience of interacting with City government and using City services through data sharing and streamlining of services.

  Continuously evaluate City processes and research best practices to ensure the City is efficient and effective.

- Develop a 311 system with regional partners.
- Improve the strategic use of IT resources.
- Explore cooperation and/or regionalization of services with El Paso County, military agencies and other organizations.
- Encourage City employees to join professional organizations and/or leadership programs.
- Improve on-line service options and accessibility of information and services for all.
- Encourage continuous leadership/career development for City employees.
- Implement talent management within the City to use resources cross-departmentally.
- Allow for competitive compensation to attract and retain high quality employees.
- Promote City success stories

COMMUNITY INITIATIVES

4A: Support continuous improvement.

- Evaluate City processes and services across all departments to ensure that the City is continually improving and maximizing efficiency and effectiveness.
- Research and implement best practices for specific processes or functions in departments across the City.
- Enhance the City's environmental sustainability efforts in conjunction with other governmental entities.
- Explore cooperation and/or regionalization of services and programs with El Paso County, other regional partners, and the private sector, where appropriate.
- Modernize development review processes internally, and evaluate regulations, fees and rules, using best practices, in cooperation with other entities outside City government who are involved in the process.
- Improve IT utilization and IT resources in alignment with City goals.
- Identify opportunities to collaborate with the military and other government agencies on purchasing, service delivery, and other areas that may provide efficiencies.
- Encourage continuous leadership/career development training opportunities.
- Enhance soft benefits to employees to increase employee productivity and employee satisfaction (for example the Champion Award).
- Introduce a Talent Management approach, sharing resources and talent cross-departmentally.
- Allow for competitive compensation to attract and retain high quality employees.
- Promote a culture of safety and employee knowledge of safety issues.
- Promote a culture of continuous improvement through internal education and sharing of resources and tools.
- Consider using cascading accountability, where appropriate.
- Continue to work with military installations and the County in the Community Partnership Initiative process and the Joint Land Use Study initiative to create a unified front of efficiency and effectiveness for the Pikes Peak Region.

4B: Leverage technology to improve service delivery.

- Improve on-line services for the public and enhance usability of the website; including adding additional video/information on the Government Section of the City website.
- Develop a regional 311 system - a robust citizen information call center.
- Develop data driven performance measures for city employee evaluations.
- Use comprehensive data to drive decision-making at all levels.
- Improve access to City information for LEP, language, low income, ADA, and the homeless.
- Promote City success stories by proactively reaching out to the local media and social media; make resources available to employees to repurpose for social media promotion, and encourage employees to share City news.

PARTNERS

- Citizens
- Colorado Springs Utilities
- El Paso County
- Higher education institutions
- Local businesses
- Development community
- Alliance for Innovation
- International City/County Management Association
- CDOT
- Professional associations
- School districts

Implementing our Plan

This document lays out the goals, objectives and initiatives the City will undertake in the next five years. The next step is identifying our action plan so that we ensure that the City begins implementing the priorities laid out in the Strategic Plan in 2016. As the City works through implementation, we will focus on our guiding themes:

- What was done in the past will not work in the future—innovation is key to our success.
- Govern with the community, rather than at the community.
- Success depends on partnerships—partnerships benefit the community.

Throughout the remainder of 2015, the City will develop a Strategic Action Plan. Please visit the City's website for more information about implementation and next steps at www.coloradosprings.gov. If you would like to **get involved** with helping the City implement the Strategic Plan, please refer to the resources we have provided below.

How to get involved

The City of Colorado Springs relies on our passionate and dedicated volunteers to help us get more done in the community. The resources below can help you get started if you want to get involved!

- ✓ Community Advancing Public Safety (CAPS)
- ✓ Parks, Recreation, and Cultural Services Volunteer Opportunities
- ✓ Boards & Commissions

If none of these opportunities match you interest in getting involved, please email the Strategic Advisory Team at sat@springsgov.com.

Acknowledgments

The Strategic Plan was developed by the City's Strategic Advisory Team, in conjunction with City Department Heads, Chiefs, and Managers, and in consultation with City Council, El Paso County, Colorado Springs Utilities and other regional governments, community organizations and stakeholders.

Thank you to the nearly 2,700 participants of the 2016 budget priorities survey!
Your input has helped create this plan!

Strategic Advisory Team

Jay Anderson
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City of Colorado Springs 2016-2020 Strategic Plan

Mayor John Suthers

Jeff Greene, Chief of Staff

Chief Peter Carey	Police Chief
Chief Christopher Riley	Fire Chief
Easton, Travis	Director, Public Works
Fabos, Jamie	Chief Communications Officer
Gallagher, Daniel	Aviation Director
Johnson, Sarah	City Clerk
Kane II, HayDen W.	Presiding Municipal Court Judge
Massey, Wynetta	City Attorney
Nehls, Carl	Chief Information Officer
Palus, Karen	Director, Parks, Recreation and Cultural Services
Skinner, Kara	Chief Financial Officer
Sullivan, Mike	Director, Human Resources
Waters, Bret	Director, Office of Emergency Management
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