

Building a
Better Tomorrow



Jobs • Transforming City Government • Building Community
June 2011 – March 2015

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Steve Bach
Mayor



A message from Mayor Steve Bach

My Fellow Citizens,

Thank you for the opportunity to serve as the first mayor in our city's new council-mayor ("Strong Mayor") form of government. It has been a great honor.

In the 1960s, when I came here as a soldier in the 5th Infantry Division Artillery stationed at Fort Carson, I knew that this amazing city was where I wanted to live out my life. Through the years since then, I've been fortunate to have a loving wife and family here, work for some leading companies, start and manage my own small business and volunteer in the community.

In 2011, I came forward to help Colorado Springs overcome real challenges as well as achieve some wonderful opportunities. We changed the culture in city government to become more customer focused, and made fundamental improvements in operations to achieve long term fiscal strength while delivering consistent quality core services on limited financial resources.

To support the City's future success, we established three key priorities which our city team has focused on over the past four years: **Fostering an environment for quality jobs growth, transforming city government, and building community.** Today, I'm proud to tell you that our city team and thousands of volunteers have enabled us to make great strides forward.

In the pages which follow, you will read about the important progress our city has made in the past four years thanks to many, many people. There will no doubt be new challenges and opportunities in the years ahead. The future is bright if we will stay the course in fully implementing our new form of government.

My wife, Suzi, and I love this city, and we believe in its future. We will always be at the front of the parade of supporters for Colorado Springs. Thank you again for the opportunity to serve.

Steve Bach
Mayor

"History is a river that may take us as it will. But, we have the power to navigate, to choose direction, and make our passage together."

- President Ronald Reagan

SUZI BACH

FIRST LADY, COLORADO SPRINGS

A resident of Colorado Springs for nearly 40 years, Suzi Bach loves our city and has played an important role in her husband's administration. Suzi has been deeply involved in serving the citizens of Colorado Springs alongside the mayor as a compassionate and effective public servant.

Suzi's most notable contribution is her dedication to serving the underserved. She is a tireless champion of the homeless in our community, both as a quiet volunteer and as a public figure. In 2014, Suzi led the **Initiative to End Homelessness** in Colorado Springs, a two-year plan to raise the awareness of homelessness in our city, build a durable service delivery system, and invest in key facilities. She was a member of the **Interim Governing Board for the Colorado Springs/El Paso County Continuum of Care** and helped develop the CoC governance charter and appoint a board of directors. When not serving the city, Suzi can often be found volunteering at the **Marian House** soup kitchen serving meals.

Suzi has also served as a member of the mayor's **Streetscapes Solutions Team** and helped to expand the **Adopt-A-School program** between the City of Colorado Springs and Fort Carson. She worked with and supported city staff, attending promotions, retirements, award ceremonies, park clean-ups and employee events.

One of the most valuable contributions Suzi made was joining her husband to visit Mountain Shadows residents who rebuilt after losing their homes in the 2012 Waldo Canyon Fire. The visit included gift baskets with bread, wine and salt, à la "It's a Wonderful Life," Suzi and the mayor invited community leaders along to drop by on weekends, eventually visiting 155 homes.

Suzi Bach was recognized by the **Colorado Springs Business Journal** as a **"Woman of Influence"** in 2011 for her business and community service activities. Her positive influence will undoubtedly be felt throughout Colorado Springs and the Pikes Peak region for years to come.



CITY GOVERNMENT STRUCTURE

Since 1920, Colorado Springs was under a council-manager form of government. For 90 years, the nine members would be elected to serve on city council with an appointed city manager reporting to them.

In November 2010, 59% of voters approved comprehensive amendments to the City Charter to establish a new council-mayor form of government similar to Denver, which created a nine member elected council and a separately elected executive mayor. The city's first "strong mayor" was elected in 2011.



Under this new "strong mayor" form of local government, the mayor is the chief executive officer and head of the city government. He or she is responsible for managing the operations of all municipal functions, works full-time for the city, develops the city's

budget and presents it to City Council, designs a strategic plan, approves and disapproves ordinances passed by council, and appoints his or her executive team and other individuals into city government roles. During the first term of the new mayor-council form of governance, Mayor Bach and City Council worked together in resolving operating issues and pursuing new opportunities for the city.

The Colorado Springs City Council is still comprised of nine elected members (three at large and six district representatives) who set broad policies, pass ordinances and resolutions to guide the city and approve the mayor's proposed annual municipal budget. Council also has responsibility for Colorado Springs Utilities, Memorial Health System, and legislative and quasi-judicial land use matters.

MAYOR STEVE BACH'S VISION, MISSION AND GOALS

Vision

With America the Beautiful as our heritage, hard work as our foundation, and Western optimism as our guide, Colorado Springs will be a successful city where people love to live, work and vacation.

Mission

As stewards of the public trust, we will serve the people of Colorado Springs with core services effectively, efficiently and courteously with the wise use and management of our resources.

Goals

Jobs, Transforming City Government and Building Community

Jobs: Improved business climate at the city, county and state levels; better support of existing primary employers; and attraction of new, compatible primary employers.

Transforming City Government: Long-term fiscal strength, while delivering consistent quality core services on limited financial resources; becoming the most business-citizen friendly city of our size in the country; and retaining and attracting the best city employees by empowering them to unleash their ingenuity and recognizing them when they do great things

Building Community: Citizen-led Solutions Teams for streetscapes, parks, transit, downtown, South Academy and North Nevada Economic Opportunity Zones, and other targeted areas of needed improvement; *Spirit of the Springs* initiatives to celebrate and connect community, cultivate future city government leadership, and encourage citizen involvement in the city.

Top 10 Accomplishments 2011-2015

1. Established a customer-focused culture within city government, building an organization of “can do” employees led by a new senior management team blending strong government, nonprofit and private sector experience. **(Transforming City Government)**
2. Introduced a longer range, strategic management approach with breakthrough strategies and measurable outcomes for every operating unit, selective outsourcing to the private sector, moving from tenure to performance-based employee compensation, and establishing a continuous improvement process. **(Jobs, Transforming City Government)**
3. Led the city through three natural disasters in two years (the 2012 Waldo Canyon Fire, the 2013 Black Forest Fire and 500-year rains), in an historic partnership between local, state and federal agencies, including area military. Empowered “Colorado Springs Together,” a public-private Mountain Shadows restoration partnership, gaining national acclaim. **(Transforming City Government, Building Community)**
4. Convinced City Council to reconsider its plan to sell Memorial Health System (MHS), the city’s second largest asset, to MHS management for \$15 million. Then worked with City Council through a qualified provider Request For Proposal process, resulting in a lease of MHS to University of Colorado Health (UCH) approved by the voters for \$1.9 billion over 40 years, a guaranteed new UCH branch medical campus at UCCS, a potential new children’s hospital and a new health care foundation led by citizens to manage the lease proceeds for the community’s benefit. **(Jobs, Building Community)**
5. Reestablished services which had been reduced by the city during the 2008-2010 economic recession such as turning back on street lights, reviving neighborhood parks improving bus schedules, and filling vacant positions for fire fighters, police officers and community service officers – all without asking for a tax increase. **(Jobs, Building Community)**

6. Achieved an all-time high \$54 million in emergency reserves after overcoming a nearly depleted account, some of which was later needed to mitigate the Waldo Canyon Fire flash flooding risk. **(Jobs, Transforming City Government)**
7. Improved the business climate by encouraging city employees to unleash their ingenuity in delivering consistent quality core services on limited financial resources, instilling courteous rapid response to all citizen requests for assistance/approvals, reducing Planning Department processing time and fees and working with City Council to reduce business licensing requirements and fees. The results: Attraction of 6,457 new primary jobs including Sierra Completions at the airport (2,100), Bal Seal North (211) and FuseSport downtown (100), while retaining 7,979 existing jobs, including Atmel Southwest (1,330), USAA Insurance north (1,250) and Kinder Morgan downtown (400). **(Jobs, Transforming City Government)**
8. Launched *Spirit of the Springs*, an initiative to celebrate and connect community, cultivate future city government leadership and engage citizens. Key elements included: Spirit Awards to those whose deeds bring great pride to the city; *Young Leader Awards* to exceptional young professionals; *Ticket to Success* engagement with middle schoolers; *Mayor's Cup Golf Tournament* fundraising for public safety college scholarships; and First Tee Chapter at Valley Hi; town halls, community forums, group presentations and monthly media briefings. **(Building Community)**
9. Encouraged the Downtown Renaissance, created solutions teams and economic opportunity zones, attracted a new Labor Day weekend iconic balloon event, broke ground on Venezia Community Park, issued a design Request For Proposal on a new Pikes Peak Summit House, rebuilt Sky View Sports Complex and approved the city's application to the State for Regional Tourism Act funding for "City For Champions," resulting in a full award of the requested \$120.5 million. **(Jobs, Building Community)**
10. Worked with Colorado Governor John Hickenlooper and former Ohio Governor and Colorado College President Dick Celeste in conceiving the Free Agent Zone/Innovation District concept which can enable the city to be an epicenter in the coming Worldwide Freelance Economy. **(Jobs)**

SETTING THE STAGE

Elected as the first “strong mayor” of Colorado Springs, Mayor Steve Bach was sworn in on June 7, 2011. He quickly established goals for his administration that would begin changing the culture of city government **from a regulatory agency mindset to a customer service approach**. His plan was to make Colorado Springs the most business- and citizen-friendly municipality of its size in the country.



Mayor Steve Bach swearing-in

Mayor Bach immediately began building a **new, customer-focused senior management team** blending talented people already in city government leadership positions with others having public and private sector experience. This combination, coupled with the mayor’s unwavering focus on Jobs, Transforming City Government and Building Community, launched a cultural renaissance within the city fundamental to building a new form of city government.

One such change was the **shift from unrestricted hiring practices to a managed and structured process, requiring executive-level approvals for most hires**. To ensure city leaders maintained firm control over labor costs for the City of Colorado Springs (the single largest area for general fund expenditures), Mayor Bach stipulated that all employment acquisitions (new and replacement) required his review and signature. He had committed to the citizens that he would scrub the budget, find every viable cost savings, and implement all potential efficiencies to run a streamlined city government. This measure was part of his **overarching vision**.

Another improvement came in 2013, when Mayor Bach launched an **intensive internal audit** of the city’s operating functions. This audit provided the most cost-effective operational model to deliver high-impact and quality services to our citizens while saving taxpayer dollars.

To attract and retain quality employees on the city staff, Mayor Bach directed the completion of a **Total Compensation Study** to determine the optimal salary and benefit ranges for ALL city employees and focus on moving from tenure-based to performance-based compensation. This comprehensive review was conducted by a committee comprised of City of Colorado Springs executives, City Council members, community leaders, civilian staff, police and fire associations, and two expert compensation consultants.

This analysis of salaries, benefits and pay practices, using data from both public and private sectors, was a **fundamental shift** in our government culture. Since then, a formal **annual schedule** of salary studies has been adopted and maintained to keep the city's compensation structure and rates current and competitive.

At the same time, under specific direction from Mayor Bach, the city began an active campaign to **increase community awareness of careers in city government** through partnerships with multiple community advocates and organizations. This broadened the search for qualified employees and resulted in a 336% increase in the number of applications received in 2011. Additionally, **executive recruitments were conducted using internal staff vs. the past practice of employing executive search firms**, saving the city more than \$160,000 during Mayor Bach's term.

These changes, however, could not have occurred without an outstanding **senior leadership core**.

Over the course of Mayor Bach's term, the city's executive team was **invigorated** with **exceptional professional staff**. The mayor brought strong,

diverse professionals into these leadership positions, energizing the city team with innovative thought and activity and creating the successful **alignment of the mayor's vision and strategic initiatives**. Many of the achievements in this book demonstrate the skill and dedication of his leadership staff.



City senior staff

SENIOR MANAGEMENT STAFF AS OF MARCH 2015

Chief of Staff*

Steve Cox

Economic Vitality

Bob Cope

Aviation Director

Daniel Gallagher

Fire Chief*

Christopher P. Riley

Chief Communications Officer

(Vacant)

Human Resources Director

Michael Sullivan

Chief Financial Officer

Kara Skinner

Municipal Court Judge

and Administrator

Judge Hayden Kane

Chief Information Officer

Carl Nehls

Parking Enterprise

Greg Warnke

City Attorney*

Wynetta Massey

**Parks, Recreation,
& Cultural Services Director**

Karen Palus

City Clerk

Sarah Johnson

Planning and Development Director

Peter Wysocki

Community Initiatives Manager

Aimee Cox

Police Chief*

Pete Carey

**Deputy Chief of Staff/
Emergency Management Director**

Bret Waters

Public Works Director

Travis Easton

**Executive Team*

Public Safety

The City of Colorado Springs boasts five public safety disciplines that are nationally recognized by their accrediting bodies –

The Colorado Springs Police Department

The Colorado Springs Fire Department

Office of Emergency Management

Communications Center

American Medical Response

(the city's ground ambulance contract provider)

Accreditation ensures quality improvement through a continuous self-assessment process that results in improving organizational performance and provides a detailed evaluation of the department and the services it provides to the community.

COLORADO SPRINGS POLICE DEPARTMENT

The Colorado Springs Police Department (CSPD) provides police services in partnership with the community to promote the safety and welfare of our citizens. Police services span a large continuum, from answering the initial call for help from citizens, to responding to these calls for service, to solving crimes and arresting criminals. Police services also include other critical components, such as tactical operations, traffic safety and enforcement, code enforcement, community and media outreach, victim services and crime prevention. Building on a solid foundation of public trust, the Colorado Springs Police Department (CSPD) strives to continually provide police services with responsiveness, excellence, and humility. Mayor Bach's commitment to public safety ensured CSPD had all the necessary resources to make a positive impact on crime rates while maintaining the level of customer service Colorado Springs citizens have come to expect.

This top-tier service to citizens reached new levels of excellence in 2011-2014 as new police officer and community service officer positions were added, new upgraded vehicles were acquired and the need to replace an aging police substation was given high priority. Community involvement was demonstrated by the tremendous growth in the Community Advancing Public Safety (CAPS) volunteer program and partnerships developed to increase proactive safety measures downtown and throughout the city. Through the implementation of various technological solutions, CSPD has remained committed to delivering efficient and effective policing services.

CRIME RATES DOWN

- From 2011 – 2014, the City of Colorado Springs experienced a **10% reduction in violent crimes** (Uniform Crime Report Part I crimes: murder, rape, robbery, aggravated assault).
- During 2011 – 2014, the city remained **below the national average for cities our size in index crime rates per 1,000 citizens** (Index crimes: rape, homicide, aggravated assault, arson, burglary, motor vehicle theft, robbery, larceny).
- During 2011 – 2014, the city remained **above the national average for cities our size in clearance rates of index crimes**.
- From 2013 to 2014, the city experienced an **unprecedented 11.4% decline in property crimes**.

PATROL EFFICIENCY STUDY

In 2012, the CSPD hired an independent consultant to perform a comprehensive assessment of its patrol division to suggest process improvements and to develop a staffing model to responsively address citizen needs. Results of the study cited below average response times, limited capacity for proactive policing services and slow call answer times in the Communications Center. In response, the city hired **46 additional sworn officers and six additional communications center staff** to improve public safety services.

Mayor Bach immediately implemented staffing changes at CSPD to ensure the department received the recommended increase in authorized positions through the 2014 and 2015 budget process while implementing strategic hiring practices to maintain full CSPD staffing. CSPD was able to hire 62 more police officers from 2011 to 2015 than it otherwise would have hired without the mayor's approved hiring strategies.

COMMUNITY SERVICE OFFICERS

In 2011, CSPD used grant funds to conduct a **Community Service Officer (CSO)** pilot program. The concept that a cadre of non-sworn, unarmed employees could successfully respond to non-emergency calls for service, ultimately allowing sworn personnel to focus on calls that require their specialized training and arrest powers, was tested.

Today, the program has the equivalent of 33 full-time employees who augment the work performed by sworn personnel at 60% of the cost of sworn police officers. In 2014, patrol CSOs responded to 27,267 calls for service and took more than 5,000 reports in person. Citizen feedback has been overwhelmingly positive as citizens appreciate an in-person response.

ENGAGING THE COMMUNITY

CITIZEN'S ACADEMY

Since 2013, CSPD has graduated 153 people from the **Citizen's Academy**, which educates citizens about department's duties and responsibilities, policies and procedures. The series of 12 classes not only helps citizens better understand the Police Department, it also helps officers and other CSPD personnel better understand citizens and their concerns.

COMMUNITY ADVANCING PUBLIC SAFETY (CAPS)



CAPS Volunteer

In 2011, the city's Police and Fire departments and the Office of Emergency Management joined forces to launch the valuable **Community Advancing Public Safety Volunteer Program (CAPS)**, comprised of a diverse and dedicated group of volunteers committed to serving their community by supporting Colorado Springs Police and Fire departments in multiple capacities.

Volunteers assist in almost every police division, including victim assistance, security camera monitoring, code enforcement, staffing the downtown Peak Station, Crime Stoppers, handicap parking services and chaplain services.

By 2014, CAPS had grown to 700 volunteers who worked 74,800 hours to support public safety. A national independent sector network calculates the estimated value of these almost 75,000 hours to be \$1.88 million. The International Association of Chiefs of Police (IACP) also recognized CAPS for *Outstanding Achievement in a Law Enforcement Volunteer Program*.

VICTIM ADVOCACY

The CSPD's **Victim Advocacy Program (VAP)** provides a variety of services to victims of violent crime. This program has grown significantly since 2011, serving 7,548 crime victims in 2014 compared to 4,116 victims in 2011 – an increase of 83%.

This program provides immediate crisis intervention and short-term counseling, information for victims regarding their rights under the Victim Rights Act, support during police interviews, education about the investigative process and the criminal justice system, community referrals, assistance with filling out paperwork and language interpretation services.

The VAP is staffed with one city-funded full-time coordinator, three full-time grant-funded advocates, and 32 volunteer advocates. In 2014 they received a new van from McCloskey Motors, Inc. and the Police Foundation of Colorado Springs to help transport victims.

In 2014, the VAP received the award for *Excellence in Victim Services* from the International Association of Chiefs of Police (IACP).

SECURING AMERICA'S FUTURE

CSPD launched the **Securing America's Future (SAF)** program in 2013 to provide safety, security, and awareness training to all city employees along with valuable safety and awareness tools they can use both at work and at home to respond to potentially violent scenarios. CSPD officers trained more than 800 employees from 2013 to 2014.

Further fine-tuning threat awareness, CSPD conducted additional training to its officers on active shooter/mass casualty scenarios. Using CSPD cadets and CAPS volunteers as role players, the training offered a realistic scenario and environment that better prepared officers to respond to this type of situation.

IMPROVING CUSTOMER SERVICE THROUGH TECHNOLOGY

In 2011, CSPD purchased a new **Records Management System (RMS)** using a combination of a grant, public safety sales tax, and general fund monies. The system allows for a common database and real-time information for law enforcement. The CSPD recognizes that a citizen's feeling of safety is a crucial part of a thriving and vibrant community. The information provided by RMS helps to prevent crime and improves an officer's ability to investigate criminal activity.

A case CSPD refers to as *Just Computers* had a very successful outcome due, in part, to RMS. A local business had made more than \$1.3 million selling laundered gift cards and stolen merchandise on eBay®. CSPD was able to connect multiple theft and fraud cases due to information in RMS that otherwise would not have been detected. The resulting investigation led to CSPD helping to dismantle one of the largest fencing cases in Colorado history.

CSPD's implementation of **eCitation**, an electronic ticketing mobile application has significantly reduced processing time, increased accuracy of violation submissions and reduced officer time with offenders.

Coplogic, a web-based crime reporting system, was launched in 2012 to provide citizens the opportunity to submit case information online. CSPD received 4,916 online reports in 2013 and 5,539 in 2014.

The Colorado Springs Police Department was awarded funding in 2013 through the Federal Coverdell Grant to purchase the **Laboratory Information Management System**. This system improved the crime lab's ability to track custody of evidence, prioritize casework, customize workflow, and eliminate redundant data entry.

In 2014, CSPD began piloting a **Body Worn Camera** project using information developed by the International Association of Chiefs of Police. Studies demonstrate that the introduction of body worn cameras in many jurisdictions has reduced citizen complaints and provided an opportunity for greater dialogue between the respective community and its Police Department.

VEHICLE REPLACEMENT

Recognizing the importance of well-maintained public safety vehicles and the difficulty for first responders to provide critical services to citizens without them, CSPD was able to replace 60 emergency response vehicles in 2014. This provided a more cost effective solution to continued maintenance and repair of older vehicles.



New CSPD vehicle

SAND CREEK SUBSTATION REPLACEMENT

In 2015, the CSPD plans to begin the process of replacing the Sand Creek Substation. The current substation, built in 1988, has undergone multiple reconfigurations and remodels but can no longer accommodate increasing personnel and operational needs. This project has become a high priority for the city administration and land acquisition is scheduled for March 2015 to accelerate replacement.

COLORADO SPRINGS FIRE DEPARTMENT

*Since its early beginnings in 1894, with only one fire station, a staff of six and a horse-drawn pumper, today's Colorado Springs Fire Department has grown to be one of the finest in the nation. It is an **internationally accredited agency** through the Center on Fire Accreditation International, attained in 2013 with successful annual compliance reports in 2014 and 2015. Accreditation requires the department maintain more than 80 core competencies and more than 250 performance indicators that use national standards as benchmarks. The CSFD has 21 fire stations, 475 full-time employees and 31 front-line emergency apparatus – 21 engine companies, six truck companies, a technical rescue team, a hazardous materials response team, and two medical squads. Fire stations are staffed 24 hours a day, seven days a week with minimum daily staffing of 119 personnel. The CSFD responds to nearly 60,000 calls annually, 62% of which are medical emergencies.*

FIRE ADMINISTRATION

Between 2011 and 2015, the CSFD held regular **academies** and hired to full staffing levels, adding 12 new firefighter positions. In 2011, the Fire Department held its first training academy since 2007, hiring 23 firefighters to fill existing vacancies. In 2012, the CSFD was awarded a **SAFER grant** – Staffing for Adequate Fire and Emergency Response – which paid for two years salary for 15 sworn firefighters, enabling staffing at Station 21. When that funding ended in February 2015, the positions were then funded with monies from the Public Safety Sales Tax.

FIRE OPERATIONS

In August 2013, the CSFD opened **Station 21** in the growing northeast Stetson Hills area of the city. Fire Station 21 is a retro design harking back to the “old firehouse” configuration while simultaneously incorporating the latest in functionality and energy efficiency. It was designed as the first LEED-platinum building in the city and is projected to save over 60% in energy and utility costs over its lifespan. Plans are also being made to construct **Station 22** on the city's north end, with a groundbreaking expected in 2015.



Fire Station 21

Over the past four years, the CSFD has **implemented new procedures, provided critical training, and purchased updated equipment.** New tactical procedures initiated included Positive Pressure Attack (PPA), Nozzle Forward, and Vent, Enter, Isolate and Search (VEIS) training. They held their first Fire Department Truck Academy training, put a new rescue vehicle into service, and purchased new Self-Contained Breathing Apparatus (SCBA), replacing decades-old equipment and technology.

MARTIN DRAKE POWER PLANT FIRE

On May 5, 2014, the CSFD engaged in one of the most dangerous structure fires it has ever faced – the fire at the **Martin Drake Power Plant.** A total of 88 line firefighters quickly responded – including nine engines, six trucks, three HazMat Units, the mobile command vehicle, a medical lieutenant, and the air truck, plus support staff from the Division of the Fire Marshal and the Office of Emergency Management.



Martin Drake Power Plant Fire

This four-alarm, high-hazard commercial structure fire was fought with an aggressive offensive attack. In addition to the main fire in the structure, firefighters faced multiple simultaneous hazards, including AC and DC electrical power, high-pressure steam lines, natural gas, hydrogen gas, potential coal fires, potential coal dust explosion, energized water, compromised structure, multiple chemicals, and the potential rupture of steam boilers. Although they were at great risk, the first arriving companies made critical decisions that saved many lives and critical infrastructure.

COMMUNITY WELLNESS & MEDICAL RESPONSE

The CSFD's **Community Assistance, Referrals, and Education Services (CARES)** program began in 2013 with the goal of matching patients with the proper care. Because citizens often improperly use 911 as their primary care, this program sends members of the CARES team to meet patients prior to their calling 911, directing them to the appropriate medical provider who can help meet their unique needs. During 2014, the CARES program saw a 68% reduction in calls from the 551 patients enrolled in the program and ultimately, the CARES program expects to provide an even more significant reduction in 911 calls.

In 2014, CSFD signed its first ever, exclusive **Emergency Ground Ambulance contract** with American Medical Response (AMR), generating \$1.17 million in new annual revenue. AMR is required to respond within eight minutes, 90% of the time, from the time of the Medical Priority Dispatch System (MPDS) determinant; starting in 2015 they must arrive in 8 minutes 92% of the time. Other benefits of the city's single provider ground ambulance transportation contract involved the development of a contractual relationship with **Centura Health System** for a medical director. Deputy medical directors are being provided by both Centura Health System and **University of Colorado Health**. Together these physicians contribute 160 hours of contact per month to oversee emergency medical services in Colorado Springs. This service is being provided at no cost to the city.

In 2014, the Fire Department partnered with the Police Department and **Aspen Pointe** to create a community response program to address behavioral health needs of our community while freeing up valuable resources. The Fire Department is using a \$300,000 per year grant for three years to launch this resource, the first of its kind in the state.

DIVISION OF THE FIRE MARSHAL

As a result of the Waldo Canyon Fire, the CSFD championed the **Wildfire Urban Interface Mitigation Ordinance**, specifying better building materials. CSFD's Wildfire Mitigation section has mitigated more than 5,800 acres since 2011, and has increased participation in the neighborhood chipping program to a record number of 3,198 homes during 2014. In addition, the section has received more than \$2 million in grants for wildfire mitigation-related activities and equipment during the past four years.



Wildfire Mitigation

CSFD was also proud to develop and initiate a premiere program called **RESTART**, designed to assist small businesses and infill projects by identifying potential code deficiencies or barriers in building construction before leases or purchases are made; making the city more business friendly by reducing startup costs, avoiding unnecessary expense, and working to match new business needs with existing building stock to reduce the time from inception to operation.

Finally, the Colorado Springs Fire Department, in coordination with the Colorado Springs Police Department, established a Bomb/Arson taskforce in 2015 to improve arson case closure rates.

OFFICE OF EMERGENCY MANAGEMENT (OEM)

*The City of Colorado Springs Office of Emergency Management (OEM) provides **mitigation, preparedness, response, and recovery** for large-scale emergencies and disasters, both natural and human-caused, to the citizens of Colorado Springs for the purpose of saving lives and preventing property damage.*

OEM has a **comprehensive emergency management system** which enabled the city over the past four years to effectively protect its citizens from the wide range of hazards which threaten the area. This system's success is built on an **all-hazards approach** and **strong partnerships** with federal, state and local partners; voluntary and other non-governmental and community-based organizations; neighboring military facilities; and the private sector.

ACCREDITATION

OEM was awarded **full accreditation** from the Emergency Management Accreditation Program (EMAP) assessment team in May 2013 for meeting national emergency management standards. The City of Colorado Springs is among an elite group of just eight municipalities in the nation to achieve this status. These standards help ensure that the awarded jurisdiction is sufficiently prepared to prepared for disasters, creating a safer community.

EMERGENCY OPERATIONS CENTER

Prior to 2012, emergency operations were conducted within the Police Operations Center Community Room. In December 2012, OEM, in cooperation with the CSFD, completed construction on and opened a dedicated **Emergency Operations Center (EOC)**, giving Colorado Springs its first fully dedicated and equipped EOC. This state-of-the-art facility incorporates top-tier audiovisual and redundant technologies ensuring a superior ability to monitor the situation and respond accordingly. The EOC also houses the OEM staff who conducts extensive emergency planning and coordination.



Emergency Operations Center

SPECIAL EVENT PLANNING

The OEM works with regional partners to **pre-identify threats, develop contingency plans, share information and coordinate resources and training** to provide a safe environment for special events that take place within the city limits, and to provide prepared, coordinated response efforts for potential emergencies. The City of Colorado Springs successfully hosted numerous special events involving thousands of spectators in recent years, to include the highly successful execution of the **US Pro Cycling Challenge** in 2011, 2012 and 2014 and the U.S. Women's Open in 2011. Months of special event planning and coordination ensured that both the race and Women's Open were conducted in a safe manner and the perfect, incident-free day events were testimony to the professionalism of the many organizations that participated in the planning process.

COLLABORATION

One of the most critical aspects of emergency management is to ensure that key relationships are developed and nurtured in advance of a disaster event. OEM staff collectively invests thousands of hours each year, facilitating collaboration among all levels of government, military, non-profit, and private industries that may not normally engage with one another. OEM coordinates events on a monthly basis that bring together these diverse individuals. This relationship-building was key during the historic fires and flooding of 2012 and 2013 and continues to strengthen and grow as time passes.

One example of community collaboration is the **Emergency Management Access and Functional Needs (AFN) Working Group**, which OEM chairs. Colorado Springs OEM ensures that access and functional needs are integrated into all aspects of emergency planning. The AFN working group meets quarterly to identify and fill gaps in emergency response planning for individuals who have a disability or access and functional needs. OEM also initiated a quarterly meeting with emergency management professionals from all local military installations, along with other public, private, and nonprofit organizations. This coalition, known as the **Civil-Military Emergency Management Collaborative**, has proven to be highly successful and has allowed the cross-sharing of vital information across our community.

COLORADO SPRINGS COMMUNITY RATING SYSTEM

As a result of the combined efforts of the Office of Emergency Management, Public Works, Pikes Peak Regional Building Department and City Communications, the City of Colorado Springs **improved** from a Class “7” rating to a Class “6” rating in the **National Flood Insurance Program (NFIP) Community Rating System (CRS)**, resulting in an additional 5% discount on flood insurance premiums for all residents. This brings the city’s total reduction in flood insurance premiums to 20%, **improving the economic condition** for all residents in the flood plain.

EMERGENCY MANAGEMENT TRAINING AND EXERCISE

Historically, the Colorado Springs OEM has coordinated and conducted training and exercise events geared toward educating city staff and partner agencies, while practicing responses to simulated events.

The year 2011 brought the culmination of a multi-year exercise series, “**Up in Smoke,**” with a full-scale exercise testing a multi-jurisdictional response to a wildfire. This exercise series helped prepare the city to respond to the 2012 Waldo Canyon Fire, and highlighted the importance of ongoing training and exercises to ensure that the city is in an ever-ready state of response.

Additionally, the city created a new **Emergency Management Coordinator** position to create and implement an intensive training and exercise program. Since the position was added in late 2012, OEM coordinated the implementation of a comprehensive training and exercise program resulting in a delivery of 86 courses to 2,139 students, consisting of 400 classroom training hours. Training focuses on education and readiness for natural disasters, EOC operations, the Incident Command System and other related topics.

OEM also coordinated 18 exercise events ranging from discussion-based to full-scale. **Two training/exercises of note** took place during 2014:

The Federal Emergency Management Agency (FEMA) selected the City of Colorado Springs to engage in a community-specific **Integrated Emergency Management Course (IEMC)**. Selection for an IEMC is the result of a highly competitive application process and provided a unique opportunity to enhance the preparedness of the City of Colorado Springs. An impressive 110 individuals from the city and partnering agencies attended this four-day course culminating in a functional exercise to practice implementing procedures for an effective response.

A total of 46 area agencies, including City of Colorado Springs personnel, partnered to develop and execute the 2014 **SkyFall** mass-casualty exercise. This full-scale exercise was designed for personnel to test and train their procedures in response to a simulated aircraft crash near the Colorado Springs Airport. The exercise included:



SkyFall mass-casualty exercise

crash response to the burning aircraft; emergency response to approximately 120 “patients” who were transported from the site to Army Black Hawk helicopters which then transported them to five area hospitals; EOC activations; and a rehearsal of a Family and Friends Reception Center. In all, approximately 1,100 participants were involved in the extraordinary and successful day.

COMMUNITY ENGAGEMENT

The OEM makes every effort to engage citizens in emergency preparedness activities and education throughout the year to provide the information they need before, during, and after an incident. The city hosted several community engagement activities:

- **Flash flood and wildfire preparedness meetings.** Presentations about current risk and the city’s response were provided to hundreds of residents on multiple occasions each year.
- **Neighborhood evacuation drills.** Beginning in 2009, OEM continues to work with the CSPD and CSFD to coordinate neighborhood **evacuation drills** in the Wildland Urban Interface (WUI). Hundreds of residents participate in the drills to develop and practice realistic evacuation plans.
- Beginning in 2010, OEM teamed up with the Sky Sox AAA baseball team and local partner agencies to hold annual **Emergency Preparedness Nights** at Sky Sox stadium. Thousands of game attendees were provided with educational material and public information messaging throughout the games.

- Taking action to help mitigate post-Waldo flooding, OEM coordinated several **Sandbag Saturdays**, providing sandbags to residents living in areas at risk for flash flooding. Educational materials related to flooding were provided.
- OEM partnered with City Communications and Aspen Pointe to conduct a door-to-door **flood education campaign** in the Pleasant Valley neighborhood, which is at high risk for flooding.
- OEM developed a comprehensive emergency **preparedness and safety guide** specific to hazards within El Paso County and disseminated thousands of copies to local residents.
- OEM's website was redesigned and renamed to csready.org. The new site was filled with additional information to assist citizens in preparing for all hazards. Among the numerous resources available on this website is the comprehensive Colorado Springs Emergency Preparedness and Safety Guide.
- OEM provides a presence, and distributes information, at numerous **preparedness and safety events** throughout the year. This may include staffing a booth at an event, facilitating an educational discussion, or providing a presentation on preparedness.

STRATEGIC PLANNING

During 2014, OEM reviewed and revised its **strategic plan** to ensure continued effectiveness in the delivery of emergency management services to the city. The plan provides a road map for 2015 to 2017 and is synchronized with the city's strategic plan. The 2015-17 strategic plan provides the mission and guiding principles of the OEM and describes priorities to achieve over the next two years and objectives to meet in pursuit of these priorities. The plan was prepared with input from **both private sector and public partners** of the emergency management community and identifies six priorities which will contribute to the overall goal of continuous improvement of services and effectiveness of emergency management. These priorities are focused on emergency plan management, strategic communications, long range planning, EOC technology, collaborative planning and staff training.

OVERCOMING NATURAL DISASTERS

During the summer of 2012 and 2013, the Colorado Springs Fire Department, Colorado Springs Police Department, and the Office of Emergency Management (OEM) responded to two major wildfires – the Waldo Canyon Fire and the Black Forest Fire – as well as record-breaking flash flooding events in the region. The city responded in each situation to protect life and property and help the community recover from these devastating events. It also engaged citizens to inform them of their potential risk of wildfire and flash flooding through continued public outreach efforts. The city gained invaluable experience from these emergencies and applied lessons learned in subsequent training opportunities to improve overall preparedness. OEM continues to sponsor a year-round schedule of realistic training and emergency exercises for city management, and the Police and Fire departments continue their rigorous training activities to ensure that first responders are operationally ready at all times.

WALDO CANYON FIRE

The 2012 Waldo Canyon Fire is the second most destructive fire in Colorado state history, with 347 homes destroyed and 46 damaged. The fast-moving forest fire began approximately three miles to the west of Colorado Springs on June 23, 2012, and was declared 100% contained 17 days later on July 10. The fire resulted in a total of 18,247 acres burned and the evacuation of more than 32,000 residents of Colorado Springs and adjacent communities. Tragically, two individuals lost their lives as a result of the fire.



Waldo Canyon Fire enters city limits

*The U.S. Forest Service, El Paso County, Colorado Springs Fire and Police departments, along with OEM, took the lead in response operations and coordination to fight the blaze. Direct and indirect support was also provided around the clock for 17 days by 1,302 sworn and civilian city staff and 129 organizations, including 42 fire departments. This **unprecedented level of collaboration** and commitment was the key to the city's outstanding response to the fire. Many lessons were learned which have served to strengthen the city's ability to prepare for future events.*

RESPONSE

With record high temperatures on June 23, smoke was reported in the Pike National Forest, near a highway west of Colorado Springs. A small fire was quickly spotted, and fire crews headed out. The Colorado Springs Office of Emergency Management sprang into action, and **neighborhood evacuations** began.

Over the next three days, Colorado Springs Police and Fire departments, along with OEM, worked tirelessly in response to the fire. CSFD conducted structure protection of endangered homes, CSPD executed evacuations while providing security, and OEM staff led the coordination of response efforts from within the Emergency Operations Center (EOC) and worked with evacuees and the community.



Police evacuation

On June 26 while the mayor, fire and police chiefs, county sheriff and U.S. Forest Service officials were holding their twice-daily press briefing, hot, erratic, 65 mph winds changed direction and the fire raced down Queen's Canyon right behind them. The winds drove the fire rapidly east and downhill into Colorado Springs. Within 24 hours, the **fire grew from 4,500 acres to 15,622 acres, with 1,516 acres** within the Colorado Springs city limits.

Despite the valiant efforts of CSFD and firefighters from around the state, the Mountain Shadows neighborhood was devastated: 347 homes were destroyed and 46 others were damaged.

In the following days, the efforts of Colorado Springs responders changed focus, but were just as important to the overall response. OEM, CSPD, CSFD, and partner agencies ensured the needs of residents and business owners in the evacuated area were met as best as possible under the circumstances. **Careful thought and planning** were given to how re-entry into the affected area would take place in a systematic and safe manner.

Initial damage assessment efforts were very intense as the city worked to evaluate the houses that were destroyed and provide rapid information to

residents about the status of their homes. OEM, the Fire Department, Pikes Peak Regional Building Department, and FEMA then joined forces to conduct a more in-depth **damage assessment** that resulted in the FEMA Presidential Declaration for Public Assistance (PA). The PA award enabled the city to receive reimbursement for expenses related to the firefighting and initial response efforts.

RECOVERY

Colorado Springs Together (CST) was formed to help with recovery efforts immediately after the fire devastated the Mountain Shadows neighborhood. Mayor Bach quickly looked to community leaders to develop a plan to bolster community resolve by utilizing the resources of Pikes Peak region businesses and citizens to restore the lives, homes and neighborhoods impacted by the Waldo Canyon Fire, and to do it quickly and effectively. Literally overnight, a group of neighbors, friends and local businesses came together to create a private sector-driven and locally-owned CST that was incorporated as a nonprofit a mere eight days after the fire went through Mountain Shadows.

The focus of the city turned to the **recovery and rebuilding process** not only for the individuals who lost their homes, but for an entire city that was affected by this tragedy.

Based on **Presidential Disaster Declaration** 4067, the community received federal public assistance to repair infrastructure that was destroyed or damaged. Additional funding was provided by the U.S. Natural Resource Conservation Service's Emergency Watershed Protection program to help fund flood mitigation efforts.

The **Waldo Canyon Regional Recovery Group (WCRRG)** was formed soon after the fire was out. The group, co-chaired by El Paso County and the City of Colorado Springs, provides a forum to share information on recovery efforts. The WCRRG continues to this day with members of all local governments, federal and State of Colorado departments, non-governmental organizations, nonprofit organizations and landowners to steer recovery of the burn scar to protect lives and property.

Community-wide, **volunteers invested over 73,000 hours** in 2013 and 2014 helping with burn scar revegetation to prevent future flash flooding and return the landscape to a healthy vegetative state. Regrowth on the burn scar, a measure of the environment's recovery, has reached nearly 15% across the 18,247 acres, according to a 2015 study by U.S. Geological Survey.

REBUILDING

Within six weeks of the fire, debris was removed, rebuilding permits were issued and the *Colorado Springs Together* center opened. By November 2012, the **first resident** had moved into their new home and in January of 2013 neighborhood park renovation planning began.

Mayor Bach and his wife, Suzi, delivered **welcome home baskets** to many families who rebuilt their homes in the Mountain Shadows neighborhood and by the end of 2014 the mayor, his wife and members of the executive team had presented 155 baskets to returning residents.



Mayor Bach and his wife, Suzi, delivering a welcome home basket

By February 2013, a mere nine months after the fire, 11 new homes were completed and 120 home permits issued. Today, the Mountain Shadows community stands proud and even closer to its pre-fire state. Of the 347 total homes destroyed, more than **269 homes have been rebuilt and 17 permits** issued for current or future construction.

CSFD, CSPD, OEM and organizations like *Colorado Springs Together* have become a national model for how a community can maximize its resources. The level of collaboration and commitment was unprecedented and led to the successful response and recovery.

BLACK FOREST FIRE

The devastating Black Forest Fire began on the afternoon of June 11, 2013, in El Paso County. The fire burned 14,280 acres, destroyed 486 homes, and tragically took the lives of two individuals who were still inside when the fire overtook their home. The fire was fully contained nine days later on June 20, 2013.

CITY RESPONSE

While the Colorado Springs community was still recovering from the Waldo Canyon Fire, **the unimaginable happened** again. The Colorado Springs Fire Department initially responded to calls for a smoke investigation in the north area of the city and later confirmed that the fire was in the jurisdiction of the Black Forest Fire Department in El Paso County.

CSFD resources remained engaged in firefighting and the Colorado Springs Police Department was quickly called to assist the El Paso County Sheriff's

Office. CSPD officers conducted traffic control and evacuations, working in very difficult conditions with heavy smoke, gusting winds, and extremely erratic fire behavior.

Both CSPD and CSFD activated their mobile command posts in support of the Incident Command and the Office of Emergency Management mobilized the Emergency Operations Center (EOC), which became the focal point for coordinating efforts related to the city's areas of concern. Police, Fire, OEM and other city staff responded to coordinate operations, offer assistance and provide support to the officers and firefighters actively involved in the fire operations, evacuations, security and traffic control.

City employees worked around the clock to support the Black Forest community and **to ensure the safety of the citizens of Colorado Springs** in the event the fire came into the city. On July 13, the fire grew closer to the Flying Horse Ranch neighborhood in the northernmost part of the city and the neighborhood was evacuated. Residents were allowed to return the following afternoon.

The city responders drew upon previous experiences and lessons learned to coordinate and respond to this disaster, just one year after the Waldo Canyon Fire.

FLASH FLOODS AND THE CHEYENNE CREEK FLOODING

The flash flood seasons of 2012 and 2013 brought a number of flash flood events. Sadly, three lives were lost during the 2013 season. Five rain events in July, August and September inundated several drainages from the Waldo Canyon Fire burn scar, mostly impacting the City of Manitou Springs. In mid-September 2013, rain poured down along the Front Range of Colorado in record amounts. On Colorado Springs' southwest side, the resulting floods severely damaged 503 homes along Cheyenne Creek. El Paso County was included in a multi-county Federal Disaster Declaration.

PREPARATION

Immediately following the Waldo Canyon Fire in 2012, it was known that flash flooding from the burn scar would be **the next big concern** for the Pikes Peak region. The threat of flash floods was not new to Colorado Springs, but the vast and powerful debris-filled flooding that results from a wildfire burn scar presented a significant challenge to the city and the entire region. The city quickly went to work enhancing emergency response plans and fortifying stormwater infrastructure.



Sandbag Saturday

To communicate significance of potential flooding, OEM hosted several flash flood preparedness meetings on the city's west side, coordinated **Sandbag Saturdays** to provide sandbags to residents living in high-risk areas, distributed education materials door to door in the several neighborhoods and engaged citizens through ongoing social media campaigns.

An assessment of the burn area released in April 2013 provided information regarding the areas of greatest risk for sediment-laden flash flooding, which would inundate the city's stormwater collection system unless immediate measures were taken.

The city immediately responded, sponsoring more than \$6 million in **National Resource Conservation Service (NRCS) grants** to implement several measures to prevent sediment from entering the city's stormwater system and to **alleviate flash flooding concerns**. Initiatives included construction of 10 debris basins on the Flying W Ranch to capture sediment and reduce flows for North Douglas Creek. The Navigators partnered with the city to construct two debris nets and widen the channel along the Glen Eyrie Castle to protect the castle and alleviate flooding along Camp Creek in Pleasant Valley.

In addition, Mayor Bach appropriated \$8.8 million in 2013 to be used on drainages downstream from the Waldo Canyon burn scar. Approximately \$5 million was used to inspect and prepare design plans for partial reconstruction of Douglas Creek stormwater infrastructure. The projects removed 150 dump truck loads of sediment and **replaced more than 2 miles of concrete channel**. More than \$2 million was used on intermediate concrete channel repairs and the design of a new resilient sustainable channel for Camp Creek through the Pleasant Valley neighborhood.

RESPONSE

In September 2013, rain fell along the Colorado Front Range in record amounts, lasting from Sept. 11 through Sept. 15 in Colorado Springs. As predicted, the storm brought a wall of sediment down the mountains of the Waldo Canyon burn scar. The equivalent of 600 dump truck loads of sediment was captured in north Douglas Creek, filling in the sediment basins, and damaging mitigation structures. The **Navigators at Glen Eyrie** sustained significant flooding and inundation of sediment from the flows down Camp Creek in Queen's Canyon.

Approximately 150 dump truck loads of sediment and debris were deposited in Glen Eyrie and Garden of the Gods Park.

The most significant damage was along Cheyenne Creek on the city's southwest side. Flood waters damaged 503 homes along Cheyenne Creek and altered the creek bed, undermining historic rock walls and filling the creek with sediment. Although flooding of Cheyenne Creek was not specifically related to the burn scar, the **city's enhanced flash flood plans** were critical to the response efforts.

OEM activated the Emergency Operations Center (EOC) and, once again, city employees from across numerous departments assisted. The Colorado Springs Fire Department responded with operational personnel, providing critical rescues and rendering aid. The City Streets Division helped redirect flood waters back into the existing channel, helping to preserve six private residences.



Debris net

Additionally, materials were provided to citizens to fill sandbags to protect their homes and property. The city also assisted residents with debris removal.

OEM established a **Disaster Assistance Center** (DAC) in the Cheyenne Creek neighborhood, allowing local disaster relief organizations to provide critical assistance to flooded homeowners. The Federal Emergency Management Agency (FEMA) worked with OEM to establish a Disaster Recovery Center, expanding on the services of the Disaster Assistance Center. Local disaster relief organizations including the **El Paso County Health Department, American Red Cross, Catholic Charities** and many others provided assistance to affected property owners.

RECOVERY

The National Resource Conservation Service (NRCS) provided emergency watershed protection funds to reestablish the creek corridor. Work sponsored by the city included removal of sediment, debris and damaged trees, rebuilding and stabilizing historic rock walls and providing guidance and assistance to residents in the recovery process.

Because of a robust damage assessment program developed by OEM, CSFD, CSPD, and Public Works, the city was able to **qualify for two categories of aid:** Individual Assistance (IA) for homeowners and businesses to obtain grants and loans to help with recovery; and Public Assistance (PA) to provide relief to local governments in financing recovery. In addition, local companies qualified for small business disaster assistance loans to help reestablish their businesses.

The City of Colorado Springs used the PA to repair the portions of the city damaged in the storms. FEMA deemed over 65 locations throughout the city's park system eligible for disaster assistance, including wash-outs on **High Drive** and the **Manitou Incline**. As of March 2015, the Parks Department had completed all but three of the 65 repair projects.

In 2014, additional NRCS exigent funding was awarded to the city to improve channel stabilization. The funds were used to construct a **new large cleanable detention pond** to replace the flooded sediment basin for North Douglas Creek and a new debris basin north of Garden of the Gods Park for Camp Creek. The Streets Division is now able to remove sediment from both detention ponds after each storm to clear the way for additional debris coming down the Waldo Canyon Fire burn scar.



North Douglas Creek detention pond

To address flooding concerns along Camp Creek, Wilson & Company was hired to perform a robust public process to design a natural channel. After a series of neighborhood meetings a plan emerged, which when constructed **will eliminate the requirement for all homes and commercial businesses along the Camp Creek to have flood insurance.** The project will reduce the risk of flooding and improve emergency access to Pleasant Valley, Rock Ledge Ranch and Garden of the Gods during large flood events.

The city continues to seek out additional funding sources as flood mitigation needs will continue for years to come until the Waldo Canyon burn scar returns to a healthy vegetative state.

Public Works

Public Works combines the City's physical assets, management practices, policies and personnel necessary to provide and sustain structures and services essential to the welfare and quality of life for Colorado Springs' citizens. Public Works is comprised of four Divisions, Transit, Traffic Engineering, City Engineering and the Streets Division. **Transit** is the primary provider of public transportation services in the Pikes Peak Region. **Traffic Engineering** provides safe and efficient movement of vehicles and pedestrians on public right-of-ways, improves mobility and traffic flow, maintains public safety, reduces travel times and mitigates congestion. **City Engineering** develops engineering policy, standards and programs for construction and safety of public infrastructure, including bridges, roadways, sidewalks, and stormwater facilities. The **Streets Division** works to maintain the City's roadway and drainage infrastructure.

MAINTAINING CITY STREETS

As a mid-sized city, Colorado Springs is uniquely challenged with an infrastructure that spans a whopping 194 square miles. The Streets Division maintains more than 5,600 miles of roadway, 3,000 miles of curb and gutter, 1,247 alleys and unimproved right-of-ways, 326 miles of open drainage channel, and 637 miles of underground storm systems.

Tackling a long-neglected infrastructure, the Streets Division team has **transformed its maintenance process** by dividing the city into four districts, each with a separate maintenance function. Saving contractor mobilization fees, this plan focuses maintenance efforts which rotate clockwise each year on a five-year plan to ensure a financially-streamlined, systematic approach to addressing streets infrastructure.

Using city and contracted crews with General Fund and Pikes Peak Rural Transportation Authority (PPRTA) funding, the Streets Division completed 219 lane miles of **pavement resurfacing**, 203 lane miles of chip seal and 116 lane miles of slurry seal, 548,949 square feet of **sidewalk**, retrofitted 514 **pedestrian ramps**, brought another 1,193 pedestrian ramps into compliance, installed 395 **cross pans** and eliminated 13,209 **trip hazards**. These achievements contributed to the maintenance of roadway infrastructure and helped create local jobs by infusing the local contracting community with more than \$52 million in project dollars.

Potholes are a perennial problem in Colorado, and Colorado Springs' high per-capita lane miles require ambitious solutions. Between 2011 and 2014, Streets crews **filled/repaired 111,134 potholes**. The city also developed the innovative **GoCo Springs** smart phone

application, increasing customer service by giving citizens another medium to report potholes. In 2014, the city procured a \$2 million appropriation to develop a **maintenance paving** program to address the growing pothole issue, a program so successful that it now receives



Pothole patrol

yearly budgeted funds. This approach has allowed the Streets Division to be surgical in maintaining roads, saving time and money.

Streets has also transformed **snow removal** processes, utilizing more cost-effective and environmentally friendly de-icers to pre-treat roadways. By increasing the use of de-icers, snow operations have been able to decrease their use of anti-skid (sand/salt mix). The benefits are twofold: cost savings and a **decline of brown cloud pollution**. Streets has also improved communication with the Office of Emergency Management, CSPD, CSFD and local school districts to prioritize emergency and school routes. This increases the level of service to areas with more severe and dangerous conditions.



City snow plow

ROADWAY CONSTRUCTION

Working with local, regional and state partners has paved the way for several major construction projects designed to improve traffic flow and increase motorist safety.

The city recognized the need to widen Austin Bluffs Parkway to **alleviate congestion** and reduce accidents on one of the city's major east/west commuter corridors and partnered with the PPRTA to design, fund and construct improvements from Nevada Avenue to Ruby/Old Farm Drive. This \$22.5 million project was funded completely through PPRTA dollars with the final phase of construction completed in December 2014 to provide a consistent six-lane arterial corridor with signaling improvements at Austin Bluffs/ Nevada, Austin Bluffs/Academy and Austin Bluffs/Old Farm intersections.

To decrease the travel time for trips between Colorado Springs and Denver, the city worked closely with the Colorado Department of Transportation (CDOT) to **widen I-25** between North Academy and Highway 105 in Monument. In 2014, the city re-allocated \$10 million from the **Powers/Old Ranch Road project** to keep the I-25 project moving forward. In exchange, CDOT agreed to manage and fund in advance the Old Ranch Road intersection project and allow the city to later reimburse CDOT using PPRTA funds over a period of five years. The success of this collaboration helped expedite the completion of

two important traffic engineering projects and led Governor Hickenlooper to instruct CDOT to complete the **six-lane widening of I-25 between Monument and Castle Rock** in a timely manner.

The city has actively worked to improve the level of service at the Powers/ Airport intersection and reduce morning and evening delays on Powers Blvd to **accommodate military personnel** transiting on and off Peterson Air Force Base. City staff began working with CDOT in 2012 to find funding, and as a result the Pikes Peak Area Council of Governments gave its support to the city's reallocation of \$2 million from a different project for the Powers widening. Construction will begin in spring 2015 on this \$10.5 million project to widen Powers Boulevard between Platte Avenue and Fountain Boulevard.

Construction is underway at I-25 and Fillmore to build a **Diverging Diamond Interchange**, a first in the Front Range and only second in the state. This joint project with CDOT will greatly increase safety on I-25 and capacity on Fillmore while increasing capacity of traffic entering I-25. The Diverging Diamond is an exciting new design that significantly **improves traffic capacity for a relatively low cost**. The original plan was expected to cost \$50 million, while the Diverging Diamond plan will cost \$13 million. The project will wrap up in fall 2016.



Diverging Diamond Interchange

The city has been involved in the planning, design and funding of building a **new interchange at Cimarron and I-25** that, when complete, will offer a more efficient and **attractive gateway** to Colorado Springs, El Paso County and the mountain communities to the west. Construction is set to begin in spring 2015 with anticipated completion in fall 2017. Project funds for this fully funded \$116 million project come from multiple federal, state, RAMP (Responsible Acceleration of Maintenance and Partnerships), and local match funding from El Paso County and \$7.05 million from the City of Colorado Springs.

To more effectively manage City Engineering projects the Asset Management Team consolidated information across Public Works departments into one comprehensive system to track and manage all city infrastructure assets and saved over \$1 million in the process.

BRIDGES

In 2007 and 2009, the **Nevada Avenue Bridge**, which crosses the Van Buren drainage way and a spur line for the Union Pacific Railroad, developed holes in the bridge deck. To tackle this critical problem, in 2012 City Engineering began a bridge deck rehabilitation project that would extend the life of the structure approximately 30 years. The project was complete, reopening both bridges to traffic, by May 2014.



Academy Boulevard Bridge over Platte Avenue

Engineering worked with Streets, Signs and Markings, Traffic Engineering, a consulting engineer and the Pikes Peak Rural Transportation Authority on-call bridge maintenance contractor to complete the project in October 2014. By patching deteriorated concrete and waterproofing the bridge deck, this project substantially extends the life of the bridge.

Built in 1965 and widened in 1974, the **Academy Boulevard Bridge** is a crucial part of the City of Colorado Springs' transportation system. City Engineering planned a much-needed bridge rehabilitation project in the summer of 2014 to coincide with a planned 2015 Streets Division mill and overlay project.

Engineering worked with Streets, Signs and Markings, Traffic Engineering, a consulting engineer and the Pikes Peak Rural Transportation Authority on-call bridge maintenance contractor to complete the project in October 2014. By patching deteriorated concrete and waterproofing the bridge deck, this project substantially extends the life of the bridge.

Another example of Public Works' efficiency is the **Cimarron Street Bridge** repair. In March of 2014, a critical deficiency was discovered in the bridge. Responding immediately, Engineering worked with Colorado Springs Utilities and Signs and Markings to move traffic off the damaged area. Hiring a consultant and a PPRTA contractor to design and repair the failing bearings, Engineering was able to return the bridge to normal service within 60 days. This repair will allow the Colorado Department of Transportation Cimarron Interchange Project to proceed without restrictions.

The devastating September flood events brought heavy damage to the Fountain Creek channel in the area of the **Circle Drive bridges**. The Pikes Peak Greenway Trail which runs underneath the bridge was washed away, exposing the underlying infrastructure of the columns supporting the bridge. Engineering worked with Parks and Recreation, a consulting engineer and a contractor selected through an informal bid process to complete the repair project. Funding, which came from PPRTA Bridge Maintenance, was reimbursed by the Federal Highway Administration.

STORMWATER INFRASTRUCTURE

In November 2009, Colorado Springs citizens passed **Issue 300** which abolished the Stormwater Enterprise (SWENT). Without dedicated funding and aging infrastructure the city has identified creative solutions to fund improvements. More than **\$46 million** in 2013 was identified for stormwater projects, including funding for creek improvements by Colorado Springs Utilities, grants from the National Resource Conservation Service for Waldo Canyon flood mitigation, pre-disaster mitigation grants from FEMA, emergency funds for drainages susceptible to additional flows because of the fire, drainage improvements at both the Airport and on Pikes Peak, and funding for high-priority drainage projects.

More than \$8 million in pre-disaster mitigation grants were received to stabilize the Cottonwood and Greencrest Channels to **protect critical infrastructure**, including the newly expanded Austin Bluffs Parkway corridor. Streets Division crews utilized some creative solutions to protect local residents from flooding while repairing a massive pipe failure near Cheyenne Road and 8th Street. The pipe was replaced ahead of schedule and under budget.

On the city's north end, the Briargate area's 1,500-foot long, concrete **Mirage Channel** was reconstructed in the fall of 2013 and summer of 2014. Portions of this channel had failed in 2010, prompting emergency city funding and workers



Mirage Channel before reconstruction

to make repairs. In July 2012, another 300-foot segment of the channel gave way. City officials provided temporary stabilization, but total reconstruction of the segment was needed because of its proximity to the adjacent development, historic failures and the need for upgrades which meet current design criteria and standards.

With City Council approval, Public Works designed new **Drainage Criteria and Water Quality manuals** to improve methods for handling stormwater runoff, help protect the city's water resources and increase the benefit to human health, fish and wildlife habitat and recreational opportunities.



Mirage Channel after reconstruction

The Jimmy Camp Creek Drainage Basin Study was completed showing the city's commitment to maintaining the quality of water downstream. The study supports floodplain preservation and utilizing all forms of water detention.

Addressing the city's antiquated stormwater infrastructure is still a major issue for the community. At the direction of Mayor Bach in 2013, a validated needs assessment list was put together for the City of Colorado Springs. In addition to this list, the mayor reached out to the community by



Community forum

hosting a series of eight community forums in 2014 and 2015 to gather citizen feedback on the city's **highest priority backlogged capital improvement needs, including** stormwater. This information provides elected officials and city staff with guidance on community needs and where to focus future funding efforts. From 2011-2015, the city has budgeted nearly \$76 million in stormwater capital improvements and maintenance activities. The 2015 budget provides \$25.5 million for stormwater improvements and includes funding for additional planning studies to identify specific drainage projects that can get under way once a dedicated funding source is identified.

TRANSIT

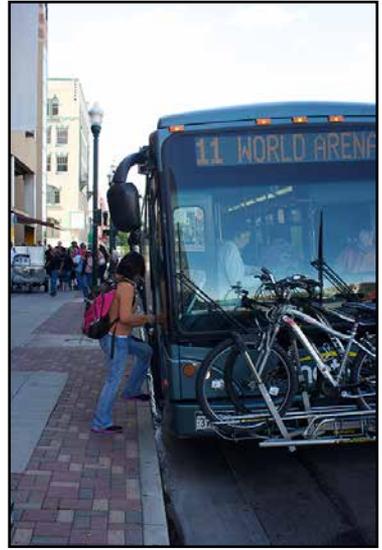
The Transit Division made tremendous strides during Mayor Bach's administration. The transportation enhancement program **improved access** to bus stops with more accessible sidewalks and ramps throughout 2012-2014. Options for purchasing tickets were expanded with new **bus ticket vending machines (TVMs)** installed at the Downtown Bus Terminal and El Paso County Citizens Service Center. Three more TVMs will be installed in 2015 at The Citadel mall, Pikes Peak Community College, and Voyager Parkway Transfer Stations. **Online services** were improved overall, including a more user-friendly online payment system that was implemented in 2012.

Valuable recommendations by the mayor's Transit Solutions Team were implemented in 2013, including a new **lower cost taxi choice** for many disabled riders – in lieu of service with a specially-equipped Metro Mobility bus, and **streamlining ticket and fare options** including the addition of a day pass.

New innovations for citizens who use public transportation are constantly evolving. Mountain Metropolitan Transit (MMT), the city's bus service, recently installed a new **real-time bus arrival monitor and system** at the downtown bus terminal, showing the scheduled and estimated times for buses to arrive, their line number and destination. People waiting for a Mountain Metropolitan Transit bus at the downtown terminal can now tell if they just missed a bus or if it's running late, along with emergency information and route detours.

The new real-time system, which uses a sophisticated GPS tracking system, **addresses passenger concerns** about inconsistent arrivals. The system was installed at a cost of approximately \$500,000 and was funded with a federal grant. More arrival screens will provide this critical information at major terminals across the city in spring of 2015, along with a **mobile application** that will allow riders the convenience to access bus information remotely.

MMT also reestablished **weekend, evening and holiday bus service**, operating 362 days a year, up from 307 in 2011. **Bus service was extended** in 2014 to Powers Boulevard to increase employment opportunities for people who rely on public transportation, effectively **providing access to about 3,000 jobs**. Bus service was also extended to the new Veteran's Administration Clinic and bus frequency was increased to the El Paso County Citizens Service Center **connecting citizens to vital services**. The Mountain Metro Rides **vanpool program** was expanded by 35%, from 31 to 42 vans in 2014.



Transit Rider

Parks, Recreation and Cultural Services

City Parks, Recreation and Cultural Services works to build on General Palmer's vision for a grand park system through its diverse network of parks, recreation, trails and cultural amenities – a direct result of decades of work, leadership and investment by community members and leaders. Parks supports and maintains more than 200 facilities for public enjoyment and use, including 145 neighborhood parks, seven regional parks, 146 miles of urban trail, 49 open space areas, five community centers, two golf courses, two cemeteries, three sports complexes, 60 pieces of public art, 14,000 acres of open space, one museum, one City Auditorium, and Pikes Peak – America's Mountain. Parks, Recreation and Cultural Services commits to providing a high quality of life for residents and a world-class destination for visitors.

Under Mayor Bach's leadership, Parks, Recreation and Cultural Services (PR&CS) has increased its economic impact on the community, engaged in stewardship efforts, built community, and promoted several health and wellness initiatives. Parks has evolved with new leadership and increasing efficiency, having regained a portion of the staffing and funding lost during the recession. In 2015 the city budgeted, from all eligible funding sources, approximately \$50 million for Parks, Recreation and Cultural Services – an increase of more than \$20 million from 2011.

Mayor Bach convened a **Parks Solutions Team** in 2012, comprised of stakeholders and supported by staff, to identify opportunities for increased efficiency, quality of life and economic development. Parks began implementing some of the team's recommendations, including modifying the **TOPS ordinance to allow for increased maintenance dollars from TOPS funding**, adopting a new **Parks Master Plan**, expanding **partnerships** in support of parks located in the downtown urban core, and re-purposing **park land** to decrease the water footprint.

ECONOMIC IMPACT

Park properties, recreational opportunities and cultural resources **provide substantial economic value** to the city and the Parks Department continues to positively impact economic development and tourism. The visibility and benefits of parks facilities are highlighted by recent years of **record-breaking attendance** and impressive **accolades**. In 2014 **Pikes Peak - America's Mountain** welcomed a record number 345,701 visitors. With plans for a new Summit House underway, future record-breaking attendance years are sure to

follow. **Rock Ledge Ranch** also exceeded attendance records at each of its events in 2014. Additionally, the official opening of the **Manitou Incline** created one of the most popular hiking trails in our region, with 403,568 people tackling its summit from August 2013 to March 2015. A weekend survey of Incline users found visitors from 42 states, further illustrating the draw of Colorado Springs' outdoor amenities.



Manitou Incline

The Parks Department has received international recognition for park and cultural features. In 2014, TripAdvisor ranked **Garden of the Gods Park the #1 park in the nation** and #2 park in the world, based on park visitor experience. Additionally, **North Cheyenne Cañon Park** stood out as a traveler's choice location on TripAdvisor, receiving a merit award as a top destination for tourists and locals. Over 150,000 people visited **Starsmore Visitor and Nature Center**, and **Helen Hunt Falls Visitor Center** in North Cheyenne Cañon Park in 2014, with many more who enjoyed recreational opportunities in the park. The city's cultural resources, including the **Colorado Springs Pioneers Museum** and Rock Ledge Ranch, provide interesting and unique historic destinations in support of Colorado's vibrant tourism industry. In 2011, the National Trust for Historic Preservation named Colorado Springs a "**Distinctive Destination**," recognizing Colorado Springs' dynamic downtown, cultural diversity, attractive architecture, cultural landscape, and strong commitment to historic preservation and revitalization.

In 2011-12, the city adopted new special event procedures and coordinated events through dedicated special event personnel. This effectively increased opportunities for the community to **engage and explore**, with the Parks Department supporting and permitting 377 events in 2014, a



Colorado Balloon Classic

nearly 25% increase over the previous year. Major city-sponsored events include the **Pikes Peak International Hill Climb and Fan Fest**, the **Fourth of July Summer Symphony**, the **Festival of Lights Parade** and the **Colorado Balloon Classic**. Parks looks forward to the future expansion of the 2015 Colorado Springs Labor Day Lift Off in Memorial Park under the direction of a new event organizer, solidifying the hot air balloon festival as a signature event for the city.

The **direct impact** of Parks on the local economy has flourished. Parks generated **\$25 million in capital improvement projects** which supported jobs in the community. Staff engaged 17 **interns**, eight **AmeriCorps VISTAs**, and a team of 12 **Mile High Youth Corps**, at minimal cost to the city. The department looks forward to further supporting youth job and skill-building opportunities as it continues to develop relationships with academic institutions and AmeriCorps. Parks has also leveraged its facilities, resources and partnerships to drive tourism and increase economic opportunities.

STEWARDSHIP

The Parks Department's efforts to **maintain the city's existing assets and preserve its historic facilities** included a capital campaign on behalf of the Colorado Springs Pioneers Museum to rehabilitate its exterior features. Staff secured funding, largely from grants, to complete several phases of the museum's restoration, ensuring the iconic **1903 El Paso County Courthouse** will remain preserved for another century.

With the support of the Friends of Cheyenne Cañon, Parks reconstructed the **Helen Hunt Falls Visitor Center** in North Cheyenne Cañon Park, a treasured facility adjacent to the landmark Helen Hunt Falls. The city also improved the **City Auditorium**, completing a streetscape project on the exterior of the building and securing funding for restroom renovations. The City Auditorium will move forward in the future with an architectural firm to advance additional restoration efforts. **Evergreen Cemetery** coordinated the completion of three new burial sections, including 80 tree plantings, continuing the preservation of the city's historic places.

Parks secured additional funding to renovate several of the city's **sport courts** to support the long-term sustainability of these facilities. The transition to artificial turf at the **Sky View Sports Complex** not only decreased the water footprint, but also allowed for expanded use and increased tournament opportunities. Sky View hosted 10 tournaments in 2013, and is looking forward to hosting 42 tournaments in 2015. Additionally, Parks invested in **playground replacements**, providing the community with eight updated playground complexes throughout the city, as well as resurfacing multiple playgrounds and installing ADA ramps.

The Parks' culture of stewardship extends to its open space areas. Parks implemented the **Bark Ranger** program, creating a volunteer force of citizens who visit parks and spread the word on dog-related city ordinances and encourage responsible pet ownership and activities within the parks. The program was awarded the **Columbine Award for Innovative Programming** by the Colorado Parks and Recreation Association. Further, Parks' forestry division actively addressed **forest health and wildfire mitigation** issues, successfully completing projects on 77 acres in Red Rock Canyon, 23 acres in Ute Valley Park, 30 acres in Palmer Park and 3.5 miles along city trail corridors in 2013 and 2014. Stewardship efforts remain at the forefront of Parks' commitment to preserving General Palmer's legacy for future generations.

BUILDING COMMUNITY

Parks engaged in a **Master Plan** process to identify how to sustainably meet the needs of the community and gain long-term direction for the delivery of services. Adopted in 2014, the master plan proposes a vision and strategies to enhance the landscape and valued recreation features that draw people to Colorado Springs, ensuring future generations enjoy its legacy.

The **Therapeutic Recreation Program (TRP)** reached out to the military community and launched programming at **Fort Carson's Warrior Transition Unit** to increase adaptive sport opportunities for injured service members. The TRP is one of the first community-based programs to receive funds specifically for military programs and is a partnership between Therapeutic Recreation, U.S. Paralympics and local military institutions.

Parks has also expanded partnerships to **increase services** and meet the growing needs of the community. In 2012, Parks partnered with the YMCA to **reopen city pools**, which are enjoyed by more than 250,000 visitors each year. Parks continued to **invest in**



Friends group trail maintenance volunteers

relationships with many **friends groups** to identify ways to provide additional support to parks. The friends groups raised funds to support Manitou Incline repairs, helped acquire the Hewlett-Packard property to expand Ute Valley Park, rebuilt the Helen Hunt Falls Visitor Center in North Cheyenne Cañon Park, and repaired historic stonework in Monument Valley Park. Additionally, these groups have coordinated over **30,000 hours of volunteer projects** directed at park maintenance, trail building and restoration.

In support of the mayor's goal to transform city government, the **Colorado Springs Pioneers Museum** helped transition its Museum Friends Group into a foundation, an entity more aptly equipped to fundraise and advance museum objectives. Each year nearly **5,000 volunteers** contribute approximately **150,000 hours** in support of Parks, Recreation and Cultural Services programs, fundraising and maintenance efforts.

HEALTH AND WELLNESS

Parks, trails and recreational opportunities directly **impact community health and wellness**. In 2013, City Council approved the proposal to ban smoking in city parks, including trails and open space areas. The restriction protects city properties from fire danger, decreases litter and reduces secondhand smoke exposure. Parks' community centers created the **Colorado Community Center Collaboration**, a coalition of community health stakeholders which supported efforts for the city to become a **Healthy Eating Active Living** community. This designation identifies Colorado Springs as a community actively improving physical environments, promoting healthy habits and supporting policies that engage healthy behavior. Colorado Springs is the 33rd Colorado community to achieve this special designation.

Parks increased health and wellness opportunities with the addition of new and improved facilities. Citizens now have public spaces dedicated to **handball, pickleball, vert ramp skateboarding, downtown mountain biking**, and a winter **outdoor ice rink** in Acacia Park. To improve active recreation and



Acacia Park ice rink

transportation trail corridors, Parks addressed trail issues and improved connectivity along the **Pikes Peak Greenway, Sand Creek Trail, Midland Trail, Cottonwood Trail, Chamberlain Trail, and Templeton Gap Trail**.

PR&CS acquired additional open space acres to increase the community's recreational opportunities at Corral Bluffs Open Space, Ute Valley Park, Stratton Preserve, North Cheyenne Canon Park, Iron Mountain Open Space, and Red Rock Canyon Open Space. Working with Colorado Springs Utilities, Parks **opened the South Slope Recreation Area on Pikes Peak** for fishing, hiking and biking, an area previously closed to the public for over 100 years.

The new **Venezia Community Park**, set to be completed in 2016, will provide a much-needed park in northeast Colorado Springs, and completion of the 10-mile **Legacy Loop** and the addition of sustainable **downhill mountain biking trails** in Ute Valley Park will provide additional health and wellness amenities.

Economic Vitality

With job growth remaining stagnant following the recession in 2008-2010, Mayor Bach and his executive team understood that creating an attractive environment for new businesses to relocate to or remain in Colorado Springs, especially appealing to young professionals, would be a vital component to revitalize the region and secure its successful future.

*Strategic efforts focused on **creating a business climate** that is responsive to citizen and business needs, **revitalizing key areas of the city**, and **creating a vibrant cultural hub downtown** where residents and visitors alike would find many amenities of comparable cities.*

A BUSINESS-FRIENDLY CITY

One of Mayor Bach's major objectives was for Colorado Springs to become the most business-friendly city in the United States. In 2014, the city was recognized for its great strides in improving the business climate and was named the "**Most Small Business Friendly City**" in the nation by Thumbtack.com, a consumer service company that ranks organizations to link customers to quality service providers.

Under the mayor's leadership, the Planning and Development Department implemented several **development review process improvements** to support new or relocating businesses. They streamlined the application process, reduced fees and processing times for land use and building permit review, and realigned city planning processes to flow in a more logical, expedient and professional manner.

To improve the city's business climate Mayor Bach worked with City Council in adopting executive branch staff recommendations to reduce licensing regulations. Additionally, the City Clerk enhanced the licensing process by placing application information on its website and expanding business licensing service availability to five days a week to better serve customers.

These improvements helped pave the way for retaining and expanding primary employers in Colorado Springs. The city's Economic Vitality Division led and completed **49 formal Rapid Response projects**, expediting the approval of land use applications and the issuing of building permits for significant expansion projects or relocations by businesses. These projects supported an estimated 6,457 new jobs and 7,979 retained jobs in Colorado Springs over the next few years. The projects also resulted in an estimated \$978 million in commercial construction spending.

CITY SUPPORT RESULTING IN NEW/EXPANDED PRIMARY EMPLOYERS IN COLORADO SPRINGS

Year	Companies	Est. New Jobs	Est. Jobs Retained
2011	9	443	2900
2012	17	2503	2609
2013	8	68	2330
2014	11	839	140
2015*	4	2604	
TOTAL 2011-2015	49	6,457	7,979

*Information current as of March 2015

Throughout the mayor’s tenure, **Economic Development Agreements** paved the way for several companies to invest in Colorado Springs, bringing millions of dollars to the local economy, and securing and retaining thousands of jobs. In September 2011, the city supported **Agilent Technologies** in the construction of its corporate data center and the expansion of its technology center. The result? An investment of approximately \$121 million, the creation of an estimated 131 new jobs, and the retention of 475 existing jobs.

Significant economic development agreements the city supported in 2012 were **Atmel Corporation** with an expansion and renovation project, **Walmart Corporation’s** construction of a new corporate data center and **Bal Seal Engineering** to facilitate the construction of its new high-tech medical manufacturing facility.



Bal Seal Engineering

These three projects combined resulted in an economic impact of approximately \$170 million, the creation of 241 new jobs and retention of 1,370 jobs.

Following the **merger between Kinder Morgan and El Paso Corporation**, the mayor took proactive steps to assure that the combined companies would continue their significant presence in the city. In December 2014, the city completed an Economic Development Agreement with Kinder Morgan, Inc., resulting in the renovation and long-term lease extension of its existing office facilities in Colorado Springs – an investment of approximately \$11 million and retention of 400 high-paying jobs in the downtown core.

REVITALIZATION

In late 2012, Mayor Bach began efforts to help **revitalize** mature commercial and residential areas which have seen little to no reinvestment in recent years, and to **stimulate** economic growth overall.

Initially, four areas were identified: North Nevada, downtown, the airport business park, and South Academy. In light of other proactive efforts already in place for the airport business park and the downtown, it was strategically decided to focus the energy on North Nevada and South Academy. Although different in character and located in opposite ends of the city, both were once commercial hubs which had been overshadowed by growth to the east and north in areas along Powers, Briargate, Interquest and Voyager. Recognizing that it is critical to protect mature areas from further decline for the long-term resiliency and success of the city and that strong neighborhoods are pillars to strong communities, Mayor Bach **challenged city staff and community leaders** to provide actionable recommendations to assist these areas.

In 2013, Mayor Bach sought assistance from business and community stakeholders to **identify barriers** to reinvestment and redevelopment in these areas and **determine solutions**. A task force comprised of long-time community stakeholders and business leaders was formed to coordinate the North Nevada and South Academy Economic Opportunity Zones. With assistance from city staff, the task force studied current conditions, analyzed neighborhood needs and identified possible solutions to make these areas more vital. Their efforts produced two reports that list **action strategies** for each of the areas.

North Nevada Avenue has undergone tremendous growth in public and private development activity, notably north of Garden of the Gods Road. The 650,000 square foot **University Village** development is near full capacity, and several other retail, apartment and medical projects have been constructed or have broken ground during the last four years. The new master plan for the **University of Colorado, Colorado Springs (UCCS)** has provided an opportunity for the city to participate in the vision for UCCS to be the centerpiece for redevelopment for the north central area of the city. This plan is actively being implemented and has set the stage for UCCS as the “growth campus” for the entire University of Colorado system. Mayor Bach identified and has actively supported this ongoing synergy between public and private investment as a future opportunity for continued reinvestment south from Garden of the Gods Road to Fillmore Street, and for strengthened connection between North Nevada and downtown.

Prior to establishing the Academy Economic Opportunity Zone, the **Academy Boulevard Corridor Great Streets Plan** was adopted in May 2011. This plan launched a broad spectrum of redevelopment and community supportive activities throughout the six-mile corridor between Maizeland Road and Drennan Road/Proby Parkway. Several catalytic projects have been identified and are in various stages of funding and implementation, including approximately \$20 million allocated in the 2015-2024 PPRTA extension to reconstruct a major segment of the roadway in this area. The city also successfully attracted Lowe's, USA Discounters and Walmart Grocery to Southeast Colorado Springs, bringing hundreds of jobs to the area and serving as a catalyst for future private sector investment.

In 2014, a project was initiated to collaboratively reconfigure a multi-modal design and access plan for the **Hancock Expressway/Academy Boulevard intersection**. The project's recommended alternative and proposed funding plan is targeted for completion in 2015. Elimination of this functionally obsolete intersection will lead to enhanced traffic safety and access, opening the door to broader community development initiatives in this area.

INFILL AND REDEVELOPMENT INITIATIVES

Mayor Bach directed and empowered Planning and Development staff to identify barriers and remove them to support and encourage infill and redevelopment.

Infill is a strategy to reinvest in areas that may have lost significant vitality or business development that could be revitalized through new development, redevelopment and adaptive re-use. During the past four years, dozens of infill projects have taken shape throughout the city ranging from the iconic **Ivywild School** redevelopment to large-scale projects such as the **Gold Hill Mesa** neighborhood. In 2014, the mayor in collaboration with city council, endorsed the creation of the **Infill Steering Committee** charged with developing city-wide infill and redevelopment policies and action strategies to be incorporated into the city's comprehensive plan.

URBAN RENEWAL

In 2012, the Colorado Springs Urban Renewal Authority and the City of Colorado Springs approved the **Ivywild Neighborhood Urban Renewal Plan**. The innovative plan converted an historic vacant public school building into a community gem that included the Bristol Brewery, restaurants and public meeting spaces. This successful and popular project is leading the way in transforming the greater Ivywild area.

In 2013, Mayor Bach in collaboration with City Council entered into a **cooperation agreement** with **Colorado Springs Urban Renewal Authority** to complete the extension of Powers Boulevard to Interstate 25. This agreement supported the development of Polaris Pointe (formerly Copper Ridge) retail development, including a new Bass Pro Shops retail store and other retail and restaurant establishments. The future extension of Powers Boulevard will complete a critical piece of regional transportation infrastructure and will facilitate a second phase of regional retail development capable of reversing sales tax leakage and attracting sales tax surplus from outside the local trade area.

STATEWIDE PARTNERSHIP

In 2014, Mayor Bach, Governor John Hickenlooper and former Ohio Governor Dick Celeste created the “**Free Agent Zone**” concept. In recognition of the growing freelance economy, the Free Agent Zone will create an environment that supports **innovation and entrepreneurialism** and will include very high-speed Internet, flexible and affordable health care and workspace for startup companies. The Free Agent Zone will be developed in collaboration with the private sector **Catalyst Campus** innovation center and the **Nor’wood** innovation center redevelopments. The Free Agent Zone in Colorado Springs will serve as a **pilot project** for a statewide “Innovation District” program.

In January 2015, Governor Hickenlooper assured Mayor Bach and citizens that he would make Colorado Springs and El Paso County a vital part of the state’s recovery plan. He pledged to work to attract entrepreneurs and small business owners to Colorado by relaxing certain business regulations and offering cultural amenities. The governor also recognizes Colorado Springs as an aerospace industry leader vital to the state’s economic growth and supported state incentives approved by the Colorado Economic Development Commission for Sierra Completions, which will pump \$5 billion into Colorado’s economy (see Colorado Springs Airport section).

CITY FOR CHAMPIONS

In 2013, Mayor Bach along with the El Pomar Foundation, Anschutz Family Foundation, University of Colorado-Colorado Springs, U.S. Air Force Academy, the U.S. Olympic Museum Corporation, El Paso County, Convention and Visitor’s Bureau and the Downtown Development Authority, led the community effort to submit an application to the State of Colorado in accordance with the **Regional Tourism Act** for significant state funding for four unique and extraordinary tourism projects in our community: the United States Olympic

Museum and Hall of Fame; a new United States Air Force Academy Visitor Center; the University of Colorado at Colorado Springs Sports Medicine and Performance Center; and a downtown sports and event center.



City for Champions

In December 2013, the State of Colorado **awarded** the City of Colorado

Springs the historic amount of \$120.5 million, to be allocated over 30 years. The transformative **City for Champions** projects will secure Colorado Springs' position as "America's Olympic City," creating more than 5,000 jobs and will grow the local economy and expand the tax base for years to come.

BUILDING A VIBRANT DOWNTOWN

DOWNTOWN RENAISSANCE

Recognizing the importance of a vibrant downtown to the city's well-being, Mayor Bach called for a "**downtown renaissance**" and for putting concrete strategies in place to make it a reality. A **Downtown Solutions Team** was created to identify and prioritize issues affecting downtown and to recommend solutions.

As an outgrowth of the Economic Opportunity Zones Solutions Team process, the city supported and actively participated in an **Urban Land Institute expert panel visit** in June 2012 that resulted in a number of **actionable recommendations** for the downtown. These included a focus on adding residential units, adaptive use of non-residential space, establishing an arts and entertainment village, filling in gaps in the Legacy Loop, a trail circling the central part of the city, further developing "gateways," and continuing to coordinate with and leverage the value of stakeholders including the Colorado Springs Downtown Development Authority and Business Improvement District.

The city has supported a variety of **public strategies and private market initiatives**, all with the focus of moving these recommendations forward. These include residential projects such as the repurposing of the old St. Francis

Hospital to Blue Dot Place, the first high-density residential project constructed in decades. The project, which began construction in late summer 2014, includes 33 “urban” style apartments, tuck-under parking and commercial space. Other recent downtown non-residential projects included completion of the Broadmoor Bank and ANB Bank projects located just south of the city’s center.

Two major reinvestments downtown are the retention of **Kinder Morgan** and completion of the **Mining Exchange Hotel**. The city also supported several renovations and reuses of vacant buildings to establish **new business** attracting people to the downtown area, including Ironbird Brewery, Green Man Tap Room, Bingo Burger, Skirted Heifer Burger and Wild Goose Meeting House.

Downtown “**gateway**” **projects** have continued to progress. Full funding for the \$116 million Interstate 25/Cimarron Interchange has been secured and work on this important portal to downtown is well underway. The old Gazette newspaper site and adjacent properties are actively planned for redevelopment as an eastern gateway.

In late 2014 and early 2015, Planning and Development helped facilitate the expansion of the **Downtown Development Authority Boundary** to include two large vacant buildings – the former Saint Francis Hospital and Gazette newspaper printing facility. Progress continues via the city’s Parks Department on the **Legacy Loop** through property acquisition, funded projects and active Great Outdoors Colorado (GOCO) grant applications.

STREETSCAPE BEAUTIFICATION

Between 2011 and 2014 fifteen **streetscape beautification projects** were completed as part of the Downtown Action Plan and funded by the city’s Parking Enterprise. New landscaped medians on Nevada Avenue were constructed making it safer for pedestrians to cross Nevada and improving traffic flow.

The year 2014 also saw the completion of the first **alley-pedestrian project** downtown,



The first alley-pedestrian project

contributing to the concept of creating an Arts Alley District. Improvements made to the alley behind the city's Cascade Avenue parking garage now offer a **safer, cleaner, brighter pedestrian thoroughfare** for people visiting the art galleries and venues located there. Working with the downtown merchants and area businesses, the alley was completely resurfaced, lights were installed and adjacent buildings received a fresh coat of colorful paint while a consolidated trash removal approach eliminated many of the old dumpsters.

The Streets Division also contributed to enhancements downtown. The Streets team **paved several segments** in the downtown revitalization area, improving the asphalt condition and infrastructure.

DOWNTOWN SAFETY

Making the downtown corridor a vibrant and safe environment for citizens and visitors alike remains a priority for the Colorado Springs Police Department. Several **public safety initiatives** have been implemented including **increased policing, installing security cameras and lighting enhancements**.

CSPD began increasing proactive safety measures in the downtown area in 2011 by creating the **Downtown Area Response Team (DART)**. These officers have developed good relationships with area business owners and residents, addressing quality of life issues such as drinking in public and loitering. The team also works to remove problem customers from the entertainment district in the nighttime hours.

After months of public input and research, 13 **public safety video cameras** were installed in 2012 at strategic points along Tejon Street and near Acacia Park, with monitoring conducted almost exclusively by volunteers. CSPD secured **Homeland Security grant funding** to install two additional cameras in fall 2014.

To create a much brighter and safer atmosphere downtown the city implemented **Adaptive Street Lighting** in 2013. Additional lighting was installed on 102 existing lighting fixtures and four new floodlights were mounted along Tejon Street. **Citizens have reported a greater sense of comfort and safety, and officer safety has improved**. The lighting helps security camera operators discern behaviors and threats, which has resulted in faster response to crimes taking place and provided video evidence for prosecution.

Energy-efficient LED light fixtures were also installed in the City Administration Building parking garage, reducing electrical usage by 50% and



Peak Station

collaboration between the O’Neil Group, The Downtown Partnership, the Public Safety Sales Tax Oversight Committee and the City of Colorado Springs, houses the **Downtown Area Response Team (DART)** and the **Homeless Outreach Team**.

CSPD collaborated with the **Colorado Springs Municipal Court** to reinstitute the **geo restriction** program, a tool to address repeat criminal offenders in the downtown area. A person with five or more arrests in a specific area downtown within 18 months may be offered a voluntary restriction from a select area of downtown for one year as a condition of probation in lieu of jail time.

THE ARTS

The City of Colorado Springs partnered with local organizations to enhance arts in the community. In collaboration with the Downtown Partnership and the Cultural Office of the Pikes Peak Region (COPPeR), the city conducted *Arts Walks with Mayor Bach* to promote downtown arts and local art galleries.

The city, along with COPPeR and the Public Art Commission, welcomed local artists to exhibit their work in the City Administration Building throughout 2013 and 2014. In 2015, the city’s Transit Services Division will install three art pieces, in addition to the 12 pieces selected for the Art on the Streets exhibit in the downtown bus terminal.



Arts Walks with Mayor Bach

maintenance costs by 75%. This upgrade is scheduled for the other two city-owned parking garages in 2015.

Peak Station, a downtown police substation, officially opened for business in December 2014 to provide a more visible presence and access to police downtown. The station, made possible through a public/private sector

In October 2013, the Pikes Peak region celebrated its first Arts Month initiative as a way to highlight the quality, diversity and value of arts and culture in the community. The city partnered with COPPeR on the marketing campaigns and dedicated an episode of SpringTV's "City Talk" to highlight the different arts organizations in Colorado Springs and promote the region's vitality.



Art on the Streets

PARKING IMPROVEMENTS

Credit cards are now accepted at all on-street downtown **parking meters**. By 2014, 900 meters downtown and in Old Colorado City were replaced with new solar powered meters which accept coins and credit cards as payment options. This has resulted in fewer parking tickets and greater convenience for downtown customers. All three city-owned parking garages accept credit cards as payment options as well.



Accessible Icon meter covers

Colorado Springs was the first city in Colorado and one of the first cities in the nation to implement the **Accessible Icon Project** aimed at updating the familiar handicap sign. The new symbol provides a more positive image and identifies people with disabilities as active, involved and able. All parking signs in the city-owned parking garages downtown and in Old Colorado City have been updated with this new symbol, and it will be placed on all new signs as well.

Together with local, regional and state partners, the city has made great strides in creating a positive business climate that will further attract and retain young families and new businesses. However, still much work remains to capitalize on innovative ideas to bring new industry to Colorado Springs, further diversifying our workforce and pool of high-paying jobs. The city's continued responsiveness to business and citizen needs and working to identify logical long-term solutions to support economic growth are key to securing our future.

Colorado Springs Airport

*The Colorado Springs Airport (COS) is a city-owned, public, civil-military airport located six miles southeast of the city center of Colorado Springs. The airport is co-located with Peterson Air Force Base which is situated on the north end of the airfield. As the second-busiest airport in the state, COS saw more than 127,000 aircraft operations and more than 622,000 passengers in 2014. As of March 2015, six airlines – Alaska, Allegiant, American, Delta and United – service the airport in addition to FedEx Air Cargo Service. COS offers **10 nonstop destinations**, providing connecting opportunities to **hundreds of worldwide destinations** for local passengers.*

The Colorado Springs Airport recently activated vigorous initiatives to promote the airport to the airlines, the community and business leaders as a viable, thriving enterprise. To enhance **community involvement**, Mayor Bach initiated the **Airport Air Service Task Force** to work alongside the **Airport Advisory Commission** to develop new strategies to stimulate the airport's economy. Several times, Mayor Bach visited the terminal at 4 a.m., greeting departing passengers with coffee and donuts, promising service improvements and receiving their input.

BUSINESS DEVELOPMENT

Business development at the Colorado Springs Airport is on the rise, and excitement is high as great opportunities are on the horizon. The opportunities are bringing greater recognition and passenger service to the airport.

COS has welcomed some **new non-airline tenants**, including the Transportation Security Administration (TSA) and Kinder Morgan. These tenants recently built offices in the East Terminal Unit, an area that had been unoccupied since 1996. What used to be a cost center for the airport will be bringing in approximately \$500,000 by the beginning of 2016.

As part of an aggressive approach in 2014 to revitalizing southeast Colorado Springs, city leadership took bold initiative with the creation of a regional **Commercial Aeronautical Zone (CAZ)** at the Colorado Springs Airport, where city, county and Pikes Peak Rural Transportation Authority (PPRTA) sales and use taxes are abated for aeronautical businesses at the airport. COS was designated as a **Colorado Aviation Development Zone (ADZ)**, which provides a state income **tax credit** of \$1,200 for each new employee of these eligible companies. In 2014, three existing tenants at COS expanded their operations and four companies executed new agreements to relocate to COS. In February 2015, Sierra Completions, a Nevada-based aerospace company, announced plans to build an **\$88 million dollar hangar complex** with its first phase of operations in 2016, and will ultimately **employ 2,100 people in skilled, high-paying jobs**. The Colorado Economic Development Commission unanimously approved \$23.2 million in state incentives as part of the nearly \$400 million incentive package that will pump \$5 billion into Colorado's economy.

ATTRACTING NEW AIR SERVICE

In 2013, COS embarked on a number of **cost reduction** strategies to improve profitability for air carriers. The airport used a portion of reserves to eliminate \$16.5 million in bonds while refinancing bonds that carried a higher interest rate. In addition to right-sizing the operation, COS sought opportunities to **diversify the enterprise's revenue stream** by increasing the sale of advertising within the concourse and leasing unused space at the airport. One highlight of cost-reduction was a **xeriscaping project** in the parking lots replacing grass with landscaping stone and saving 12 million gallons of water per year.

The cost-reduction and diversifying the revenue stream at COS was imperative for attracting new air service and continues to gain attention from new airlines. **Alaska Airlines** began new non-stop flight service in 2013 to Seattle. **Allegiant Air** began non-stop service to Phoenix-Mesa in 2014. Airport Administration continues to solicit new air service to further enhance destinations and a competitive market at COS.



Alaska Airlines

MARKETING COS

COS has also invested in various **marketing strategies**, a piece that has been missing from COS in the past. In 2013, the city hired Seabury APG, an aviation consulting firm that is recognized for its ability to bring new airline entrants, especially low-cost carriers, to pursuing airports. The firm provided valuable research that helped the airport define its regional market, evaluate the general efficiency of the current market and develop a retention plan and further strategies to acquire new air service.

In 2014, COS launched a **cooperative marketing program** with the Convention & Visitors Bureau to in-bound cities to attract visitors, using COS as their conduit instead of Denver. COS has entered into **partnerships with Monarch Ski Mountain** to incentivize COS passengers with a 2-for-1 ski lift ticket, a program that will be expanding in future years with other resorts. In 2013, COS introduced the **ThanksAgain© customer loyalty program** to reward passengers with flight miles for every dollar spent on food, beverages and gifts

in the airport. In November and December 2014, the airport provided **free holiday parking** to provide holiday travelers a further incentive to fly out of their convenient, local airport instead of other alternatives. The campaign proved successful as the load factor for all five airlines (a measurement used to indicate how full the aircraft is) increased compared to the same time last year.



Premier Lounge ribbon cutting

COS also unveiled the **Premier Membership** program in October 2014, another customer loyalty feature to provide incentives to frequent flyers. The annual membership program provides unlimited valet parking, premium lane at TSA checkpoint, access to a business lounge and various discounts in the airport. The lounge was constructed in the

fall of 2014 to attract and retain first-class fares by offering a **sophisticated atmosphere for business travelers**. An advertising sponsorship was sold to Mortgage Solutions Financial (formerly Freedom Financial Services) to offset the cost of daily operations of the lounge. The lounge is accessible to top-tier airline patrons such as United 1K, American Airlines Executive Platinum and Delta Diamond Medallion. The airlines servicing COS are pleased with the customer relationship the lounge provides and believes it to be an effective way to retain business travelers.

FACILITIES IMPROVEMENTS

COS has made several **improvements to facilities and equipment** to enhance the overall customer experience. Since 2011 the Airport has **rehabilitated** several of its taxiways. These taxiways are financed with a combination of federal/state grants and passenger facility charges. These projects, which total almost \$60 million, involved **hundreds of jobs** and have created a **safer airfield** for the airlines and general aviation operators. The TSA Checkpoint expanded to **enhance security** and added a TSA pre-check line to **improve convenience** for frequent fliers.

COS installed an **in-line baggage system** to optimize the process and reduce staff needed for baggage check-in. The facilities department added **five tow-behind runway brooms** in 2011 which **increased snow-removal efficiency** and reduced the number of staff needed to operate each vehicle. The airport's **communication center**, the epicenter of all activity on the property, was relocated for more efficient communication between operations and administration, therefore enhancing customer support. In 2012, the airport welcomed the community-based brands of **Novo Coffee and Bristol Brewery** to the public lobby of the airport. **Valet parking** was revamped to make this service more attractive by relocating the car drop-off closer to the terminal.

EVENTS

In 2014, COS was the site of several exciting, successful events that contributed to **community engagement**.

The **Pikes Peak Airstrip Attack**, the first event of its kind, was a drag race on the runway that drew enthusiastic fans from throughout the region and

beyond. COS engaged in a rigorous application process with the FAA that has set a precedent for other airports. A huge hit, the race will return to the airport in 2015 for a second year in conjunction with the Pikes Peak International Hill Climb, as part of Pikes Peak Speed Week.



Pikes Peak Airstrip Attack drag race

The **Pikes Peak Regional Airshow** attracted **more than 12,000 visitors** to the airport for a weekend of WWII aircraft tricks with numerous aviation-based events for families. This air show plans to return in 2016.

COS was also proud to be selected as a host city for an **AOPA (Aircraft Owners and Pilots Association) fly-in** in September 2015, when **500+ privately owned aircraft** will land and spend the day at COS. COS competed with more than more than 40 airports to become only one of five regional airports chosen for this prestigious event. It will provide a robust platform to promote our existing general aviation businesses, and attract new business.

Fiscal Responsibility

The City's Finance Department ensures accuracy and accountability in financial planning, management and reporting through implementation of best practices and exceptional customer service to both internal and external customers. It is responsible for ensuring tax revenue is collected in accordance with City Code and expenditures are appropriate and in accordance with the annual budget.

Under Mayor Bach's leadership, the City of Colorado Springs instituted **priority-based budgeting** to ensure that taxpayer dollars are used to fund core services most important to citizens and investments that make an impact on the community, improve quality of life and generate a return on investment.

In January 2013, the city achieved an **all-time high in emergency reserves** after overcoming a nearly depleted account following the recession. This allowed the city to invest \$10 million for flood mitigation projects which emerged as a result of the Waldo Canyon Fire and to invest \$2 million to fund critical road repairs following a particularly harsh winter.

The city also has **very little debt**. Of the nation's 50 most populated cities, the City of Colorado Springs is 49th in terms of debt per capita. By another measure, since 2009, the city's debt-to-asset leverage ratio has been **below industry average** and declined to half the industry average in 2013. This measure indicates that the city does not have significant secured creditor claims against its assets and the risk of default is low.

Each year through the budget process, Mayor Bach challenged departments to find efficiencies and to reduce head count, where possible, to ease the city's long-term pension liability. The most significant operational change that will impact the city's long-term pension liability was the 2014 **outsourcing of City Fleet Maintenance** to Serco, a primary employer with local operations, which is on track to meet **projected savings of \$4.2 million over five years**. Due to these efforts, despite increased healthcare costs, the portion of the city budget spent on salaries and benefits decreased 7%.

In addition, Mayor Bach formed a **Pension Solutions Team**, with industry expert citizen participation, to better understand the city's pension liabilities and to develop strategies to reduce pension liabilities and costs, or in the case where legislative change is required, to propose and gain support for such legislation.

Through adjustments to the budget process, the city implemented more **robust long-term financial projections** and spearheaded a **comprehensive Capital Improvement Program process** that included citizen input and a review of all capital improvement needs across the city.

The city recognized and quickly acted upon the opportunity to save money by taking advantage of historically low interest rates and refinanced the City Administration Building, Airport bonds and special district bonds – **saving almost \$27 million** in interest costs.

The city sought alternate ways to fund vital projects and key programs by **capitalizing on available grants**. To ensure compliance, the Finance Department hired a grants manager in 2014 to improve coordination, oversight and accountability. A new focus on grant opportunities allowed the city to receive nearly \$40 million in grants in 2014 and hopes to secure up to \$64 million in grants in 2015. These grants fund a variety of important needs, including wildfire mitigation, stormwater, housing, transit and parks projects or services.

HIGHLIGHTS

With the priority of being good stewards of taxpayer dollars and the ability to provide quality core services with limited resources, Finance worked with departments to develop measurable, actionable **breakthrough strategies** throughout the budget process. From finding efficiencies through seeking grant funds to supplement forestry mitigation efforts, to improving public safety through expansion of the community service officer program, these breakthrough strategies focused the city's resource allocation and efforts on those initiatives that make an impact on the community.

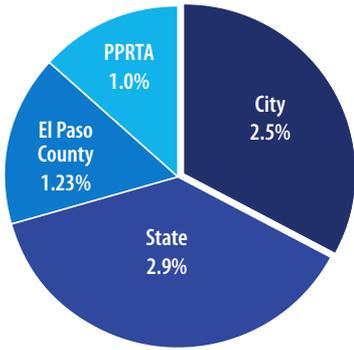
The Finance Department was instrumental in executing the closing financial transactions for the **lease of Memorial Health System (MHS)** to University of Colorado Health (UCH), for \$1.9 billion.

Over the past four years, the Finance Department focused its efforts on being more **customer-focused**, providing more frequent and structured outreach and assisting the city in larger efforts across departments to become more efficient.

Beginning in 2013, the **City Sales Tax Division** began offering local retailers the opportunity to file their local sales tax returns online which has reduced staff processing time and mailing costs and has been very well received by retailers. Through proactively reaching out to the local business community, the city's **procurement office** increased spending with local vendors to 60%, injecting dollars back into the local economy and creating private-sector jobs.

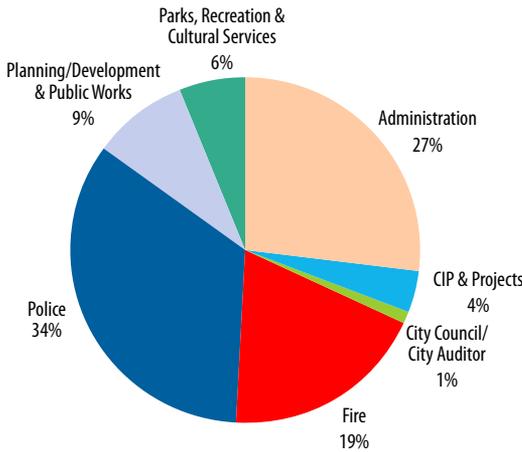
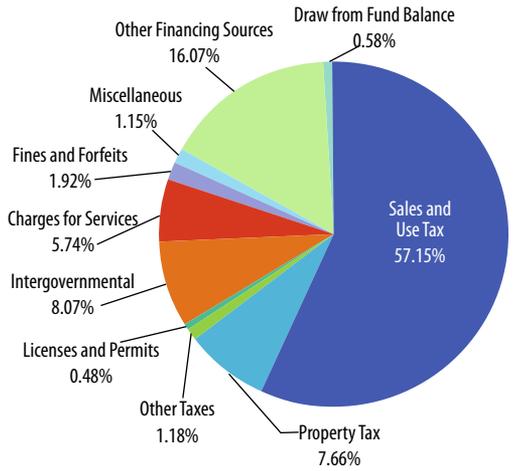
The Finance team assisted the **COS Airport** with restructuring its finances to lower costs for airlines to operate out of the Colorado Springs Airport in 2014, lowering debt service by 55% and lowering the cost for airlines to fly in and out of Colorado Springs.

HOW YOUR TAX DOLLARS ARE SPENT



Local Sales Tax is divided between the state, city, county, and Pikes Peak Rural Transportation Authority (PPRTA). The city receives 2.5% of the local rate of 7.63%.

Sales and Use Taxes make up more than half of the General Fund. Other revenues include fines, property taxes, charges for services, and other financing sources.



More than half of the General Fund is dedicated to Police and Fire. Here is a look at General Fund expenditures by department, or where the city spends your tax dollars.

*These pie charts are taken from the 2015 City Budget, which contains further information and details. You can find it at <http://coloradosprings.gov/government/general-information/finance/2015-budget>.

CONNECTING WITH CITIZENS

The City Communications Office serves the public as well as the internal communication needs of city staff. The department was renamed Communications (from Public Communications) in order to fully represent the broader scope of its service.

As part of the Office of the Mayor, Communications became a key component in Mayor Bach's efforts to provide transparency in city government operations and engage directly with citizens to build community. The Communications office works closely with its local media partners to provide timely, accurate and relevant information to the public on issues which impact our citizens. In addition, Communications facilitates clear and responsive communication between other city departments, and local and national media.

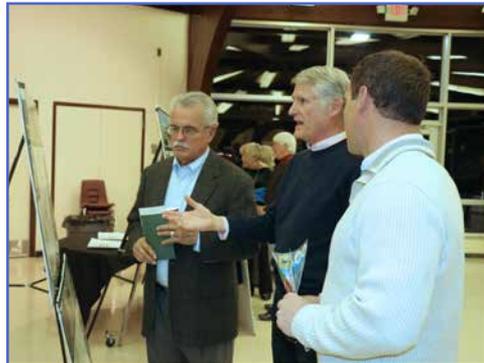


Monthly media briefing

Mayor Bach conducted a series of 15 **town hall meetings** across the city in 2012 through 2013. In 2014, to highlight the city's dire need to address decades-old, backlogged capital improvement needs, Mayor Bach took local media on a bus tour of the city. He then held eight **community forums** throughout the

One of Mayor Bach's first goals was to establish a precedent of clear and consistent communication with the media. Throughout his four-year term, he conducted **monthly media briefings** and **regular radio interviews** to inform the public of city news, issues and events.

As part of his goal to build community and engage residents where they are and to discuss issues unique to each neighborhood,



Community forums

community, talking directly with citizens about capital improvement needs in their neighborhoods. Additionally, the Communications office developed strong relationships with more than a dozen diverse groups ranging from **young professional organizations, military groups, educators** and **business leaders** to determine the best ways to communicate with citizens while informing them on how to connect with the city.

Understanding the changing information needs of its citizens, the Communications office focuses much of its outreach through **social media** to share news and events impacting the community. In 2014, Communications worked closely with the city's Information Technology (IT) department to build a new, more customer-friendly **website**, www.ColoradoSprings.gov, offering citizens more access to city news and information. **Mayor Bach's website**, bachsoffice.com, provided news on the mayor's current events and projects.

SpringsTV, Channel 18, a local Public Education Group station, has been a city staple for decades, but it wasn't until 2012 that the station was able to completely **upgrade its facility** and convert from analogue to **high definition digital programming**. SpringsTV airs on Comcast and was added to the Century Link channel lineup in 2013. SpringsTV's new studio allows for the production of more local programming, including "**City Talk**" – a monthly show highlighting city news, events and information – and other expanded information offerings to enhance communications between the city and the community.

Providing accurate, up-to-the-minute information to the public during times of crisis is a top priority for the city. During the 2012 Waldo Canyon Fire, the city team brought together **public information officers** from across the Front Range in a coordinated effort to distribute vital response and recovery information to citizens. In addition, together with the city's Office of Emergency Management and regional partners, City Communications collaborated to create an enhanced **Joint Information System plan** outlining the processes and procedures for communicating with all stakeholders to help them respond to and recover from a major incident in the community.

MAYOR'S INITIATIVES TO BUILD COMMUNITY

During his tenure, Mayor Bach introduced four major initiatives to bring citizens together and strengthen community ties. In addition, along with City Council, he added a seventh notable Sister City.

SPIRIT OF THE SPRINGS

The *Spirit of the Springs* initiatives are a highly successful result of the mayor's commitment to connecting and celebrating community. The first **Spirit of the Springs rally** was held in September 2011 to introduce the program to citizens. Next came the **summer and winter rallies** in 2012 and 2013, which honored people and organizations recognized by the mayor over the past year. The rallies were held in different areas of the city – southeast, northwest, northeast and central, and numerous local businesses donated their services keeping the events free to the public.



Spirit of the Springs rally

The Spirit of the Springs Celebration Awards were created in 2011 to honor the extraordinary efforts and achievements of individuals, businesses, and organizations which brought great pride to Colorado Springs. To date, 145 of these prestigious awards have been presented to these deserving citizens and groups.

THE MAYOR'S CUP

An event Mayor Bach created to raise funds for *Spirit of the Springs* initiatives, the *Mayor's Cup* annual golf tournament is an exciting event the community looks forward to every May. The past three years the *Mayor's Cup* has raised an impressive amount of money for great local causes. More than \$192,000 was raised for scholarships for **Pikes Peak Community College** students pursuing a career in public safety and \$28,000 has been raised for **The First Tee of Pikes Peak** to support more than 400 local children in The First Tee program, whose mission is to impact the lives of young people through educational programs and the game of golf. The tournament also **donated to local organizations** that embody the "Spirit of the Springs" – the **Colorado Springs Conservatory**, **Leadership Pikes Peak's Leading Edge program**, and **Colorado Springs Together**.

SPRUCE UP THE SPRINGS

Caring for the rich and abundant natural resources in the region that contribute to an excellent quality of life is a priority for Colorado Springs residents. Community members line up by the thousands each year to volunteer in the *Spruce Up the Springs* campaign to clean, restore and maintain the city's parks, trails and open spaces.



Spruce Up event

Spruce up the Springs, created during the Bach administration, has been highly successful in generating enthusiastic community engagement in support of the following Parks, Recreation and Cultural Services improvement projects.

- In **2012**, the city held its inaugural community-wide Spruce Up event, focusing on median improvements, trail rehabilitation and reclamation in Garden of the Gods. About 75 volunteers participated citywide.
- In **2013**, the *Spruce Up the Springs* campaign was refined and expanded, hosting day-long cleanups at **Mountain Shadows Park, Bonforte Park, Palmer Park** and **Garden of the Gods**. **Highlights include:** A joint venture with Comcast Cares to **plant trees** throughout the Mountain Shadows community following the Waldo Canyon Fire; **playground improvements** at Bonforte Park courtesy of Freedom Honda; and extensive **trail rehabilitation and restoration** at Palmer Park and Garden of the Gods. More than 5,000 volunteers provided more than 2,000 hours of work, a value of over \$50,000.
- In **2014**, monthly cleanups were held at **Monument Valley Park** and along the **Pikes Peak Greenway, Palmer Park, Ute Valley Park, Meadows Park Community Center, North Cheyenne Cañon Park** and **Austin Bluffs Open Space** at Pulpit Rock. **Highlights include** a joint venture with Comcast Cares to complete a **playground installation** at Monument Valley Park and installation of a **new bike library facility** at Meadows Park Community Center. An impressive 400-plus volunteers provided more than 1,600 hours of work, a value of more than \$40,000.

TICKET TO SUCCESS

Flowing into Mayor Bach's vision of "Cultivating Future City Government Leaders," *Ticket to Success* is a middle-school program that brings students together with city leaders to learn about the **many careers available in city government**, teaching them early about the wide variety of options available in public service. The program began in the 2012/2013 school year with three schools and 14 students. The program has grown to include five schools and 50 students for the 2014-2015 school year.

SISTER CITIES

Colorado Springs Sister Cities International continues to build upon relationships with **seven communities around the globe** to promote cultural, educational, humanitarian, and economic exchanges that enrich local understanding of global life. With assistance from the Mayor's Office, all sister cities activities are coordinated through CSSCI.

In August 2012, Colorado Springs celebrated the **50th Anniversary** with its first sister city, Fujiyoshida, Japan at a momentous celebration in Colorado Springs and in Fujiyoshida. CSSCI also welcomed Fujiyoshida Junior High School visitors for the 26th year and continues the long-standing tradition of giving to sister city Nuevo Casas Grandes, Mexico with donations of fire trucks, school buses, computers and school supplies.



50th Anniversary with first sister city, Fujiyoshida, Japan

Colorado Springs added its seventh sister city in 2014 with **Ancient Olympia, Greece – the birthplace of the Olympic Games** – furthering Colorado Springs' connection to the legacy of the Olympic movement. As a result of this relationship, the new **Young Champion Ambassador program** was established to develop young ambassadors from Colorado Springs and send the final winner of an essay competition to Ancient Olympia to participate in the torch lighting ceremony for the Summer 2016 Olympics.

Colorado Springs' Sister Cities:

Ancient Olympia, Greece	Fujiyoshida, Japan	Smolensk, Russia
Bankstown, Australia	Kaohsiung, Taiwan	
Bishkek, Kyrgyzstan	Nuevo Casas Grandes, Mexico	

For additional information on the Sister Cities program, visit www.sistercitycs.us.

HOUSING AND COMMUNITY INITIATIVES

In Colorado Springs, quality of life is our most valued asset and biggest competitive advantage. Yet, rates of homelessness continue to increase. Throughout his tenure, the challenge of **preventing and ending homelessness** emerged as one of Mayor and Suzi Bach's highest priorities.

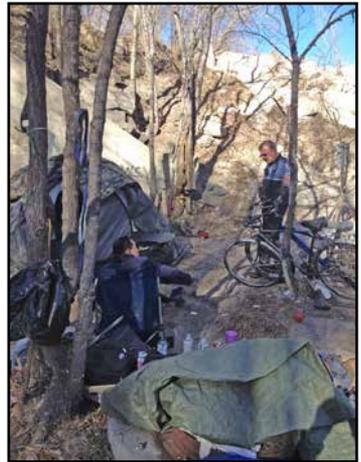
Homelessness has many causes, but it is most often exacerbated by the housing cost burden. Half of all renters and 30% of homeowners in our community pay more than 30% of their income on housing. For the lowest earners in the community (less than \$17,000 year), only 16 affordable units are available per every 100 households, and seniors, the fastest growing population, are most likely to struggle to afford their homes.

Community development needs are also substantial, particularly in the south and southeast areas of the city. Overlapping issues of poverty, high commercial vacancy rates and high unemployment contribute to neighborhood instability, and the additional need for public safety resources lingers.

INITIATIVE TO END HOMELESSNESS

Mayor Bach responded to these challenges during his term with an ambitious plan to **establish economic opportunity zones** in some of the most challenged areas of the city, to draft a **strategic plan** focused on measurable outcomes, and to **shift resources** to address the highest priorities first.

In 2013, Mayor and Suzi Bach introduced a vision for a **homeless services campus**. The project, known as Sunrise Village, received wide support, but a suitable facility could not be found. The concept, however, increased public awareness of homelessness in our community, identified gaps in services, and catalyzed honest conversations about the state of service delivery and the need for more and stable resources to move people out of homelessness. With this new clarity of vision and city government's commitment to solving problems, service providers and business leaders asked for a road map to move forward. The city responded with the **Initiative to End Homelessness** in Colorado Springs.



Homeless camp

This initiative was a powerful one – a community-wide program to effectively respond to the needs of people experiencing homelessness. The initiative identified critical planning activities as well as targeted investments in outreach, shelter and housing. Mayor Bach established a Trustee Committee of community stakeholders to provide strategic direction for the initiative and assigned a senior staff person to work alongside the community of providers to build support for and to implement strategies.

Mayor Bach also invited participation in the program from business leaders, churches, foundations and the general public. To facilitate broad community engagement, the city aided the **Continuum of Care (CoC)**, an organization of community service providers, in growing its leadership capacity by supporting a process to develop a governance charter and membership structure for the CoC. The new membership and governing board adopted the **Initiative to End Homelessness** as its interim strategic plan and will launch a comprehensive planning process to build long-term strategies for preventing and ending homelessness in 2015.



Marion House Soup Kitchen

PROGRESS

By reevaluating its grant-making process and targeting highest priorities first, the city was able to invest \$1,027,156 in homeless services in 2014 – an increase of 75% over 2013 (\$587,161). The city **maintained commitments to essential shelter and meal programs** while **expanding respite care and street outreach, increasing the number of winter shelter beds and making critical repairs to permanent supportive housing units.**

Housing and Community Initiative staff implemented an **affordable housing needs assessment**, in partnership with El Paso County, to better identify housing needs and strategies for increasing the supply of affordable housing. The recommendations in the assessment will form the backbone of a community housing action plan.

Following an unexpected loss of 120 shelter beds in 2013, the city developed new winter shelter programs with Springs Rescue Mission and Salvation Army to add 215 winter shelter beds, providing more than 20,000 bed nights of shelter.

In partnership with Governor John Hickenlooper's office and with sponsorship from El Paso County Housing Authority, the city brought the **Pathways Home Colorado Supportive Housing Toolkit** to the Pikes Peak region. This five-month series of technical assistance and peer learning sessions brings together local, state and federal housing experts and resources to reduce the number of individuals experiencing homelessness, expand community dialogue around housing stability and increase permanent supportive housing units – affordable rental housing combined with wraparound supportive services. Supportive housing is a nationally-recognized best practice for successfully reintegrating highly vulnerable homeless families and individuals back into their community.

The city worked alongside providers to **plan for day center facilities**. Funding was allocated to develop an interim day center pilot program and resolve outstanding floodplain issues along Fountain Creek to pave the way for expansion of services for homeless at Springs Rescue Mission. The city plans to announce a partnership with a provider for day center services soon.

COMMITMENT TO ENDING VETERAN HOMELESSNESS

The *Opening Doors: Federal Strategic Plan to Prevent and End Homelessness* set a bold goal to end veteran homelessness in the United States by the end of 2015. In 2014, the White House announced the **Mayors' Challenge to End Veteran Homelessness** – a call to action to mayors across the country to commit to ending veteran homelessness. On October 16, 2014, in conjunction with the annual Homeless Veteran Stand Down, **Mayor Bach joined this effort** on behalf of the many people working to end homelessness in Colorado Springs. Consequently, the city established **three goals for 2015**: 1) House 100 veterans; 2) Reduce to 30 the number of unsheltered veterans in the Point in Time Count in 2016; and 3) Build capacity to rapidly house every homeless veteran who wants housing.

INVESTING IN COMMUNITY DEVELOPMENT

Mayor Bach also took direct action with investments in community development projects. These efforts addressed housing issues, public facilities needs and infrastructure improvements, providing comprehensive services and bringing much-needed relief to those experiencing the heartbreak of homelessness.

- A model program for **delivery of home modification projects** was developed for persons with disabilities combining Medicaid and Community Development Block Grant (CDBG) funds. The city's Housing Development Division was selected by the State Division of Housing to develop the program. Home modification is an excellent solution that helps fill the enormous need for affordable housing that is accessible for persons with disabilities.
- Investment was made in the **rehabilitation of more than 400 residential units**, clearing a two-year waiting list of requests. This eliminated slum and blight conditions, preserved affordable housing stock, increased energy efficiency, removed architectural barriers for persons with disabilities and improved the quality of life for residents. These investments also help retain contracting jobs in the city.
- The city oversaw the transfer of the Colorado Springs Senior Center from the Colorado Springs Housing Authority to the YMCA. The partnership ensures seniors will have access to services long-term, and the city preserved its interest in valuable real estate that would be an ideal future site for senior housing.
- The Mayor's Office developed a five-year consolidated plan for the Department of Housing and Urban Development. This plan aligns housing and community development activities with the City Strategic Plan (targeting investments in low-income neighborhoods within Economic Opportunity Zones), builds community infrastructure, identifies housing priorities, and outlines a continued commitment to programs which prevent and end homelessness. Proposed projects include the expansion of the Deerfield Hills Community Center, new playgrounds at community parks, investments in senior services and continued planning for a day center.

A HOME FOR BICYCLE ENTHUSIASTS

*Colorado Springs is home to a vibrant bicycling community. The city's bicycle program is guided by the Bike Master Plan and is funded in part by a self-imposed bike tax. Improvements are regularly made to bicycle infrastructure and route connectivity, and the city supports several innovative enforcement efforts, bike education/encouragement programs and cycling events. With more than **50 miles of on-street bicycle routes**, nearly **120 miles of urban bike trails**, and more than **60 miles of unpaved mountain bike trails**, Colorado Springs is committed to ensuring that biking is a convenient, safe and connected form of transportation and recreation.*

Colorado Springs is rated #45 in the **Top 50 Bicycle Friendly Cities in America** by the League of American Bicyclists. The city was also recently recognized in the American Community Survey (ACS) as No. 38 in the nation's **fastest-growing cities for bicycle commuting**.



Bike to Work Day

Working with Front Range partners, significant headway has been made in the creation of non-motorized transportation plans which identify and establish **commuter corridors**. The city has filled many gaps in pedestrian and bicycle routes, adding nearly 28 miles of conventional bike lane facilities to local roadways since 2011. A Bike Boulevard which provides enhanced markings for shared roadways was installed on Corona Street. Additional Bike Boulevards under design for 2015 include: Cucharras Street from the Midland Trail to 21st Street; along Polk to Cascade Avenue; and Beacon Street from the Pikes Peak Greenway. The latter will enhance connections to downtown.

Colorado Springs achieved some noteworthy cycling “**firsts**” in 2014:

- Installation of the first **green bike lane** at the intersection of Tejon Street and the I-25 southbound ramps to make drivers aware that bicyclists may be in the area
- Installation of a protected **two-way bike lane** on Beacon Street, improving safety along the Pikes Peak Greenway; a second, **larger protected bike lane** is near completion along Prospect Lake Drive adjacent to Memorial Park
- Installation of Colorado's first “**STATE LAW-- 3 FEET TO PASS**” signs on 26th Street and 30th street along Garden of the Gods Park

- Addition of mobile-friendly **bike racks** downtown with **QR codes** directing riders to the city's informative bike website

To improve active recreation and transportation trail corridors, the Parks Department addressed trail issues along **Pikes Peak Greenway, Sand Creek Trail, Midland Trail, Cottonwood Trail, Chamberlain Trail, and Templeton Gap Trail** focusing on repairing sections of degraded trail corridors and adding missing links. And in 2013, the **Pikes Peak Highway opened to bicyclists**, attracting cycling enthusiasts worldwide to take on the 19-mile ascent.

Mountain Metropolitan Transit (MMT), the city's bus service, encourages alternative forms of transportation. With MMT's **Bike-n-Bus** program, passengers can use their bicycles for part of the trip and ride the bus for the rest. Bike racks are mounted on the front of every bus and bike lockers are available for rent throughout the city. MMT loaded 68,712 bikes on city buses in 2014.

In June 2014, 1,047 cyclists hit the road in a fun, healthy and "green" way during the annual **Bike to Work Day**. A **\$100,000 Walk-n-Wheel grant** from Kaiser Permanente enabled MMT to expand its 2014 event with a fourth breakfast location and also funded additional portable bike racks to help support MMT's **Bike Valet** program.

Colorado Springs pulsed with excitement during three stellar international cycling events, hosting the Prologue of the USA Pro Cycling Challenge in 2011, Stage Five in 2012 and Stage Four in 2014. As a sponsor and host city, the city provided more than \$93,000 in services in support of the 2014 race. Thousands of fans lined the 70-mile circuit course showcasing some of Colorado Springs' best landmarks, including Garden of the Gods. Broadcast live on NBC Universal to 180 countries, the race was a boon to Colorado tourism, with more than 70% of spectators surveyed stating that they are likely to return to the state in the future.



USA Pro Cycling Challenge

For more information about bicycling programs, mobile-friendly bike racks, safety information and a map of bike lanes around the city, visit www.coloradosprings.gov/bike.

Jobs

Stable, well-paying employment opportunities for citizens by improved business climate, better support of existing primary employers, and attraction of new employers compatible with existing economic base.

2011

1. Upon taking office, Mayor Bach took the lead in expediting all business climate issues by visiting existing primary employers to encourage their continued success, initiating regular communications and offering solutions/assistance 24/7/365.
2. Mayor Bach began the process of contacting potential new primary employers located elsewhere that might consider the city for their operations and maintained this manner throughout his elected term.
3. Reseeded and maintained 275 acres of neighborhood parks through outsourcing to private sector contractors.
4. The completion of the Pikes Peak-America's Mountain erosion control project was accelerated. Highway paving completed to the summit benefited visitors and increased the worldwide racing interest in the Pikes Peak International Hill Climb, as well as other special events.
5. Mayor Bach convinced City Council to reconsider its plan to sell Memorial Health System (MHS), the city's second largest asset, to MHS management for \$15 million. He then worked with City Council through a qualified provider Request For Proposal process to identify prospective lessees of the system.
6. The Colorado Springs Fire Department held its first academy since 2007, hiring 23 new trainees.

7. Mayor Bach worked with City Council in completing an Economic Development Agreement with Agilent Technologies, which facilitated the construction of its corporate data center and technology center expansion resulting in an investment of approximately \$121 million and the creation of an estimated 131 new jobs and the retention of 475 existing jobs.
8. Facilitated nine Rapid Response projects expediting the approval of land use applications and the issuance of building permits for significant expansion projects or relocations by businesses in the community, which supported an estimated 443 new jobs and 2,900 retained jobs in the city.
9. Mayor Bach organized the Streetscapes Solutions Team consisting of community leaders, Colorado Springs Utilities and city staff to cultivate effective and efficient ways to create low maintenance and sustainable landscaping in neighborhoods, maintain streets as well as improve the overall appearance of the city.
10. With City Council, adopted the Academy Boulevard Great Streets Plan to provide a visioning and planning context to support redevelopment and community supportive activities throughout the six-mile corridor between Maizeland to Drennan/Proby Parkway.
11. Restarted the Downtown Action Plan, a project intended to beautify downtown through streetscape enhancements, making the area more inviting for visitors and businesses.

2012

12. Mayor Bach worked with City Council in gaining overwhelming support from the voters in leasing MHS to University of Colorado Health (UCH), representing better health care, retention of employee jobs, continued acceptance of Medicare-Medicaid-Tricare, \$1.9 billion in economic benefit to the community over 40 years, a guaranteed new branch medical campus at UCCS, a promised new Children's Hospital and a new Colorado Springs Health Foundation led by community leaders to segregate and manage the lease proceeds. .

13. Launched an automated employment application process expanding its recruiting outreach for seasonal positions saving personnel and paper costs while easing the application process.
14. Attracted Lowe's, USA Discounters and Walmart Grocery to southeast Colorado Springs, bringing hundreds of jobs to the area and serving as a catalyst for future private sector investment.
15. Mayor Bach personally engaged more than 200 existing primary employers in the region to discuss ways to make Colorado Springs the most attractive city in America for quality jobs growth.
16. Mayor worked with City Council in completing an Economic Development Agreement (EDA) with Atmel Corporation in support of its expansion and renovation project. The EDA supported an investment of approximately \$25 million and 1,330 existing jobs in the community.
17. The Colorado Springs Police Department strategically placed 13 public safety video cameras along Tejon Street and near Acacia Park to improve safety downtown and foster a more business- and visitor-friendly environment.
18. Mayor Bach worked with City Council and the Colorado Springs Urban Renewal Authority in approving the Ivywild Neighborhood Urban Renewal Plan which converted a historic, vacant public school building into a brewery, restaurants and public meeting space as a catalyst project to transform the Ivywild neighborhood.
19. The Colorado Springs Fire Department was awarded a SAFER grant – Staffing for Adequate Fire and Emergency Response, which paid for two years' salary for 15 full-time equivalent sworn firefighters.
20. To support Walmart Corporation's decision to build a corporate data center in Colorado Springs, the mayor worked with City Council in completing an Economic Development Agreement resulting in approximately \$117 million of investment by a Fortune 1 company and the creation of 30 new local jobs.
21. Increased community awareness of city career opportunities by partnering with community advocacy groups and extending outreach efforts that significantly increased the number of applications received.

22. Conducted a historic August Special Election at which the voters agreed to lease the city-owned Memorial Hospital to the University of Colorado Health for \$1.9 billion over 40 years, a guaranteed new UCH branch medical campus at UCCS, a potential new children's hospital and a new health care foundation led by citizens to manage the lease proceeds for the community's benefit.
23. In 2012, there were 17 Rapid Response projects expediting the approval of land use applications and the issuance of building permits for significant business expansion projects or relocations which supported an estimated 2,503 new jobs and 2,609 retained jobs in the city.
24. Supported and actively participated in an Urban Land Institute expert panel visit that resulted in several actionable recommendations for downtown, including added focus on residential units and adaptive use of non-residential space.

2013

25. Partnered with the Regional Business Alliance to attract WHPacific and FuseSport, new primary employers, bringing 140 new jobs to the community.
26. Mayor Bach collaborated with El Pomar Foundation, Anschutz Family Foundation, University of Colorado-Colorado Springs, U.S. Air Force Academy, the U.S. Olympic Museum Corporation, Downtown Development Authority, El Paso County and the Convention and Visitors Center in submitting to the State Economic Development Commission a proposal for "City for Champions," representing thousands of new jobs, tens of millions in new net sales tax for the city and county, and creating an additional attraction to new primary employers and young professionals – all without any tax increase or risk to the General Fund.
27. Alaska Airlines began new direct flight service to Seattle out of the COS Airport, offering a new destination for business and leisure travel.
28. Outsourced City Fleet Maintenance to Serco, a primary employer with local operations, which is on track to meet projected savings of \$4.2 million over five years.

29. Hired a marketing consulting services firm to help the airport develop and implement effective strategies and tactics to increase passenger numbers.
30. Mayor Bach organized an Airport Air Service Task Force comprised of key community leaders to develop innovative recommendations to attract more airlines and improve air service, flight frequency, lower fares, and the number of non-stop destinations offered at the Colorado Springs Airport.
31. Launched a formal internship program with 49 students supporting almost every city department through partnerships with the University of Colorado–Colorado Springs, Colorado College, Pikes Peak Community College and other local colleges.
32. Entered into a cooperation agreement with Colorado Springs Urban Renewal Authority to support completion of the Powers Boulevard extension to Interstate 25. This facilitated development of the Copper Ridge retail area that now hosts Bass Pro Shops and creates a shopping hub at the north part of the city.
33. Continued to develop the relationships with the military community when the city co-sponsored the 2013 Military Veterans Employment Expo to help connect veterans with potential city jobs.
34. Opened the Pikes Peak Highway to bicyclists attracting enthusiasts worldwide to challenge even the most experienced riders on this winding and scenic road.
35. Began construction on the Austin Bluffs Parkway Corridor project to widen three key segments of the roadway from four to six lanes reducing traffic congestion on this vital east/west corridor.
36. Mayor Bach convened an Economic Opportunity Zones Solutions Team consisting of two task forces with members of the City Council, Colorado Springs Utilities, El Paso County Commissioners, volunteer stakeholders, and supported by city staff to provide a context for the strategic direction for the Academy and North Nevada areas.
37. In 2013, facilitated eight Rapid Response projects expediting the approval of land use applications and the issuance of building permits for significant business expansion projects or relocations which supported an estimated 68 new jobs and 2,330 retained jobs in the city.

38. Established working groups comprised of citizen volunteers for South Academy Boulevard and North Nevada Avenue revitalization efforts in order to identify strengths, opportunities and strategic recommendations to improve business and redevelopment efforts.
39. Reduced Land Use Review fees for major development applications by 50% to make development more affordable and competitive with other Front Range cities.

2014

40. Created a Commercial Aeronautical Zone (CAZ), in collaboration with City Council and support from the El Paso County Commissioners and Pikes Peak Rural Transportation Authority Board, to stimulate economic activity within the airport property. This effort created nearly 100 new jobs in southeast Colorado Springs.
41. Mayor Bach led a collaborative effort with the Pikes Peak Region Mayors Caucus, the Pikes Peak Area Council of Governments and the Colorado Department of Transportation to widen I-25 from Woodmen Road north to Monument, alleviating congestion and improving traveler safety which contributes to regional economic vitality.
42. Mayor Bach worked with City Council in adopting executive branch staff recommendations to reduce licensing regulations and fees and streamline requirements in an effort to improve the business climate.
43. City named #1 Small Business Friendly City in the nation by Thumbtack.com, a consumer service company that ranks organization to link customers to quality service providers.
44. After completing an Economic Development Agreement with Bal Seal Engineering through collaboration with City Council, celebrated the ribbon cutting of this existing local primary employer's new 154,000-square-foot medical manufacturing facility. This resulted in an investment of approximately \$28 million, and 211 new high-tech medical manufacturing jobs and the retention of an additional 40 jobs.

45. Mayor Bach continued to maintain communications with and provide updates to more than 450 local primary employers and support the city's goal of becoming the most business- and citizen-friendly in the nation.
46. City named Sponsor of the Year by the Colorado Small Business Development Center (SBDC) recognizing the city's partnership with the SBDC in supporting existing new businesses in Colorado Springs.
47. Mayor Bach continued to pursue primary employers considering locating operations in Colorado Springs, to encourage further interest in making this city their destination of choice.
48. Bus service was extended to Powers Boulevard to increase employment opportunities for people who rely on public transportation, effectively providing access to about 3,000 jobs.
49. The COS Airport continued its cost reduction program identifying additional operating inefficiencies that totaled more than \$3 million in annual savings. This cost reduction, in addition to nearly \$3 million in lower annual debt service allowed the airport to incentivize Allegiant to offer new air service to Phoenix-Mesa and has placed the airport in a much better position to recruit new air service in 2015.
50. Through collaboration with the airlines, the COS Airport opened a Premier Lounge and launched a VIP travel membership program for frequent travelers.
51. The Colorado Springs Police Department increased proactive safety measures downtown. It assigned more police officers, implemented variable street lighting and opened the Peak substation.
52. Mayor Bach finalized a formal resolution with the Colorado Economic Development Commission, which completed the historic approval of an estimated \$120 million award to the City of Colorado Springs under the State's Regional Tourism Act for the *City for Champions* project.
53. Formed an Infill Steering Committee which is actively engaged in recommending solutions to support infill and redevelopment throughout the city.

54. Pikes Peak broke a 1971 visitor's record attracting 345,701 to America's Mountain.
55. Implemented several new on-street bicycle lane initiatives to improve non-motorized commuter connections including the addition of four miles of new bike lanes, protected bike lanes and bicycle boulevards, the city's first green bike lane and the state's first "3 Feet to Pass" signs highlighting this state law.
56. Garden of the Gods named #1 Park in the USA by Trip Advisor attracting more than 2 million visitors annually.
57. Partnered with soccer club, Switchbacks FC, bringing \$3 million in privately funded improvements to the Sand Creek Soccer Stadium at Coleman Park and professional soccer to our community.
58. Completed Phase I of the Manitou Incline project to improve safety, enhance user experience, increase accessibility and ensure long-term sustainability of this popular trail.
59. Partnered with the Colorado Springs Sports Corporation and others to encourage USA Ultimate to relocate its offices with more than 20 staff members to Colorado Springs.
60. Streamlined the special event permit process facilitating a 21% increase in permits issued from 311 in 2013 to 377 in 2014.
61. Formed Economic Opportunity Zones (EOZ) Implementation Solution Teams led by community leaders and including City Councilors to develop action plans for southeast Colorado Springs and the North Nevada Corridor aimed at encouraging and facilitating investment and economic growth in these areas.
62. Collaborated with City Council in using \$2 million from our emergency reserves for critical street repairs with all funds going to local contractors to support local jobs.
63. Widened segments of Austin Bluffs Parkway Corridor to 6 lanes alleviating congestion for one of the city's major east/west commuter corridors.

64. Implemented the Paid Work Experience Program, which is sponsored by the Division of Vocational Rehabilitation and the State of Colorado to give individuals with disabilities on-the-job training at the city with wages paid by the state.
65. Rewrote job classifications for 300-plus city positions as a part of the Total Compensation Study which allows leadership to drive employee performance based on the most current job classification system.
66. Mayor Bach worked with City Council in completing an Economic Development Agreement with Kinder Morgan, Inc., which resulted in the renovation and long-term lease extension of their existing office facilities in Colorado Springs. The project resulted in an investment of approximately \$11 million and the retention of approximately 400 high-paying jobs in the downtown core.
67. Facilitated 11 Rapid Response projects expediting the approval of land use applications and the issuance of building permits for significant expansion projects or relocations by businesses in the community which supported an estimated 879 new jobs and 140 retained jobs in the city.
68. From 2011 to 2014, the Streets Division completed 219 lane-miles of pavement resurfacing, 203 lane-miles of chip seal, 116 lane-miles of slurry seal, 548,949 square feet of sidewalk, 1,707 pedestrian ramps, 395 cross pans, and eliminated 13,209 trip hazards. These accomplishments not only contributed to the maintenance of roadway infrastructure, but aided in the creation of local jobs by infusing the local contracting community with more than \$52 million project dollars.
69. The Streets Division and local contractors removed large amounts of sediment deposited by the September 2013 floods, moving the equivalent of over 600 dump truck loads from North Douglas Creek, and over 150 loads from Glen Eyrie and Garden of the Gods Park.
70. From 2011 to end of 2014, City Forestry received 9,000 service calls from citizens and other departments, and together with local contract crews removed 2,475 trees, pruned 6,310 trees, planted 650 trees and removed 832 tree stumps from city parks and public right-of-ways.

71. Collaboration among Mayor Bach, COS Airport, Regional Business Alliance, Pikes Peak Community College and El Paso County resulted in Sierra Completions, a Nevada-based aerospace company, announcing plans to build an \$88-million-dollar hangar complex at the Colorado Springs Airport's Commercial Aeronautical Zone (CAZ). The company is slated to begin its first phase of operations in 2016 and will employ 2,100 people in skilled, high-paying jobs.
72. A \$10.5 million construction to widen Powers Boulevard between Platte Avenue and Fountain Boulevard is scheduled to begin in 2015 that will significantly improve the level of service at the Powers/Airport intersection and reduce morning and evening delays on Powers Boulevard and accommodate military personnel transiting on and off Peterson Air Force Base.
73. Construction is under way at I-25 and Fillmore to build a Diverging Diamond Interchange in collaboration with CDOT that will greatly increase safety on I-25 and the capacity on Fillmore for a relatively low cost of \$13 million. Completion date: fall 2016.
74. Mayor Bach worked with the Pikes Peak Region Mayors Caucus, Pikes Peak Area Council of Governments and CDOT to design and build a new interchange at Cimarron and I-25 dedicating \$7.05 million in local matching funds. Construction is set to begin in the spring of 2015 with an anticipated completion date of fall 2017.
75. Facilitated four Rapid Response projects between January and March 2015 expediting the approval of land use applications and the issuance of building permits for significant expansion projects or relocations by businesses in the community which supported an estimated 2,604 new jobs in the city.
76. From 2011-2015, Mayor Bach built, supported and maintained positive relationships with all military installations as one of the largest primary employers in Colorado Springs.

Transforming City Government:

Establish a customer-focused culture, create a strategic plan with performance standards and measurable outcomes, and work toward long-term fiscal strength while delivering consistent quality core services on limited resources.

2011

1. Historic transition to a new Strong Mayor form of government with the mayor serving as the city's Chief Executive Officer.
2. Began culture change from a regulatory agency mindset to a customer service approach by building a new senior management team to support the mayor's goal of the city becoming the most business- and citizen-friendly municipality of its size in the country.
3. Implemented hiring and promotion policies requiring mayoral approval to manage labor costs, which is the largest category of General Fund expenditures.
4. Launched an intensive performance review of all operating functions to ensure the most cost efficient and effective operational model to deliver high impact and quality services to the citizens of Colorado Springs, while saving taxpayer dollars.
5. Enhanced long-range financial planning and implemented "priority-based" budgeting.

6. Increased the Reserve Fund to \$8 million by January 2012, which enabled a \$3 million investment in mission critical public safety capital replacements and road repairs.
7. Outsourced maintenance of 592 acres of city parks, improving the level of service to neighborhood parks.
8. Revived and maintained 275 acres of neighborhood parks, including allocating an additional \$800,000 for reseeding, watering and picking up trash.
9. The Colorado Springs Police Department purchased a new Records Management System (RMS) using a combination of grant, Public Safety Sales Tax, and General Fund monies to provide a common database and real time information for law enforcement.
10. The city's Asset Management Team implemented the Cartegraph Asset Management Software for Parks and Public Works to accurately track work orders, accomplishments and project costs, resulting in a \$1 million return on investment along with operational efficiencies and centralizing information.

2012

11. In 2012, Mayor Bach continued to build a new senior management team and transition the culture of city government from a regulatory agency mindset to a customer service approach by the hiring of Laura Neumann as Chief of Staff, Kara Skinner as Chief Financial Officer and Sarah Johnson as City Clerk.
12. 2012 General Fund operational expenses remained flat compared to 2011 with the budget for salaries, pensions, and benefits down \$2 million from 2011. A total of 38 vacant city positions were eliminated.
13. The 2012 budget refined "priorities-based" budgeting, which evaluated every expense in all operational units.

14. Office of Emergency Management opened a state-of-the-art Emergency Operations Center (EOC), giving Colorado Springs its first fully dedicated EOC and enhancing operational readiness.
15. A Special Events Committee was established to streamline the event permit and approval process across all city departments.
16. Emergency reserves were built to an all-time high of \$54 million, \$10 million dollars greater than in 2011, some of which was then needed to mitigate the flooding risk resulting from the Waldo Canyon Fire.
17. The Colorado Springs Police Department hired an independent consultant to perform a comprehensive assessment of its patrol division to suggest process improvements and develop a staffing model to responsively address citizen needs.
18. Mayor Bach initiated *Counsel* meetings to promote communication between Executive and Legislative branches of city government.
19. Successfully conducted the redistricting of the former five at-large/four district City Council configuration to a three at-large /six district City Council configuration to comply with a City Charter change approved by the voters in 2011.
20. Office of Emergency Management is recognized by the Women's Transportation Seminar for the wildfire evacuation plans and awarded Colorado's Small Project of the Year.
21. Created a new online City Council District search tool on the city's website enabling residents to find their corresponding City Council district along with Councilmember contact information for any address within the city limits.
22. Enacted a new city campaign finance law to increase transparency and compliance for candidates and the public.
23. Coplogic, an internet based crime reporting system was launched to provide citizens the opportunity to submit case information on-line at a time convenient for them.

24. Mayor Bach formed a Pensions Solutions Team, comprised of City Council, city staff and industry expert citizens to better understand the city's pension liability, while developing strategies to reduce liabilities and costs and propose supporting legislation.
25. The Colorado Springs Police Department activated its Records Management System housing criminal justice information in one location, reducing duplicate data entry and providing timely data to investigative units and crime analysts.

2013

26. Created and implemented a new 2013 strategic plan with action-oriented goals.
27. Developed breakthrough strategies with measurable outcomes for all operational areas and integrated these into the 2013 budget document.
28. Improved services on existing financial resources, including \$46 million identified in stormwater projects, which included funding for creek improvements by Colorado Springs Utilities, grants from the National Resource Conservation Service for Waldo Canyon flood mitigation; emergency funds for drainages susceptible to additional flows due to the fire; drainage improvements on both the COS Airport and Pikes Peak; and funding for high priority drainage projects.
29. The COS Airport began many cost-reduction strategies to improve profitability for air carriers. Through resource allocation, the airport reduced its expenses by 50%.
30. Launched a GoCo Springs mobile application to expedite citizen reporting of resources in need of repair/replacement and to provide access to city information, news and events.
31. Completed a Total Compensation Study providing a comprehensive review and analysis of salaries, benefits and pay practices using data from public and private sectors and bringing together expert consultants, informed citizens, council members and expert staff to ensure that the city's pay and benefits were aligned to "Best-in-Class" comparators.

32. Launched an online sales tax system for faster more efficient filing of tax payments and applications, and established online credit card processing capability to pay fees to the City Clerk.
33. Launched the city's Information Technology Strategic Plan for enhanced citizen engagement and data-driven business decisions.
34. Contributed more than \$1 million additional General Fund dollars toward Parks operations and implemented turf reduction strategies to reduce watering footprint.
35. Completed Pikes Peak Gateway Phase II building three operational toll booths which increased efficiency and decreased waiting times for Pikes Peak visitors.
36. Secured over \$6 million in grants for critical infrastructure projects and fire/flood mitigation for over 54 locations throughout the Parks system including flood repair projects in Garden of the Gods, North Cheyenne Cañon Park, Red Rock Canyon Open Space, Palmer Park and Stratton Open Space.
37. Opened Fire Station 21, incorporating energy-efficient and environmentally friendly features to reduce maintenance and operating costs over the life-span of this new resource in the Stetson Hills neighborhood.
38. The Colorado Springs Police Department provided safety, security and awareness training to 300 city employees, preparing them to respond to potentially violent scenarios using the Securing America's Future (SAF) program.
39. Successfully conducted a General Municipal Election for the six council districts in an open and transparent manner while seamlessly implementing the city's new campaign finance law.
40. Expanded the number of city documents available in the City Clerk's online records database which led to increased availability of public records.

41. Enhanced the business licensing process by placing application information on the City Clerk website and expanding business licensing service availability to five days a week to better serve customers.
42. Began the Colorado Springs Fire Department's Community Assistance, Referrals and Education Services (CARES) program to match patients with the proper care and reduce the burden on non-emergency calls being routed to 911.
43. Completely revamped the city's pay practices, benchmarking them against best-in-class comparators that resulted in a \$500,000 savings in 2013 alone, and helped to achieve a more fiscally sustainable roadmap going forward.
44. Offered multiple computer-based employee training events ranging from classes for managers/supervisors, performance management and computer software to enhance employee skills while saving more than \$19,000 by sourcing in-house.
45. Supporting workforce planning and optimization, Human Resources completed a major reorganization of several departments, helped to flatten the management level of the organizational structure, conducted a voluntary attrition retirement program and reduced staffing levels where appropriate to improve employee efficiencies and level of service.
46. The Asset Management Team received the 2013 Excellence in Operations Management Award for its work with infrastructure asset management.
47. Streets Division transformed snow removal processes, using more cost-effective and environmentally friendly de-icers to pre-treat roadways. The increased use of de-icers in snow operations has led to cost savings and the decline of brown cloud pollution.
48. The Streets Division improved communication with Office of Emergency Management, Police, Fire and local school districts to prioritize emergency and school routes which increased the level of service by responding to areas with more severe and dangerous conditions.
49. Office of Emergency Management achieved national accreditation for the first time in history making Colorado Springs one of eight esteemed localities in the nation to achieve this status.

50. Valuable recommendations by the mayor's Transit Solutions Team were implemented in 2013, including a new lower cost taxi choice for many disabled riders in lieu of service with a specially-equipped Metro Mobility bus, and streamlining ticket and fare options, including the addition of a day pass.
51. Mayor Bach worked with City Council in appropriating \$8.8 million to be used for repair and reconstruction on drainage ways downstream of the Waldo Canyon burn scar. Four construction contracts were awarded to local contractors, replacing more than two miles of concrete channel. All of the work was completed within a year of the funding appropriation.
52. The Office of Emergency Management (OEM) activated the Emergency Operations Center 12 times in response to multiple flash flooding events including when OEM, Public Works, Fire, Police and other city staff assisted with recovery and rebuilding efforts for damage caused by the 500-year historic rains flooding Cheyenne Creek and causing \$10 million in damage.
53. In support of the flooding of West Cheyenne Creek, the Streets Division redirected flood waters back into the existing channel, resulting in the preservation of six private residences, as well as providing materials for citizens to fill sandbags for further flood mitigation.

2014

54. Advanced the city's 2014-2018 Mayoral Vision, Mission, Goals and Objectives through continued priorities-based strategic planning management including breakthrough strategies and measurable outcomes for every operating function.
55. Collaborated with City Council in development of the mayor's 2015 General Fund Budget, resulting in Council approving the budget without any suggested change.
56. Mayor Bach responded to City Council's concerns that Parks, Recreation and Cultural Services' \$15.2 million General Fund annual spending be protected by establishing a new, sixth appropriating department for 2015. Parks was previously included in the larger Parks, Planning and Public Works Department for years with annual funding approved by Council.

57. Invested approximately \$24 million to complete several high priority stormwater projects including the Mirage Channel and critical drainage along 8th Street to avert flooding.
58. As a result of an intensive performance review of all operating functions to deliver high impact and quality services, the city implemented several changes to its operations, notably for the Information Technology department. The service desk was restructured to provide 24-hour, seven-day-a-week coverage with increased duties allowing the city to provide faster response times, reduce the systems administration staff, raise skill levels, and right size the department.
59. Public Works developed with Council approval a new Drainage Criteria Manual and Water Quality Manual to improve methods for handling stormwater runoff, help protect the city's water resources and increase the benefit to human health, fish and wildlife habitat and recreational opportunities.
60. Mayor Bach signed an exclusive Emergency Ground Ambulance Contract with American Medical Response generating more than \$1.17 million in annual extraordinary cost recovery for the city and improving service and response times while restraining costs to consumers. Council approved termination of the existing regional intergovernmental agreement which facilitated the city contracting services through this local agency.
61. North Cheyenne Cañon Park was noted as a traveler's choice location by TripAdvisor, receiving a merit award as a destination for tourists and locals.
62. Identified \$3.96 million in efficiencies in the 2015 General Fund Budget that was reallocated to fund the highest priority core services.
63. Implemented a pay-for-performance system, including performance standards, to attract and retain the most qualified work force.
64. Launched a new online election campaign finance filing system providing more transparency through increased access to documents relating to campaign efforts.
65. Mayor Bach appointed: Aviation Director, Dan Gallagher; Chief of Staff, Steve Cox; City Attorney, Wynetta Massey; and Public Works Director, Travis Easton.

66. Hired new Airport Marketing and Communications Manager, Heather Lenard, to increase travel and highlight benefits of flying COS Airport.
67. COS Airport completed a xeriscaping project, reducing terminal water utilization by over 40% and saving nearly 14 million gallons of water annually.
68. After one year, enhanced the “Community Assistance Referral Education Services” (CARES) providing clinics and in-home visits to help citizens improve their health. The program earned state recognition and statistics are already proving a reduction in chronic, repeat medical calls and better health outcomes for citizens.
69. Completed emergency flash flood mitigation and repair projects for North Douglas Creek, Camp Creek and Cheyenne Creek that resulted from the September 2013 historic 500-year rainstorm.
70. Used a portion of the city’s emergency reserves for repairs to a number of high priority Waldo Canyon Fire flood mitigation projects, as well as critical road repairs needed after a challenging 2013-2014 winter and decades of the city not adequately replacing roadway pavement.
71. Implemented e-citation electronic ticketing software to reduce time required to issue citations that allows officers to respond to additional services calls.
72. Hosted a four-day FEMA Integrated Management Course for 120 city staff and regional partners to enhance their ability to respond to major incidents in the Pikes Peak region.
73. Office of Emergency Management orchestrated “SkyFall,” a citywide mass casualty emergency response exercise at the COS Airport, involving 46 agencies and 1,000 participants.
74. City agencies and local partners conducted an evacuation drill in the Pulpit Rock neighborhood to reinforce community wildfire preparedness and practice evacuation procedures.
75. Launched the new city website www.coloradosprings.gov to enhance the city’s image and increase citizen access to and ease with finding information.

76. Rebuilt SpringsTV studio to provide more local programming for residents and expanded information offerings to enhance communications between the city and community.
77. Implemented credit card acceptance at city parking garages and on-street parking meters.
78. Completed Phases II and III of the Pioneers Museum exterior renovation project and secured full funding for phase IV to preserve and restore 1903 El Paso County Courthouse.
79. Retrofitted 17 park irrigation systems and installed 45 “smart” irrigation controllers to improve efficiency and save water, reducing operating costs.
80. City Forestry completed forest restoration projects on 77 acres in Red Rock Canyon, 23 acres in Ute Valley Park, 30 acres in Palmer Park and 3.5 miles along city trail corridors.
81. Repurposed Skyview Sports Complex playing fields with new synthetic turf, saving the city more than \$185,000 annually in reduced water and maintenance costs and increasing the number of tournaments hosted from six in 2012 to 40 in 2014.
82. Public Works visited with multiple home owners associations, held community meetings to explain maintenance processes and procedures and hosted a Touch-a-Truck event to improve public engagement.
83. Assisted with the Memorial Health System transition to University of Colorado Health management and the formation/operation of the Colorado Springs Health Foundation.
84. Developed the “Office of the City Attorney Legal Ethics Guidelines” formally establishing written procedures for representation of all city entities under the new form of government.
85. Developed online discovery request processes for Municipal Court defendants and counsel to submit and receive requests electronically, reducing the costs for discovery.
86. Between 2013 and 2014, the City Attorney’s Office Prosecution Division was able to handle a 46% increase in Municipal Court case load with a 21% reduction in prosecution attorney staff.

87. Partnered with City Council to implement a new legislative software program to streamline City Council agenda preparation across all city departments and improve transparency to the public.
88. Added Liquor and Beer Licensing Board meetings to new legislative software program with plans to add additional boards and commissions to increase access of information to the public.
89. To alleviate staffing pressures on the City Attorney's Office, the Municipal Court consolidated trial dockets throughout the week, which not only met the staffing needs of the city prosecutors office, but provided significant salary savings in judicial compensation.
90. Through data obtained from customer comment cards, the Municipal Court continued to improve customer satisfaction rates, which steadily increased in positive feedback ranging from 88.3% in 2011 to 90.6% in 2014.
91. The Municipal Court provided significant salary savings through consolidation of the presiding judge and court administrator positions, eliminating middle management and two courtroom assistant positions.
92. In collaboration with City Council, repealed a resolution waiving the limitation on damages provided by the Colorado Governmental Immunity Act which allowed the city to receive protection from high-dollar, unpredictable losses without waiving any protections provided by the Colorado Governmental Immunity Act.
93. Retained a new benefits consultant and completed a comprehensive review of the cost effectiveness of the employee benefits plans to save significant taxpayer dollars, to improve the quality of the offerings to plan participants and, most importantly, to position the city to save future dollars on quality employee benefits programs.
94. The Colorado Springs Police Department established a new, validated, mandatory physical abilities test promoting the safe and effective performance of the critical and essential job functions required of an officer.

95. From 2011 to 2014, the Streets Division filled or repaired 111,134 potholes in an effort to provide safe traveling surfaces to the citizens of Colorado Springs, and in 2014 it reinvented its pothole-filling process, increasing maintenance longevity and saving the city more than \$38,000 per year.
96. Mountain Metro Rides vanpool program expanded 35%, from 31 to 42 vans, providing more flexibility for commuters interested in ride sharing opportunities.
97. The Colorado Springs Fire Department entered into a contractual relationship with Centura Health System to provide a medical director, at no cost to the city, to oversee the continuum of care for patients served by the Colorado Springs Emergency Medical Services.
98. For the first time since 1996, the vacant east terminal at the COS Airport attracted tenants, such as the Transportation Security Administration and Kinder Morgan, to build office space.
99. From 2011-2014, in consultation with the city's investment advisors and the Investment Advisory Committee, the city updated its investment policies and managed the city's portfolios to accomplish the objectives of protecting investment of principal, maintaining sufficient liquidity for cash flow needs, diversifying the portfolio to mitigate risk, and earning interest.
100. Procured a \$2 million appropriation to help address the growing pothole issue. The program spawned by the appropriation was so successful that the Streets Division has budgeted funds to continue the program, which allows the Streets Division to selectively target priority repairs in maintaining roads to save time and money.
101. Public Works rehabilitated the Academy Boulevard Bridge at Platte Avenue, extending the life of the bridge by patching deteriorated concrete, waterproofing and repaving the bridge deck.
102. The city was recognized as a "Successful City" by Moody's Investor Services demonstrating how its effective financial management either improved or maintained its credit quality since the recession.
103. With a massive infrastructure including 5,600 miles of roadway, 326 miles of drainage channels, and 637 miles of underground storm systems, the Streets Division developed a cost-effective, systematic approach to maintain the city's infrastructure, allowing for a five-year maintenance plan.

104. City Engineering completed the rehabilitation of the Nevada Avenue Bridge over the Van Buren drainage way, extending the life of the structure by approximately 30 years.
105. The Colorado Springs Fire Department responded with 88 line officers to a four-alarm high-hazard commercial structure fire at the Martin Drake Power Plant. The Fire Department's quick critical decision-making and aggressive offensive attack helped save many lives and critical infrastructure in the area.
106. Mayor Bach convened an Optimization/Efficiencies Solutions Team comprised of City Council members and community leaders to develop a business model to ensure continuous improvement in each city department, enterprise and business, allowing delivery of city services that are fiscally sustainable while delivering consistent quality core services.
107. Streets Division implemented several creative solutions to protect local residents from potential flooding when a massive pipe failed near Cheyenne Road and 8th Street which eventually required 1,000 feet of the 96-inch pipe to be replaced. The project came in under budget and ahead of schedule.
108. From 2011 to 2014, successfully implemented all new Government Accounting Standards Board (GASB) pronouncements which are reflected in the city's annual Comprehensive Annual Financial Reports to provide guidance in preparing financial statement such that taxpayers, legislators, municipal bond analysts and others have information useful to understanding of and decisions related to governmental entities.
109. The internship program employed 36 students supporting almost every city department through partnerships with the University of Colorado-Colorado Springs, Colorado College, Pikes Peak Community College and other local colleges.
110. In 2014, the Colorado Springs Police Department trained an additional 500 city employees on safety awareness tools using the Securing America's Future (SAF) program to share techniques to respond to workplace violence.

111. Office of Emergency Management established a deputy director position to supervise the development, planning, and execution of the city's comprehensive emergency management training and exercise programs by engaging partner agencies and military communities. Additionally, this position would act in the role of the OEM Director in his absence; executing and managing the Emergency Operations Plan during disasters.

2015

112. Currently hiring new procurement manager to continue improving the procurement process to assure best cost, quality and fairness to outside vendors.
113. Furthered optimization initiatives with continuous improvement processes in place for all operating functions. For example, Public Works identified efficiencies in allocated engineering positions to realign the department and better use on-hand resources.
114. With the mayor's strong commitment to public safety, the Colorado Springs Fire Department was able to hold regular trainee academies and hire up to full staffing levels while adding 12 new firefighter positions between 2011 and 2015.
115. In cooperation with the Colorado Springs Fire Department, the Colorado Springs Police Department incorporated arson investigations into its existing Explosives Ordnance Devices Unit to enhance collaborative investigative efforts to increase the number of successfully resolved arson cases.
116. Conducted in-depth technical analysis and extensive community outreach to identify high priority, backlogged capital improvements needed in our neighborhood streets, public safety facilities, parks and stormwater infrastructure that lay the foundation for future prioritization and funding of these vital improvements.

117. Transit installed a real-time bus arrival monitor and system at the downtown bus terminal that shows scheduled arrival times to let customers now see if they missed a bus, it's running late or on time, and if there are any route detours. The system, which uses GPS tracking technology, was funded with a federal grant and will see expansion in spring 2015.
118. Striving to resolve citizen needs with a “can do” attitude, Public Works Department implemented an active citizen response program maintaining a 24-hour customer response time to gather information about the problem and seek innovative ways to possibly fund projects best utilizing limited government resources.
119. Reduced percent of the General Fund Budget dedicated to salaries and benefits (the largest category of expenditures in the General Fund) from 55% of the budget in 2011 to 50% of the 2015 budget. This reduction was achieved despite the CSPD being able to hire 62 more police officers from 2011 – 2015 than it otherwise would have been able to hire bring authorized officers back to pre-recession levels. The CSPD also added 31 full-time Community Service Officers during the same period of time

Building Community:

Celebrated the successes of citizens and organizations within the city, cultivated future city government leadership and engaged citizens in an ongoing dialog.

2011

1. Launched *Spirit of the Springs* initiatives to celebrate successes in the city and connect neighborhoods, cultivate future city government leadership, and build citizen involvement in city government. The first *Spirit of the Springs* ceremony was hosted at the Colorado Springs Pioneers Museum, where Mayor Bach introduced to the public various initiatives of this community-driven campaign.
2. Reorganized the function of the Communications Office to create more effective two-way communications with citizens, including monthly media conferences, citizen forums, social media engagement and coordinating the city's citizen request program.
3. Mayor Bach began meeting with civic groups throughout the city to answer questions about and hear new ideas for improving city government operations.
4. Colorado Springs hosted the Prologue of the 2011 USA Pro Cycling Challenge, bringing thousands of spectators and worldwide media attention to Colorado Springs.
5. Received the Partnership for Community Design Awards for the Red Rock Canyon Open Space Pavilion and the Swing High Universally Accessible Playground located at Memorial Park.

6. The Colorado Springs Police Department and Fire Department launched the Community Advancing Public Safety Program (CAPS) – the City’s Public Safety Volunteer Program empowering citizens to support their city.
7. Mayor Bach started a *Spirit of the Springs Celebration Award Program* honoring six individuals and organizations whose exceptional work or public service brought great pride to the community.
8. The Colorado Springs Fire Department treated 1,466 total acres for wildfire mitigation.
9. The city’s community centers celebrated Olympic Day in partnership with the United States Olympic Committee.
10. Garden of the Gods Park was named as one of the top 10 Great Public Spaces.
11. City-owned Meadows Park Community Center established an advisory group and a broad-based partnership model to increase efficiency and effectiveness of the center’s operation.
12. In the spirit of cultural exchange and to support the city’s Sister Cities program, Mayor Bach met with a delegation from Nuevo Casas Grandes, Mexico as Colorado Springs Sister Cities International and Colorado Springs Rotary presented its mayor a fire truck.
13. Celebrated the 100th anniversary of the city-owned Westside Community Center.
14. OEM, CSFD, and CSPD conducted three neighborhood evacuation drills; Broadmoor Bluffs, Discovery-Comstock, and Mountain Shadows; to reinforce community wildfire preparedness and practice evacuation procedures.
15. Completed Phase I of the \$1.5-million city-owned Pioneers Museum exterior restoration project. This \$205,000 project was funded entirely by grants and donations to complete roof and exterior metal repairs.

16. As part of its sustainability effort, the Colorado Springs Pioneers Museum held its first annual “Gift of History” breakfast, raising \$55,000 in donations and multi-year pledges in just one hour.
17. Completed construction on the Midland Trail from 25th Street to Manitou Springs.
18. Palmer Park hosted the first USA Cycling 24-hour Mountain Bike National Race.
19. The first Pikes Peak Cycling Hill Climb started in Manitou Springs and rode along Pikes Peak Highway to the summit, a distance of approximately 26 miles.
20. Volunteer stewardship plans were created for Sinton Pond, Stratton Open Space, Bluestem Open Space, Blodgett Open Space, University Park Open Space and Red Rock Canyon Open Space.
21. The city acquired 76 acres to extend Corral Bluffs Open Space and 46 acres to extend Red Rock Canyon Open Space.
22. Honored by the National Trust for Historic Preservation as one of its “Dozen Distinctive Destinations” recognizing Colorado Springs’ dynamic downtown, cultural diversity, attractive architecture, cultural landscape, and strong commitment to historic preservation and revitalization.
23. Completed the Manitou Incline Management Plan that established a framework for improving and operating this unique recreational resource.
24. Mountain Metro Transit received statewide award as the Large Transit System of the Year recognizing its tremendous effort to continue providing transit services to the region despite a 50% service reduction due to budget cuts.
25. City Forestry completed 45 acres of forest restoration work in Stratton Open Space.
26. Colorado Springs celebrated the 34th year as a Tree City USA award recipient illustrating the city’s ongoing commitment to its urban forest and forestry management practices, including the celebration of Arbor Day.

27. The Colorado Springs Police Department began increasing proactive safety measures by creating the Downtown Area Response Team (DART) to establish relationships with area business owners and residents to address quality of life issues.
28. Mayor Bach reappointed, and City Council confirmed, a commissioner to the Colorado Springs Housing Authority Board which oversees the authority's role in providing affordable housing and senior services in the Pikes Peak Region.
29. The Colorado Springs Police Department piloted a Community Service Officer program that allows non-sworn employees to respond to certain calls for service, allowing sworn officers to focus on calls that require specialized training and arrest authority.
30. Office of Emergency Management (OEM) activated the Emergency Operations Center (EOC) and coordinated emergency resources for the USA Pro Cycling Challenge and the US Golf Association's Women's Open.
31. OEM coordinated/conducted 37 community outreach and education events and distributed a total of 6,984 Colorado Springs Emergency Preparedness Guides to the community.

2012

32. Mayor Bach led the Waldo Canyon Fire response and recovery process, and empowered the community to launch the acclaimed "*Colorado Springs Together*" rebuilding campaign for Mountain Shadows.
33. Continued to maintain 275 acres of neighborhood parks which received minimal care during the recession, turned on the remaining 3,500 street lights that had been turned off, and brought back bus service which had been discontinued after the economic recession when the city did not have sufficient emergency reserves to maintain them.
34. Mayor Bach appointed, and Council approved three new commissioners to serve on the Colorado Springs Urban Renewal Authority Board to assist in promoting projects that benefit the public, provide sustainable places, create jobs, promote public art, offer affordable housing and raise the standard of development of Colorado Springs.

35. Partnered with the YMCA to reopen city pools, an attraction enjoyed by over 250,000 visitors per year.
36. Hosted the first Olympic Downtown Celebration coinciding with the 2012 Summer Olympics, where more than 30,000 people celebrated the Olympic spirit in Colorado Springs.
37. The Manitou Incline was legalized in 2012 and attracted thousands of people, and the Manitou Shuttle began to provide transportation to the base of the trail.
38. Mayor Bach held four town hall meetings to engage citizens on city-wide issues important to their neighborhoods.
39. Hosted two *Spirit of the Springs* rallies to celebrate and connect neighborhoods with city government and honor people and organizations recognized by the mayor over the past year. The rallies were held in different areas of the city and numerous local businesses donated their services to keep the events free to the public.
40. Mayor Bach appointed, and City Council confirmed, a commissioner to the Colorado Springs Housing Authority Board.
41. The inaugural *Mayor's Cup Golf Tournament*, which was launched by Mayor Bach, raised \$55,000 in scholarship money for students pursuing careers in public safety through Pikes Peak Community College.
42. Mayor Bach presented 35 *Spirit of the Springs* Awards to citizens who brought honor to Colorado Springs.
43. Mayor Bach founded the Pikes Peak Region Mayors Caucus, building strong working relationships with mayors, leaders and elected officials throughout the Front Range, including Governor John Hickenlooper.
44. Installed bus ticket vending machines at the downtown bus terminal and El Paso County Citizens Services Center to provide more payment options and create a user-friendly online payment system.
45. Despite the Waldo Canyon Fire, 1,005 total acres were treated for wildfire mitigation, with half of those conducted in June and July alone.

46. Deerfield Hills Neighborhood Revitalization Project improved the quality of life for residents of 12 homes and preserved the affordable housing in the community by bettering their living conditions.
47. Parks, Police and Fire departments worked with the leadership team at Fort Carson to increase volunteers for the Adopt-A-School program, in which volunteers assisted teachers in local schools with various classroom needs. Several city leaders, including the police and fire chiefs adopted local classrooms.
48. Partnerships with churches, non-profits, school districts, universities and businesses reached an all-time high for the four city-owned community centers providing more resources to their respective neighborhoods.
49. The city-owned Hillside Community Center hosted a One Sight Vision Van which provided free glasses to more than 200 youth ages 5 to 21.
50. The Hillside Community Center hosted First Lady Michelle Obama and other political dignitaries for a grassroots event to thank volunteers.
51. Mayor Bach conducted monthly media briefings to inform the community of important city activities, news and events.
52. Pickleball, a new sports trend in Colorado Springs, was introduced at Monument Valley Park.
53. The Colorado Springs Pioneers Museum staff began Phase II of the \$330,000 exterior restoration project, funded entirely by grants and donations which focused on masonry repairs and cleaned the prominent west façade of the building.
54. The Helen Hunt Falls Visitors Center (“The Cub”) was completely reconstructed, thanks to private donations from the Friends of Cheyenne Cañon.
55. Mayor Bach convened a Parks Solutions Team, comprised of volunteer stakeholders and supported by staff, to identify opportunities for efficiencies, quality of life and economic development.
56. The *Spruce Up the Springs* initiative was started and focused on generating community engagement in support of stewardship projects to improve Parks, Recreation and Cultural Services facilities.

57. Mayor Bach and the U.S. Forest Service officially dedicated the Pikes Peak Gateway as Phase I was completed.
58. In collaboration with Colorado Springs Utilities, the United States Army Research Institute for Environmental Medicine, and the U.S. Forest Service a task force was formed to start the process of completing a new Summit Complex at the top of Pikes Peak.
59. With the completion of the paving of the Pikes Peak Highway, the Pikes Peak International Hill Climb completed its first race entirely on asphalt, increasing speeds dramatically.
60. A relationship-building process was conducted with the Parks Department's friends groups and city staff to increase communication and enhance the working relationship between the various entities.
61. Mayor Bach developed a Sustainability Solutions team comprised of citizen volunteers and supported by city staff to track and review best practices and make recommendations on the role of conservation and sustainability in city government.
62. The repairs to the Sand Creek Trail from Barnes Road to Stetson Hills Boulevard were completed to repair sections of degraded corridors and add missing links to this parks trail system.
63. The city partnered with the City of Manitou Springs to acquire the Red Mountain Open Space and 37 acres of the former Powell property to expand North Cheyenne Cañon Park.
64. Launched the *Ticket to Success Program* intended to introduce youth to city government and offer an opportunity to serve in the public sector. This initial pilot program included 14 students from three participating schools.
65. Mayor Bach created a Downtown Solutions Team to identify and prioritize issues affecting downtown and recommend solutions. As a result, several initiatives were undertaken, including improved public safety through increased policing, security cameras and lighting enhancements.
66. The city partnered with the Downtown Partnership and COPPeR, to conduct Arts Walks with Mayor Bach to support the downtown arts and local art galleries.

67. The city supported and actively participated in an Urban Land Institute expert panel visit that resulted in several actionable recommendations for downtown including added focus on residential units and adaptive use of non-residential space.
68. Mayor Bach and City Council welcomed a delegation from sister city Fujiyoshida, Japan to commemorate the 50th Sister City Anniversary Celebration.
69. Mayor and Suzi Bach delivered “welcome home” baskets to families who rebuilt their homes in the Mountain Shadows neighborhood after the Waldo Canyon Fire.
70. The city supported a major renovation of the historic Mining Exchange building into a Class A boutique hotel property. This project resulted in an investment of over \$20 million, created an estimated 400 jobs, and served as a catalyst for other future downtown investments.
71. Helen Hunt Falls Visitor Center received the Award of Excellence from the Historic Preservation Alliance for preserving the character of the original structure in design and construction of the new facility.
72. The City of Colorado Springs again celebrated its ongoing commitment to its urban forest and forestry management practices securing the 35th year as a Tree City USA.
73. In the spirit of cultural exchange and friendship building, Mayor Bach welcomed delegations from sister cities Bishkek, Kyrgyzstan and Nuevo Casas Grandes, Mexico, a Chinese delegation from the East-West Institute and members of the American Council of Young Political Leaders representing Romania, Croatia, India and Pakistan.

2013

74. The Colorado Springs Fire Department, Police Department, and Office of Emergency Management provided critical mutual aid to the historic Black Forest Fire in El Paso County and the managed the evacuation of the Flying Horse area in Colorado Springs.
75. Mayor Bach appointed, and City Council confirmed, three new commissioners and reappointed one commissioner to the Colorado Springs Housing Authority Board.

76. Hosted a winter *Spirit of the Springs* rally at Colorado College and summer rally at Sierra High School to celebrate and connect neighbors with city government and honor people and organizations recognized by the mayor during the past year.
77. Colorado Springs was selected as one of ten All-America City Award finalists recognizing cities whose citizens work together to identify and tackle community-wide challenges and achieve uncommon results.
78. *Colorado Springs Together*, initiated by Mayor Bach and was a citizen-led recovery team that formed as a result of the Waldo Canyon Fire devastation, assisted El Paso County residents in organizing its own community recovery program after the Black Forest Fire.
79. In 2013, Mayor Bach made 37 *Spirit of the Springs Award* presentations to honor and recognize amazing citizens of Colorado Springs.
80. Mayor Bach appointed, and Council approved three new commissioners to serve on the Colorado Springs Urban Renewal Authority Board.
81. Mayor Bach conducted 13 town hall meetings in neighborhoods throughout the city to interact with fellow citizens on issues unique to their area.
82. Mayor conducted monthly media briefings to inform the community of important city activities, news and events.
83. OEM activated a Disaster Assistance Center and facilitated the opening of FEMA's Disaster Recovery Center for residents impacted by the September 2013 flash flooding along Cheyenne Creek in southwest Colorado Springs.
84. Mayor Bach launched a "downtown renaissance" initiative to make the downtown area more inviting to families, young professionals, primary employers and visitors.
85. Mayor Bach continued to foster cultural exchange welcoming a delegation from sister city Bishkek, Kyrgyzstan and representatives from the American Council of Young Political Leaders from Northern Ireland and Japan.
86. The second annual *Mayor's Cup Golf Tournament* generated \$67,000 for students pursuing careers in public safety through Pikes Peak Community College.

87. The second year of the *Ticket to Success Program* included 40 students from four participating middle schools to engage with city government, 26 more students than the first year.
88. Mayor and Suzi Bach led a community conversation to find better solutions to homelessness, increasing public awareness of homelessness in the community, identifying gaps in services and catalyzing honest conversations about the state of service delivery and the need for additional and stable resources to move people out of homelessness.
89. Funding was expanded for the Police Department's Community Service Officer program by 56% to help address code enforcement issues.
90. A Parks System Master Plan process was initiated to engage community input and to further identify how to sustainably meet community needs and gain long-term direction for the delivery of services.
91. The Parks Department, along with the Colorado Springs Convention and Visitors Bureau and the Downtown Partnership, opened the Acacia Park Visitor Hub with a seasonal ice rink to provide a holiday family activity while encouraging residents and tourists to visit downtown.
92. The city provided funding and leadership to build a more durable delivery system for homeless services by expanding the Continuum of Care (CoC), a coalition of service providers, consumers, businesses, public officials and citizens that work together to achieve common goals that will facilitate the prevention of and recovery from homelessness.
93. The Colorado Springs Fire Department held 82 neighborhood clinics that provided basic and preventative health services, including blood pressure and blood sugar checks, oral and audiology clinics and blood drives.
94. Colorado Springs celebrated its 36th year as a City USA illustrating the city's ongoing commitment to its urban forest and forestry management practices.
95. The city and Fort Carson entered into an agreement with Armed Forces Service Corp to continue serving injured military members at the post's Warrior Transition Battalion.

96. The city collaborated with the Colorado State University-Extension and expanded community garden programming at the Deerfield Hills Community Center to provide youth and their families gardening opportunities.
97. Energy-efficient lighting and appliances were installed throughout the city-owned Hillside Community Center, including the parking lot and park pathways.
98. The city partnered with the Beth-El College of Nursing to implement the Omaha System of health assessments for elementary-aged youth at the Deerfield Hills, Hillside and Meadows Park Community Centers.
99. The Colorado Springs Pioneers Museum opened a One Year Waldo Canyon Fire Anniversary retrospective exhibit titled “From the Ashes” which won first place in the Gazette’s “Best Of” publication.
100. Many city departments joined together to develop a comprehensive public safety plan to respond to the threat of flash flooding throughout the city caused by run off from the Waldo Canyon Fire burn scar.
101. A no-smoking ordinance was established in the city parks to increase wildfire safety and promote healthy lifestyles.
102. Pikes Peak – America’s Mountain – played host to the filming of a segment for the last movie of the “Fast and Furious” franchise.
103. City-owned Valley Hi Golf Course partnered with the First Tee of Pikes Peak to implement its youth program.
104. The Colorado Springs Fire Department treated 1,662 total acres for wildfire mitigation.
105. The Pioneers Museum staff secured \$270,000 in funding for Phase III of the exterior rehabilitation project, of which 70% of the funding came from grants.
106. The Colorado Springs Fire Department obtained more than \$1.3 million in grants or large gifts for wildfire mitigation.

107. Completed forest restoration and removed invasive species in Quail Lake Park, Winfield Scott Open Space, Broadmoor Valley Park, North Cheyenne Cañon Austin Bluffs Open Space and Cresta Open Space, Garden of the Gods, Woodstone Park, Fisher's Canyon and Rockledge Ranch.
108. Office of Emergency Management, Fire and Police partnered with multiple partner agencies such as the American Red Cross and the Salvation Army conducting evacuation drills in the Upper Skyway and Broadmoor Bluffs neighborhoods to reinforce community wildfire preparedness and practice evacuation procedures.
109. SpringsTV, Channel 18, completely upgraded its production facility converting from analogue to High Definition digital programming and was added to the Century Link channel lineup increasing the reach of local programming on city news and events.
110. Implemented Adaptive Street Lighting upgrading 102 existing lighting fixtures and adding four floodlights mounted along Tejon Street downtown to create a much brighter and safer atmosphere.
111. The city collaborated with Pikes Peak Rural Transportation Authority and the Federal Highway Administration to make repairs to the Pikes Peak Greenway Trail along Fountain Creek at Circle Drive, which was damaged in the September 2013 flash flood events.
112. In 2013, the *Spruce Up the Springs* campaign expanded hosting day-long cleanups at Mountain Shadows Park, Bonforte Park, Palmer Park and Garden of the Gods. More than 500 volunteers provided over 2,000 hours of work, a value of more than \$50,000.
113. The historic City Auditorium located downtown celebrated its 90th birthday as it continues to provide a viable and affordable venue capable of hosting a wide variety of events for the community.
114. The Colorado Springs Fire department championed the Wildfire Urban Interface Mitigation Ordinance, which specified better building materials which City Council passed as a result of the Waldo Canyon Fire.

115. In response to predicted flash flooding and sediment flows due to the Waldo Canyon burn scar, City Engineering sponsored more than \$6 million in National Resource Conservation Service (NRCS) grants that were used to construct 10 debris basins on the Flying W Ranch along North Douglas Creek, two debris nets for Camp Creek, along with channel widening to protect the Glen Eyrie Castle and downstream Pleasant Valley neighborhood.
116. The city was awarded three full-time AmeriCorps VISTAs (Volunteers in Service to America), for three consecutive years, to support each community center's efforts to expand outreach and programming to improve youth health and wellness.

2014

117. Mayor Bach hosted six community forums with council participation on backlogged city capital projects, to gain input from residents on the most critical infrastructure needs around the city, including neighborhood streets, stormwater, public safety facilities and parks infrastructure.
118. Mayor Bach appointed, and Council approved three new commissioners to serve on the Colorado Springs Urban Renewal Authority Board.
119. Colorado Springs was further solidified as “America’s Olympic City” when Mayor Bach and City Council welcomed Ancient Olympia as its seventh sister city to enhance the unique relationship our community has with the modern Olympic movement.
120. Mayor Bach presented 59 *Spirit of the Springs* awards, which recognized outstanding accomplishments in the community. This program recognizes citizens and organizations that embody the Spirit of Colorado Springs – like Tim McGruder, who saved a baby on a train track, or Cheyenne Mountain High School Athletic Teams and Rampart High School students Bridger Caicedo and Jenny Yates, who initiated a letter-writing campaign advocating Venezia Park.
121. Mayor and Suzi Bach launched the Initiative to End Homelessness in Colorado Springs, modeled, in part, after the Housing and Urban Development Plan and Denver’s approach. The plan’s goals are to raise awareness about homelessness, build a collaborative model for community response and quickly invest in urgent needs.

122. Conducted an affordable housing needs assessment in partnership with El Paso County to identify gaps in affordable housing and practices for investment.
123. In 2014, the third annual *Mayor's Cup Golf Tournament* raised \$68,000 that provided nine full-tuition secondary education scholarships at Pikes Peak Community College to students pursuing a career in public safety and sponsored more than 200 youth to participate in The First Tee, a youth development organization that teaches life-enhancing values through the game of golf.
124. The Bark Ranger Program, which works to reinforce great pet behavior in city parks, was awarded the Columbine Award for Innovative Programming by the Colorado Parks and Recreation Association.
125. The *Ticket to Success Program* expanded from 14 students in 2012 to 50 students in 2014. The Program continued to introduce middle school students to city operations and senior staff in an effort to encourage the students' interest in future city government careers with the goal to grow future city government leadership.
126. The Community Advancing Public Safety (CAPS) volunteer program expanded to 630 volunteers and was recognized by the International Association of Chiefs of Police for Outstanding Achievement in Law Enforcement Volunteer Programs.
127. The Colorado Springs Police Department's Victims Advocacy Unit recognized by the International Association of Chiefs of Police for Excellence in Victim Services.
128. As of the end of 2014, Mayor Bach, Suzi Bach and members of the executive team delivered welcome home baskets to 155 of the families who lost homes and rebuilt in Mountain Shadows following the Waldo Canyon Fire.
129. The city collaborated with the public to create a new 10-year Parks and Recreation System Master Plan providing accessibility, future development and funding strategies.
130. Announced the development of John Venezia Community Park which will provide a long-awaited recreational space in the northeast part of the city.

131. Colorado Springs was the first city in Colorado to launch the Accessible Icon Project which replaced the original handicap International Symbol of Access with a new, more active symbol to reflect evolving perceptions of people with disabilities.
132. Established Joint Information System protocols and enhanced regional emergency communications to provide vital public information during times of emergency.
133. In conjunction with the annual Homeless Veteran Stand Down, Mayor Bach joined a nationwide Mayor's Challenge to End Veteran Homelessness by the end of 2015 on behalf of the many people working to end homelessness in Colorado Springs.
134. The city partnered with local agencies and added 158 winter shelter beds which provided more safe accommodations for our homeless community.
135. Six neighborhood playground renovations and multiple playground resurfacing and ADA ramps were completed in city parks.
136. Sharing in the spirit of friendship and exposing students to city government Mayor Bach welcomed visiting junior high school students from sister city Fujiyoshida, Japan each year from 2011- 2014.
137. Mayor Bach hosted students from China and Argentina participating in the American Council of Young Political Leaders program.
138. The city successfully applied for and received \$31.9 million in grant funding for various city programs and projects, including the airport, parks, police, fire, housing, homeless services, streets, stormwater and transit services.
139. Completed renovations to Memorial Park including new playgrounds and improved tennis and handball courts.
140. The COS Airport hosted the Pikes Peak Regional Airshow and the Airstrip Attack attracting more than 22,000 visitors to these two events. The Airstrip Attack was a first of its kind event that brought the racetrack to the airport runway.
141. Colorado Springs hosted Stage 4 of the 2014 USA Pro Cycling Challenge attracting thousands of visitors and highlighting the city to an international audience.

142. A new Mountain Shadows Park playground was opened along with a dedication of a Waldo Canyon Fire Memorial.
143. The Colorado Springs Fire Department created a Community Response Team (CRT1), in cooperation with the Police Department and Aspen Pointe funded through a \$1 million grant over three years. CRT1 was specifically designed to provide behavioral health services in the field with a multi-disciplinary staff that directs patients to the proper level and type of care while freeing up valuable resources.
144. The city partnered with Mercy Springs Church and Springs Rescue Mission to establish the Hillside Community Center Food Pantry.
145. Completed backlog of housing rehabilitation projects providing more than 50 families with needed health and safety improvements for their homes.
146. Collaborative efforts by Office of Emergency Management, Public Works, City Communications and the Regional Building Department improved the city's Community Rating System for the National Flood Insurance Program reducing floodplain insurance premiums by 5% within the city limits. The city's voluntary participation in the program provided residents an overall 20% reduction in flood insurance premiums.
147. *Spruce Up the Springs* hosted several summer cleanups at Monument Valley Park, along the Pikes Peak Greenway, Palmer Park, Ute Valley Park, Meadows Park Community Center, North Cheyenne Cañon Park and Austin Bluffs Open Space at Pulpit Rock. An impressive 400-plus volunteers provided more than 1,600 hours of work, a value of over \$40,000.
148. The city's Mountain Metro Transit established service to the new Veteran's Administration Clinic and increased bus frequency to the El Paso County Citizens Service Center connecting citizens to vital services.
149. In cooperation with Colorado Springs Utilities, the South Slope Recreation Area on Pikes Peak opened for fishing, hiking and biking after being closed for more than 100 years.
150. The "Bankers Loop," a single-track mountain biking trail was constructed just minutes from downtown, providing a unique biking opportunity for professionals.

151. In collaboration with the Parks Department's community centers, staff at North Cheyenne Cañon Park developed a new summer camp for children from low income families.
152. Colorado Springs celebrated the 37th year of Tree City USA illustrating the city's ongoing commitment to its urban forest and forestry management practices.
153. The city co-chaired the Emergency Management Access and Functional Needs (AFN) Working Group formed to identify and fill gaps in emergency response planning for individuals who have a disability or access and functional needs.
154. The Colorado Springs Fire Department's Wildfire Mitigation section increased participation in the neighborhood chipping program to a record number of 3,198 homes in 2014.
155. The first alley-pedestrian project, located behind the city's Cascade Avenue parking garage was completed. This alley offers a safer, cleaner, brighter pedestrian area that has become a busy thoroughfare for downtown visitors.
156. The city, Pikes Peak Rural Transportation Authority and Colorado Springs Utilities worked together to conduct emergency repairs on Cimarron Street bridge over Fountain Creek allowing the Colorado Department of Transportation Cimarron Interchange Project to proceed without restrictions.
157. The Colorado Springs Fire Department obtained almost \$500,000 in grants or large gifts for wildfire mitigation.
158. Office of Emergency Management, together with Police and Fire coordinated neighborhood evacuation drills in the Pulpit Rock area allowing hundreds of residents to develop and practice realistic evacuation plans.
159. Since 2011, the Colorado Springs Police Department had 243 graduates from the Citizens Academy, a program designed to educate residents about the police through a series of 12 classes.

160. Office of Emergency Management spearheaded an initiative to convene a multi-agency group to develop emergency action plans in advance of major special events within the city.
161. Office of Emergency Management provided and coordinated training for city employees and local partner agencies: 36 events, 567 people trained, 173 classroom hours and 30,337 student hours completed.
162. A city Operations Outreach Program event was held for all city board and commission members to learn about city operations and the services provided.
163. From 2011 to 2014, Traffic Engineering installed approximately 28 miles of bike lane facilities on local roadways to help the existing bicycle system and partnered with the Pikes Peak Area Council of Governments to develop a regional non-motorized plan to fill in gaps in commuter corridors throughout the Front Range.
164. City Engineering made concrete channel repairs and designed a new and resilient drainage channel for Camp Creek through the Pleasant Valley neighborhood to reduce flash flooding risk, manage erosion through Garden of the Gods, and improve emergency access and traffic safety during flooding.
165. The city worked closely with CDOT to widen I-25 between North Academy and Highway 105 in Monument using funds originally dedicated for work on Powers/Old Ranch Road. In exchange, CDOT agreed to manage and fund the Old Ranch Road intersection project and allow the city to later reimburse CDOT using PPRTA funds over a period of five years.
166. Mayor Bach conducted monthly media briefings to inform the community of important city activities, news and events.
167. The Comprehensive Plan Infill and Redevelopment Steering Committee was formed to provide an informed, proactive and strategic approach to infill and redevelopment in the City.

168. In 2015, the city signed a contract to purchase the land site for construction of a new Sand Creek Police Substation in southeast Colorado Springs in order to accommodate growing personnel and provide facility upgrades to support its mission.
169. Throughout Mayor Bach's term he maintained ongoing dialogue with local, regional and national media including CNN, 60 Minutes, CSPAN, CBS News, Clear Channel, 850 KOA Radio in Denver and others to communicate important issues impacting Colorado Springs.
170. The city is actively negotiating for development and construction of a new Fire Station 22 in Northgate area to break ground mid-2015 and open early 2016. This station will improve response times and provide better emergency services in the northern portion of the city.
171. As of 2015, more than 80% of all the homes destroyed by the Waldo Canyon Fire were rebuilt or are under construction.
172. Mayor Bach, Governor Hickenlooper and former Ohio Governor and Colorado College President Dick Celeste organized a task force to pursue a "Free Agent Zone/Innovation District" to attract and retain sole proprietor professionals to the city.
173. The inaugural Mayor's Young Leaders Awards event was launched and honored five young professional organizations and 21 individual nominees of which five were award winners in Creative Industry, Economic Impact, Innovation in Education, Innovation in Sports Wellness and Future Industries. The event raised \$9,000 which will fund grants for young leader community projects.
174. The new and expanded Labor Day weekend hot air balloon event to continue providing a quality family event at summer's end was announced.
175. In spring 2015, the city will break ground on John Venezia Community Park ground, a much needed park in northeast Colorado Springs.

176. Initial steps were made in the proposed transfer of the Colorado Springs Senior Center from the Colorado Springs Housing Authority to the YMCA to ensure seniors have access to services long-term and to preserve the city's interest in valuable real estate that would be an ideal site for future senior housing.
177. Released the Pikes Peak Summit Complex architectural engineering services Request For Proposals in February to begin the process of building a new Summit House.
178. Mayor Bach reappointed a commissioner and appointed a new commissioner, with Council approval, to the Colorado Springs Urban Renewal Authority Board.
179. From June 2011 to February 2015, Mayor Bach's community building efforts encompassed nearly 600 organized events engaging diverse audiences ranging from local non-profits, neighborhood organizations, educators, employees, to military and other elected officials.
180. Mayor Bach reappointed a commissioner, with Council approval to the Colorado Springs Housing Authority Board.
181. A five-year consolidated plan for the Department of Housing and Urban Development was developed, which aligns housing and community development activities with the City Strategic Plan and targets investments in low-income neighborhoods within Economic Opportunity Zones, builds community infrastructure, identifies housing priorities, and outlines a continued commitment to programs that prevent and end homelessness.
182. Negotiations with Comcast for a renewal of its cable television franchise contract commenced in 2015.
183. Will host in May the fourth year for the *Mayor's Cup Golf Tournament* which generated \$250,000 in three years for student scholarships.
184. The *Ticket to Success Program* launched in 2012 continues to expose youth to city government careers in 2015 with 50 students and five participating middle schools.
185. Colorado Springs Fire Department plans to begin its new Squad 11, which will work part-time with the Community Response Team (CRT1) to assist on mental health calls and reduce the impact on 911.

186. Bus ticket vending machines will be installed at the Citadel Mall, Pikes Peak Community College and Voyager Parkway transfer stations.
187. Submitted a Letter of Map Revision (LOMR) to redraft the Federal Emergency Management Agency (FEMA) floodplain map eliminating the flood insurance requirements for 400 properties along the entire reach of Fountain Creek and pave the way for future development. The revision also removes the Springs Rescue Mission from the floodplain allowing it to expand its campus to serve area homeless.
188. The largest neighborhood wildfire evacuation exercise to date will take place April 2015 to include evacuating companion animals, setting up a mock shelter, conducting door-to-door evacuations and damage assessments, firefighting response activities, and coordinating real-time aerial firefighting resources.
189. In 2015 the city budgeted, from all eligible funding sources, approximately \$50 million for Parks, Recreation and Cultural Services – an increase of more than \$20 million from 2011.
190. Over \$8 million in pre-disaster mitigation grants were awarded by FEMA to stabilize the Greencrest Channel adjacent to Austin Bluffs Parkway protecting this vital east/west commuter corridor and for Cottonwood Creek between Vincent and I-25.
191. As part of the Ute Valley Parks Gateway Expansion, 112 acres of the Hewlett-Packard property was acquired and added over 200 total acres to this park.
192. Throughout his term, Mayor Bach presented 145 Spirit of the Springs awards honoring the extraordinary efforts and achievements of individuals, businesses, and organizations which brought great pride to Colorado Springs through their actions.
193. From 2011-2015, Mayor Bach actively built and maintained strong relationships with mayors and elected officials along the Front Range from Ft. Collins to Trinidad, and with state level officials, working closely with Governor Hickenlooper and his staff on issues affecting local government.

MAYOR BACH'S SPIRIT OF THE SPRINGS AWARDS



NOVEMBER 1, 2011 – MARCH 5, 2015

2011

- Air Academy High School Marching Band – 4A Marching Band State Champions
- Lexi Kluge – Collected over 100 boxes to deployed soldiers
- Wildflower Elementary School – Named National Blue Ribbon School by United States Department of Education
- Cheyenne Mountain Boys' Tennis Team – 4A Boys' Tennis State Champions
- Cheyenne Mountain Girls' Volleyball Team – 4A Girls' Volleyball State Champions
- Tiffany Calabaza, Colorado College – Created a way to bring renewable energy to small towns in New Mexico

2012

- Eric Evans – Saved his grandmother during an electrical storm when a tree fell on her
- Academy School District 20 – Recognized by the Colorado State Board of Education as a District “Accredited with Distinction”
- Cheyenne Mountain Charter Academy Science Team - Selected as the only science team in a nine-state region that qualified to compete in the Team America Rocketry Challenge finals in Washington D.C.
- Theresa Edwards – four time Olympic Basketball Gold Medalist and Chief of Mission for the US Delegation to the 2012 Olympic Games in London
- Maria Ambuul - First Colorado recipient of the American Heritage Girls' “Stars and Stripes” award
- Caydee Denney & John Coughlin – 2012 United States Pairs Figure Skating Champions
- Suzanne Luff – 2012 Prudential Spirit of the Community Colorado award winner for outstanding acts of volunteerism

- Air Academy High School Girls' Basketball Team – The school's first 4A Girls' Basketball State Champions
- Kim Cerjan – One of only eight girls nationwide selected to compete in the National High School 3-Point and Slam Dunk Contest at the NCAA Final Four
- Eileen Johnston, James Irwin Charter Schools – Charter School Operational Excellence Award, Colorado League of Charter Schools
- Colin T. Mullaney, Executive Director of Cheyenne Mountain Charter Academy and The Vanguard School – Charter School Leader of the Year, Colorado League of Charter Schools
- The Palisades/University of Colorado-Colorado Springs – Received the Gold Award for the integration of technology into the senior living community and the Silver Award for its fitness and wellness program from the National Home Builders Association
- Pine Creek High School Wrestling Team – The school's first A Wrestling State Champions
- Janae Vander Ploeg – Named High School Student Athlete of the Year by the Coronado High School Coaches Association
- Canyon Barry – Named High School Student Athlete of the Year by the Coronado High School Coaches Association, Colorado State Tennis Champion and ranked #1 in his class for academics
- Sara Volz – 1st Place Winner in the International Science and Engineering Fair in the Energy and Transportation category
- Aleesa Muir, Classical Academy – Top 10 Finalist in the International Sustainable World Energy Engineering Environment Project
- Shane Johnson, Classical Academy – Top 10 Finalist in the International Sustainable World Energy Engineering Environment Project
- Friends of Cheyenne Canyon – Restoration of the Visitor Center at Helen Hunt Falls
- Dr. C. Neal Jepson – Longtime volunteer and medical service provider to the Colorado Springs community
- Rayne Rowley – Elementary school student who collected books and toys for children affected by the Waldo Canyon Fire
- Jeremy Hill – Volunteered more than 12 hours at the USA Pro Cycling Challenge
- Joshua Hill – Volunteered more than 12 hours at the USA Pro Cycling Challenge

- Jeremy Rice – Colorado Springs Early Colleges Student recognized for his life saving reaction to his unconscious bus driver who lost control of a bus full of students
- Jake Cook, Cheyenne Mountain Middle School – Cheyenne Mountain Middle School Summer internship at the Mayor’s Office
- Classical Academy Girls’ Cross Country Team – 4A Girls’ Cross Country State Champions
- Coronado High School Boys’ Cross Country Team – 4A Boys’ Cross Country State Champions
- Jake Lauer, Rampart High School – Tenor drum player selected to be a member of the United States Army American Marching Band
- Colonel Martin France – Recognized for his immediate and ongoing efforts after the Waldo Canyon Fire
- Katie Boswell – Starbucks manager who provided a second home and a place of business for residents and firefighters during the Waldo Canyon Fire
- Air Academy High School Marching Band – 4A Marching Band State Champions
- Cheyenne Mountain High School Girls’ Volleyball – Five time 4A Girls’ Volleyball State Champions
- Doherty High School Girls’ Volleyball – 5A Girls’ Volleyball State Champions (Perfect Season 29-0)
- Dave Bullock – Outstanding Volunteer – Created and donated Santa’s Sleigh to the Festival of Lights Parade after hearing they would no longer be able to use the North Pole Sleigh

2013

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- Air Academy High School Girls’ Cheerleading – 4A Girls’ State Cheerleading Champions
 - Diane Shuck, Air Academy Athletic Director – Received National Citation from the Federation of High School Associations
 - Swagger the Sheepdog – Won reserve Best in Show at Westminster Kennel Club Dog Show
 - Cheyenne Mountain Jr. High School German Program – Recognized as a German Center of Excellence by the American Association of German Teachers

- Air Force Academy Cadet 3rd Class Garrett O’Hanlon – Saved the life of a citizen who had fallen onto the New York City subway tracks
- Katie Compton – Nine-time National Cyclocross Champion
- Britney Simpson and Matthew Blackmer – 2013 US Junior Pairs Figure Skating Champions
- Max Aaron – 2013 US Men’s Figure Skating Champion
- Joshua Farris – 2013 World Men’s Figure Skating Champion
- Sara Volz – 2013 Intel Science Tech National Award winner
- Scott Hente – Outgoing City Council member for time and service to the City of Colorado Springs
- Liza Czelatdtko – Outgoing City Council member for time and service to the City of Colorado Springs
- Angela Dougan – Outgoing City Council member for time and service to the City of Colorado Springs
- Bernie Herpin – Outgoing City Council member for time and service to the City of Colorado Springs
- Tim Leigh – Outgoing City Council member for time and service to the City of Colorado Springs
- Brandy Williams – Outgoing City Council member for time and service to the City of Colorado Springs
- Minister Gerald Clay – 2012 Colorado Gospel Artist of the Year by the Colorado Gospel Music Academy and Hall of Fame
- Queen Palmer Elementary School – One of six schools in the nation to earn the TAP Ambassador Award
- Shirley Stevens, Principal of Abraham Lincoln Elementary School – 2013 National Distinguished Elementary School Principal for Colorado
- UCCS Inline Hockey Club – 2013 Division II National Champions
- Colorado Springs Conservatory – Designated 2013-2015 Exemplary School by Arts Schools Network
- Chuck Bowles – 2012 Colorado State Small Business Development Center (SBDC) Volunteer of the Year
- David Hughes – Inspirational Leadership Award for service and dedication to Historic Old Colorado City
- Haleigh Washington – The Gazette’s Female Athlete of the Year, Gatorade Volleyball Player of the Year, 2012 Member of US Women’s Junior National Volleyball Team

- Chancellor Pam Shockley-Zalabak – Inspirational Leadership Award presented at the 2013 State of the City Address
- Isaac Petersilie, Coronado High School – 4A Boys’ State Gold Champion
- Dakota York, Coronado High School – Saved fellow student who had a seizure
- Colt Peterson, Coronado High School – Saved fellow student who had a seizure
- Columbia Elementary School – Named National Blue Ribbon School by United States Department of Education
- Charis Bible College – Exceptional Volunteerism
- Air Academy High School Marching Band – 4A Marching Band State Champions
- Pine Creek High School Boys’ Soccer Team – 5A Boys’ Soccer State Champions
- Cheyenne Mountain High School Boys’ Soccer Team – 4A Boys’ Soccer State Champions
- Harrison School District 2 – Colorado Department of Education State Recognition
- Cheyenne Mountain School District 12 – Colorado Department of Education state recognition
- Colorado Springs School District 11 – Colorado Department of Education state recognition
- Academy School District 20 – Colorado Department of Education state recognition

2014

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- Pine Creek High School Football Team – 4A Football State Champions
 - Coronado High School Football Team – 3A Football State Champions
 - Tom Andrew, Timberview Middle School – National Assistant Principal of the Year, National Association of Secondary School Principals
 - Sand Creek High School InvenTeam – Lemelson-MIT InvenTeam Award for their technical solutions to real world problems
 - John Henry – Leadership with Colorado Springs Together after the Waldo Canyon Fire
 - John Putnam – Leadership with Colorado Springs Together after the Waldo Canyon Fire

- Alan Hale – Leadership with Colorado Springs Together after the Waldo Canyon Fire
- Ron Hehr – Leadership with Colorado Springs Together after the Waldo Canyon Fire
- Mike Mallon – Leadership with Colorado Springs Together after the Waldo Canyon Fire
- Jeff Thomas – Leadership with Colorado Springs Together after the Waldo Canyon Fire
- Alyssa Magalong – 2013 Ms. Teen Colorado and 2013 National Team US
- Thomas MacLaren School – Represented Colorado Springs at National School Choice Week and recognized for their “unbeatable spirit”
- Tim McGruder – Saved a baby from train tracks in Pueblo
- Kimberlee Noyes, Centennial Elementary School – 2014 Colorado Outstanding Elementary Assistant Principal of the Year, Colorado Association of Elementary Schools
- Madeleine Girardot – Air Force Academy cadet who saved local teen from choking
- Mesa Ridge High School Girls’ Basketball Team – 4A Basketball State Champions
- UCCS Mens Basketball Team – Record setting season and first time NCAA selection
- Justin Cox – Winning design for Colorado Avalanche hockey helmet
- Janice Gould – 2014-2016 Pikes Peak Poet Laureate
- Jim Johnson – Recognized for community leadership
- Jon Stillman – Primary Employer Leadership Award presented at the 2014 State of the City address
- Lt. General Michelle Johnson – Inspirational Leadership Award, presented at 2014 State of the City address
- Tiffany Colvert – Young Professional Leadership Award, presented at the 2014 State of the City address
- Air Academy Girls’ Lacrosse Team – Girls’ Lacrosse State Champions
- Air Academy Men’s Swim Team – Men’s Swimming State Champions
- Cheyenne Mountain High School Girls’ Golf Team – Girls’ Gold State Champions

- Cheyenne Mountain High School Girls' Soccer Team – Girls' Soccer State Champions
- The Classical Academy Boys' Track Team – Boys' Track State Champions
- The Classical Academy Girls' Track Team – Girls' Track State Champions
- Rebecca Bloomfield – Microbiology winner in Intel International Science and Engineering Fair
- Susan Grace – Commitment to Colorado College Summer Music Festival
- Jack Lundberg – Community leadership of the Discovery Park initiative
- Pikes Peak College Tax Prep Group – 2014 Volunteer Tax Preparation Program
- Monte Bullard – Saved a customer at his place of work from choking
- Midland Elementary School – High Completion rate in ST (Spatial/ Temporal) math
- Raphael Sassower – Received President's Teaching Award from the Colorado Education System
- Lockheed Martin – Primary employer celebrating 50 years in Colorado Springs
- Joe Gray – 2014 National Men's Champion, 54th Annual Run to the Clouds
- Shannon Payne – 2014 National Women's Champion, 54th Annual Run to the Clouds
- Allie McLaughlin – 2014 USA Track & Field Mountain Running National Champion
- Dr. Nicholas Gledich, Colorado Springs District 11 Superintendent – Recognized for his commitment to the community, one of Education Week Magazine's "Leaders to Learn From"
- Jordan Wilson – Girl Scout who helped save three people on Pikes Peak
- Rebecca Clark – Girl Scout who helped save three people on Pikes Peak
- Tristina Altman – Girl Scout who helped save three people on Pikes Peak
- Andre Spencer, Harrison School District 11 Superintendent – Commitment to community, elected to National Board for See the Change USA
- BJ Scott – Community leadership & influence on healthcare in the Pikes Peak region
- Sgt. Zachary Bandli – US Army Forces Command Soldier of the Year
- Empirical Technologies – Primary employer celebrating 10 years in business in Colorado Springs

- USA Women's Volleyball – 2014 Women's Volleyball World Champions
- 100th Missile Brigade – Successfully launched a ground based interceptor missile
- Keysight Technologies – Primary employer celebrating over 50 years of business in Colorado Springs
- The Vanguard School – Ranked #1 school in Colorado and #16 in the nation by Newsweek Magazine
- Divine Redeemer Catholic School Jr. Booster Club – Fill-A-Fleet for Happy Feet Project
- Aspen Auto Group – Donated vehicles for Fill-A-Fleet for Happy Feet Project
- Bridger Caicedo – Exemplary civic engagement & advocacy efforts related to John Venezia Park
- Jenny Yates – Exemplary civic engagement & advocacy efforts related to John Venezia Park
- Amy's Donuts – Small business entrepreneurial spirit in Colorado Springs
- Pine Creek High School Football Team – 4A Football State Champions
- Chinook Trail Elementary School – 2014 Kaiser Permanente Fire Up Your Feet Challenge

2015

- USAFA Cadet 1st Class Rebecca Esselstein – Named Rhodes Scholar
- Dan Hannaway – Longstanding leadership of Colorado Springs Sister Cities International
- Palmer High School Computer Science Club – 2015 Best in State from Verizon Innovation App Challenge
- Angela Prochnow, Sierra High School – 2015 Assistant Principal of the Year from the Colorado Association of School Executives
- Air Academy Boys' Soccer Team – 4A Boys' Soccer State Champions
- Katie Rainsberger, Air Academy High School – 2014-2015 Gatorade Cross Country Runner of the Year
- 1st Stryker Brigade Combat Team, 4th Infantry Division – 2014 Operation Happy Holidays
- 4th Infantry Division and Fort Carson Sergeants Major Association – Acknowledged for their continued support to the military community

CONNECTING WITH CITY GOVERNMENT

There are many ways you can connect with your city government, including web, TV, social media, mail, and our newest and most effective “power tool” – our GoCo Springs mobile app.

FILING A CITIZEN REQUEST:

■ **GoCoSprings App:** GoCoSprings.com

(Apple and Android)

- ▶ Learn about the City, ask a question, report an issue, or give feedback to the City of Colorado Springs, anytime!
- ▶ See a pothole or graffiti? Want to report water wasting? Just snap a pic using GoCoSprings to easily send it in.



■ Online form: coloradosprings.gov/sliders/citizen-request

■ Email: AskCity@SpringsGov.com

■ Phone: 719-385-2489

■ Mailing: P.O. Box 1575, Mail Code 660
Colorado Springs, CO 80903

TO CONNECT WITH CITY GOVERNMENT:

■ Web: www.coloradosprings.gov

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■ Twitter: [@SpringsGov](#)

■ YouTube: [SpringsTVChannel18](#)

■ Vimeo: [ColoradoSprings](#)

■ City E-newsletter: www.coloradosprings.gov/subscribe

MAYOR'S OFFICE:

■ Phone: 719-385-5900

■ Mailing: P.O. Box 1575, Mail Code 610
Colorado Springs, CO 80901-1575

CITY COUNCIL:

- Facebook: [Colorado Springs City Council](#)
- Twitter: [@COSCityCouncil](#)

CS POLICE DEPARTMENT:

- Facebook: [Colorado Springs Police Department](#)
- Twitter: [@CSPDpio](#)

CS FIRE DEPARTMENT:

- Facebook: [Colorado Springs Fire Department](#)
- Twitter: [@CSFDpio](#)

COS AIRPORT:

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TRAFFIC UPDATES:

- Twitter: [@CSTMC](#)

MOUNTAIN METROPOLITAN TRANSIT:

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- Twitter: [@MountainMetro](#)
- YouTube: [MountainMetro Transit](#)

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Acknowledgments

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Mayor Steve and Suzi Bach

Photo Credit:

Page 4: City Hall by Paul Allen

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Jobs • Transforming City Government • Building Community
June 2011 – March 2015

