

Performance Measures

All performance measures are based on strategic plan initiatives and initiatives developed by individual departments/divisions that align directly with a strategic plan goal.

The ID number referenced in each initiative was established to help identify and track each strategic plan/departmental initiative. The initial number (1, 2, 3, or 4) references the goal, the letter (A, B, or C) references an objective, and the final number (for example, 01) is specific to that initiative. The ending numbers are not necessarily sequential, as there are several strategic plan initiatives that do not begin until 2018 or 2019, and thus they are not reflected here. City Council initiatives are denoted by being 1A-C1 instead of 1A-01.

For more information about the goals or objectives please reference the Strategic Plan located on page 1-1.

ID	Goal	Initiative	Accountable Entity
1A-01	Promoting Job Creation	Support the community's economic development goals, working with the Chamber/EDC, SBDC, BBB, CNE and small businesses and startups, nonprofits and other community organizations to identify and remove barriers to business growth and development	Finance - Economic Development
	Year Initiated	Responsible Entities	
	2016	Finance - Economic Development	
	Measure(s) of Success		
	<ul style="list-style-type: none"> Increase in annual new local jobs created in El Paso County over prior year 		

ID	Goal	Initiative	Accountable Entity
1A-02	Promoting Job Creation	Promote the strengthening of skills and employment opportunities of Colorado Springs residents, alignment of our public schools, higher education and promoting opportunities for education/training geared toward trades, that together attract and retain talent in the region	Finance - Economic Development
	Year Initiated	Responsible Entities	
	2016	Finance - Economic Development	
	Measure(s) of Success		
	<ul style="list-style-type: none"> Develop a free agent zone 		

ID	Goal	Initiative	Accountable Entity
1A-03	Promoting Job Creation	Support further development of the City's cybersecurity industry through planning & infrastructure efforts, grant opportunities, and economic development incentives	Finance - Economic Development
	Year Initiated	Responsible Entities	
	2017	Finance - Economic Development	
	Measure(s) of Success		
	<ul style="list-style-type: none"> Maintain our status as the #1 Cybersecurity City in the United States 		

ID	Goal	Initiative	Accountable Entity
1A-04	Promoting Job Creation	Recognizing the importance of a strong downtown to a healthy and sustainable City, and support downtown development projects	Planning and Development
	Year Initiated	Responsible Entities	
	2016	Planning and Development	
	Measure(s) of Success		
	<ul style="list-style-type: none"> Increase the number of housing units (rental and owned) in the downtown area by 1,000 from 2016 to 2020 Support and coordinate the catalytic Southwest Downtown projects through public private partnerships and targeted public projects Implement key Experience Downtown Master Plan multi-modal transportation infrastructure recommendations Improve the WalkScore for the 80903 zip code over the current rating of 54 by 2020 Review and update downtown Form-Based Code taking into account Experience Plan recommendations and stakeholder input Work with City departments and external stakeholders to improve the urban environment, pedestrian character, and visitor experience 		

ID	Goal	Initiative	Accountable Entity
1A-05	Promoting Job Creation	Support the tourism industry through tourism related projects, and support a string core of sport organizations and events, advancing the Olympic City image locally and nationally	Finance - Economic Development
	Year Initiated	Responsible Entities	
	2018	Finance - Economic Development	
	Measure(s) of Success		
	<ul style="list-style-type: none"> • Support development of the Olympic Museum • Develop and construct a new Summit House on the top of Pikes Peak -- America's Mountain • Increase in LART revenue year over year • Increase in hotel room nights year over year 		

ID	Goal	Initiative	Accountable Entity
1A-06	Promoting Job Creation	Encourage the attraction, retention and expansion of creative business enterprises within the Downtown Creative District, and other parts of the city, through innovative strategies and partnerships	Finance - Economic Development
	Year Initiated	Responsible Entities	
	2018	Finance - Economic Development	
	Measure(s) of Success		
	<ul style="list-style-type: none"> • Increase in the Creative Vitality Index (CVI) data in downtown over the current index of 5.91 • Support implementation of an "artist relocation program" to attract artists from across the country to relocation to the Colorado Springs community 		

ID	Goal	Initiative	Accountable Entity
1A-07	Promoting Job Creation	Encourage local purchasing for City products and services to support our local economy	Procurement Services
	Year Initiated	Responsible Entities	
	2016	Procurement Services	
	Measure(s) of Success		
	<ul style="list-style-type: none"> • Increase of 5% in purchases made locally 		

ID	Goal	Initiative	Accountable Entity
1A-08	Promoting Job Creation	Secure public and private funding opportunities for the design, development and construction of a new Summit House, complete the environmental assessment, design and begin construction	PRCS - Pikes Peak - America's Mountain
	Year Initiated	Responsible Entities	
	2016	PRCS - Pikes Peak - America's Mountain	
	Measure(s) of Success		
	<ul style="list-style-type: none"> Construct the new Summit House 		

ID	Goal	Initiative	Accountable Entity
1A-09	Promoting Job Creation	Diversify and expand new revenue streams, while controlling expenses, fostering an efficient and cost effective airport operation subsequently lowering the Cost per Enplanement and encouraging new air service opportunities through COS	Airport
	Year Initiated	Responsible Entities	
	2016	Airport	
	Measure(s) of Success		
	<ul style="list-style-type: none"> TBD 		

ID	Goal	Initiative	Accountable Entity
1A-10	Promoting Job Creation	Enhance economic development opportunities at COS through site and land development planning. This will enable shovel-ready construction for future prospects and further compliment the lucrative economic incentives available through the Commercial Aeronautical Zone	Airport
	Year Initiated	Responsible Entities	
	2016	Airport	
	Measure(s) of Success		
	<ul style="list-style-type: none"> TBD 		

ID	Goal	Initiative	Accountable Entity
1A-11	Promoting Job Creation	Continue to improve recruitment efforts to retain, expand, and attract aviation related businesses within the Commercial Aeronautical Zone	Airport
	Year Initiated	Responsible Entities	
		Airport	
	Measure(s) of Success		
<ul style="list-style-type: none"> TBD 			

ID	Goal	Initiative	Accountable Entity
1A-C1	Promoting Job Creation	Support regional workforce development goals that enhance the City's appeal to high-technology and manufacturing businesses	City Council
	Year Initiated	Responsible Entities	
	2017	City Council	
	Measure(s) of Success		
<ul style="list-style-type: none"> Support efforts and policies that support regional workforce development goals 			

ID	Goal	Initiative	Accountable Entity
1A-C2	Promoting Job Creation	Proactively engage with federal military leadership, with the goal of preserving and expanding, as appropriate, the military presence in the Pikes Peak region	City Council
	Year Initiated	Responsible Entities	
	2017	City Council	
	Measure(s) of Success		
<ul style="list-style-type: none"> Enhance partnerships at local and federal level in support of military installations 			

ID	Goal	Initiative	Accountable Entity
1A-C3	Promoting Job Creation	Identify and implement specific changes within Council's purview that attract and retain jobs, leveraging the City's strengths, including Colorado Springs Utilities' role as an economic engine for the region	City Council
	Year Initiated	Responsible Entities	
	2017	City Council	
	Measure(s) of Success		
	<ul style="list-style-type: none"> Increased awareness of COS General/Corporate Aviation opportunities through social media metrics & a COS GA/Corporate Aviation landing page on COS' website Partner with the Chamber/EDC to identify specific policies at the Council & Utilities Board level that impact job creation 		

ID	Goal	Initiative	Accountable Entity
1A-C4	Promoting Job Creation	Identify tourism promotion and funding strategies that support regional efforts to expand tourism in the Pikes Peak Region	City Council
	Year Initiated	Responsible Entities	
	2017	City Council	
	Measure(s) of Success		
	<ul style="list-style-type: none"> Investigate policy modifications that maximize tax revenues available for tourism promotion and other business initiatives in the tourism arena 		

ID	Goal	Initiative	Accountable Entity
1A-C5	Promoting Job Creation	Encourage infill and develop job creation policies with a priority on West Colorado Avenue, Economic Opportunity Zones and Downtown	City Council
	Year Initiated	Responsible Entities	
	2017	City Council	
	Measure(s) of Success		
	<ul style="list-style-type: none"> Focus economic development & URA efforts in the Southeast EOZ 		

ID	Goal	Initiative	Accountable Entity
1B-01	Promoting Job Creation	Address public safety issues that impact our image and attractiveness to new businesses and residents	Fire; Police
	Year Initiated	Responsible Entities	
	2016	Fire; Police	
	Measure(s) of Success		
	<ul style="list-style-type: none"> • CSFD Development Plan reviews completed in 5 days, 90% of the time • Increase the percentage of community member contacts by the Homeless Outreach Team that result in service referrals by 4% • In citizen surveys about police, 70% or more of respondents will report CSPD is effective in addressing traffic safety 		

ID	Goal	Initiative	Accountable Entity
1B-02	Promoting Job Creation	Address the aging population of the region by incorporating age-friendly elements into the City's development & transportation planning	Public Works - Traffic Engineering
	Year Initiated	Responsible Entities	
	2018	Public Works - Traffic Engineering	
	Measure(s) of Success		
	<ul style="list-style-type: none"> • Increase in pedestrian and bike accessibility through transportation planning • Encourage pedestrian and bike friendly development through overlay zones and zoning code changes 		

ID	Goal	Initiative	Accountable Entity
1B-03	Promoting Job Creation	Engage City Council, City Planning Commission, and neighborhood groups on key land development issues, including implementing priorities of the Infill & Revitalization Steering Committee and educating the public on the benefits of infill	Planning and Development
	Year Initiated	Responsible Entities	
	2018	Planning and Development	
	Measure(s) of Success		
	<ul style="list-style-type: none"> Reduce vacant acreage in core area of City by 300 acres by 2020 by partnering with infill developers and neighborhoods Increase the ratio of infill projects under construction to all projects under construction by 25% from 2017 to 2020 Implement overlay/FBZ zones for North Nevada Avenue and elsewhere as appropriate to stimulate and encourage mixed-use development Implement changes to bike parking requirements in zoning code as either a specific amendment or as part of a comprehensive Code amendment 		

ID	Goal	Initiative	Accountable Entity
1B-04	Promoting Job Creation	Facilitate increased private sector investment in Economic Opportunity Zones through improving infrastructure, updating planning efforts, and changing related City policies	Finance
	Year Initiated	Responsible Entities	
	2018	Finance	
	Measure(s) of Success		
	<ul style="list-style-type: none"> South Nevada redevelopment underway Implement the North Nevada Infrastructure Design and Transit Alternatives Study Implement recommendations of the South Academy Economic Opportunity Zone Action Plan 		

ID	Goal	Initiative	Accountable Entity
1B-05	Promoting Job Creation	Improve the City's overall first impression and appearance by reducing blight and addressing aging, underutilized buildings through the strategic use of URA and state and federal grant funding	Planning and Development
	Year Initiated	Responsible Entities	
	2018	Planning and Development	
	Measure(s) of Success		
	<ul style="list-style-type: none"> Conduct proactive monthly sweeps of arterial streets and identify at least 20 parcels with property maintenance violations 		

ID	Goal	Initiative	Accountable Entity
1B-06	Promoting Job Creation	Support downtown renaissance through collaborating with City Departments and CSU to increase street-scaping projects and partnering with private enterprises on right-of-way improvements near mixed-use developments	Parking System
	Year Initiated	Responsible Entities	
	2018	Parking System	
	Measure(s) of Success		
	<ul style="list-style-type: none"> Streetscape improvements will be completed downtown All remaining high pressure sodium (HPS) street lights in the downtown area will be converted to the new LED fixtures 		

ID	Goal	Initiative	Accountable Entity
1B-07	Promoting Job Creation	Implement Streetscape Solutions Team recommendations on improving conditions of the City's native rights-of-way, medians and Gateway Gems through partnerships, contracted services, and reducing resource-heavy landscaping	PRCS - Forestry
	Year Initiated	Responsible Entities	
	2017	PRCS - Forestry	
	Measure(s) of Success		
<ul style="list-style-type: none"> Perform a high level of maintenance on our native rights-of-way by mowing a minimum of 4 times throughout the growing season, applying herbicide to undesirable vegetation, collecting trash and debris, and removing invasive species 			

ID	Goal	Initiative	Accountable Entity
1B-08	Promoting Job Creation	Enhance traffic safety and modify the behavior of traffic violators by continuing to monitor the consequences of violations of traffic laws	Municipal Court
	Year Initiated	Responsible Entities	
	2016	Municipal Court	
	Measure(s) of Success		
<ul style="list-style-type: none"> Collection rate on traffic matters over 90% 			

ID	Goal	Initiative	Accountable Entity
1B-09	Promoting Job Creation	Partner with community organizations to develop a public arts master plan	PRCS - Cultural Services
	Year Initiated	Responsible Entities	
	2018	PRCS - Cultural Services	
	Measure(s) of Success		
	<ul style="list-style-type: none"> Complete a public art master plan by 2018 and initiate implementation 		

ID	Goal	Initiative	Accountable Entity
1B-10	Promoting Job Creation	Better define economic growth and development objectives as part of the City's Comprehensive Plan update	Planning and Development
	Year Initiated	Responsible Entities	
	2018	Planning and Development	
	Measure(s) of Success		
	<ul style="list-style-type: none"> Clearly define and outline economic growth and development objectives as an output of the Comprehensive Plan update 		

ID	Goal	Initiative	Accountable Entity
1B-11	Promoting Job Creation	Support arts organizations and cultural programming to advance the city's quality of life and national identity, image, and brand	PRCS - Cultural Services
	Year Initiated	Responsible Entities	
	2018	PRCS - Cultural Services	
	Measure(s) of Success		
	<ul style="list-style-type: none"> Support awarding LART funding to arts organizations/arts programming on an annual basis Support the growth of the annual Arts Month initiative to engage the creative sector 		

ID	Goal	Initiative	Accountable Entity
1C-01	Promoting Job Creation	Review business-related City Code and eliminate barriers to doing business in the City	City Clerk; Planning and Development
	Year Initiated	Responsible Entities	
	2016	City Clerk; Planning and Development	
	Measure(s) of Success		
<ul style="list-style-type: none"> Complete a comprehensive review of the Municipal Code, appropriate additions and revisions prescribed and implemented Meet plan review turnaround times (single family permit reviews under 3 days, commercial permit reviews under 5 days and land use application under 28 days) 			

ID	Goal	Initiative	Accountable Entity
1C-02	Promoting Job Creation	Expand the number of services that can be completed online	Mayor's Office, Innovation and Sustainability
	Year Initiated	Responsible Entities	
	2016	Mayor's Office, Innovation and Sustainability	
	Measure(s) of Success		
<ul style="list-style-type: none"> Work with IT to develop and implement a strategy to improve all online services citywide in a consistent and unified manner Implement a new citizen request management system in 2018 			

ID	Goal	Initiative	Accountable Entity
1C-C1	Promoting Job Creation	Identify and revise business-related City Code sections to improve customer focus, expedite processes, and eliminate barriers, in conjunction with City staff	City Council
	Year Initiated	Responsible Entities	
	2017	City Council	
	Measure(s) of Success		
<ul style="list-style-type: none"> Comprehensive review of the Municipal Code, appropriate additions and revisions prescribed and implemented 			

ID	Goal	Initiative	Accountable Entity
1C-C2	Promoting Job Creation	Implement results of the infill steering committee's work and provide citizen input to City Council concerning the plan	City Council
	Year Initiated	Responsible Entities	
	2017	City Council	
	Measure(s) of Success		
<ul style="list-style-type: none"> • Implement a robust infill communication plan • Adopt code changes relating to infill 			

ID	Goal	Initiative	Accountable Entity
1C-C3	Promoting Job Creation	Work with Council Boards & Commissions to identify specific City Code or policy changes that improve important elements of citizens' quality of life	City Council
	Year Initiated	Responsible Entities	
	2017	City Council	
	Measure(s) of Success		
<ul style="list-style-type: none"> • Solicit specific input from Boards & Commissions volunteers & liaisons for recommendations 			

ID	Goal	Initiative	Accountable Entity
2A-01	Investing in Infrastructure	Coordinate infrastructure improvements across City departments/ functions and with CSU	Public Works - Operations and Maintenance
	Year Initiated	Responsible Entities	
	2016	Public Works - Operations and Maintenance	
	Measure(s) of Success		
	<ul style="list-style-type: none"> Coordinate infrastructure improvements across City departments and with CSU Hold regular stakeholder meetings to coordinate initiatives Create a strategic 3-5 year plan, for all stakeholders, to better coordinate projects Leverage technology to implement a complete asset management database Enforce the use of the Project Viewer GIS application for all capital projects in showing all conflicts and opportunities between projects 		

ID	Goal	Initiative	Accountable Entity
2A-02	Investing in Infrastructure	Improve accessibility to and conditions of city facilities through a 10-year facilities master plan, and an annual CIP facilities prioritization process that includes ADA accessibility projects	Finance
	Year Initiated	Responsible Entities	
	2016	Finance	
	Measure(s) of Success		
	<ul style="list-style-type: none"> Improve our average City facility condition rating from 63% to 70% (our City Strategic Facilities Plan goal) by end of 2020 Complete ADA transition plans by end of 2018 by meeting with individual departments and enterprises and designate addressing noted deficiencies in 1,3,5,10 and 20 year benchmarks. 		

ID	Goal	Initiative	Accountable Entity
2A-03	Investing in Infrastructure	Develop a systemic fleet replacement strategy for all city operations	Innovation and Sustainability
	Year Initiated	Responsible Entities	
	2016	Innovation and Sustainability	
	Measure(s) of Success		
	<ul style="list-style-type: none"> Decrease the average vehicle age by 3 years by end of 2020, compared to year-end 2017 through developing and implementing a data-driven fleet replacement strategy 		

ID	Goal	Initiative	Accountable Entity
2A-04	Investing in Infrastructure	Improve City IT infrastructure to support City services, provide adequate security of data and information, and identify and address maintenance needs for the City's communications systems	Information Technology
	Year Initiated	Responsible Entities	
	2016	Information Technology	
	Measure(s) of Success		
	<ul style="list-style-type: none"> Eliminate the risk associated with unsupported devices by the end of 2020 by removing and replacing all unsupported instances on the City IT network over the next three years as permitted by the IT budget for tech refresh Improve the cybersecurity posture of the City by the end of 2020 by reducing the City user click rate of phishing attempts to below 15% by increasing cyber security awareness training, conducting tabletop incident response exercises 		

ID	Goal	Initiative	Accountable Entity
2A-05	Investing in Infrastructure	Educate the public and legislators on the critical need, as well as benefits, of infrastructure	Communications
	Year Initiated	Responsible Entities	
	2016	Communications	
	Measure(s) of Success		
	<ul style="list-style-type: none"> Engage 1/4 of the City's population with information about infrastructure via combined SpringsTV video views, website visits and social media posts 		

ID	Goal	Initiative	Accountable Entity
2A-06	Investing in Infrastructure	Improve environmental sustainability of City infrastructure and assets	Innovation and Sustainability
	Year Initiated	Responsible Entities	
	2016	Innovation and Sustainability	
	Measure(s) of Success		
	<ul style="list-style-type: none"> Decrease the annual energy consumption of City facilities Develop and implement energy efficiency projects at facilities with the highest Energy Star Use intensity 		

ID	Goal	Initiative	Accountable Entity
2A-07	Investing in Infrastructure	Work with military installations to identify and take advantage of land use opportunities that serve mutual benefits to regional growth and vitality	Planning and Development
	Year Initiated	Responsible Entities	
	2017	Planning and Development	
	Measure(s) of Success		
	<ul style="list-style-type: none"> Continue City participation in PPACG's Joint Land Use Study Include military installation representatives in the Comprehensive Plan process 		

ID	Goal	Initiative	Accountable Entity
2A-08	Investing in Infrastructure	Provide urban forest management practices that mitigate risk, and enhance public safety, stormwater retention and property value and address the aging urban forest through hazard tree removals	PRCS - Forestry
	Year Initiated	Responsible Entities	
	2017	PRCS - Forestry	
	Measure(s) of Success		
	<ul style="list-style-type: none"> • Increase the number of tree removals on dead, dying and hazardous trees by 10% annually through 2020 • Increase stormwater retention and improve age and species diversity in the urban forestry through increasing the number of trees planted by 20% annually through 2020 • Complete forest management projects on 100 acres of forested open space annually 		

ID	Goal	Initiative	Accountable Entity
2A-09	Investing in Infrastructure	Identify and address needs for additional tools and technology across City departments which facilitate effective infrastructure improvement and development initiatives (communication and data tools, etc.)	Information Technology
	Year Initiated	Responsible Entities	
	2018	Information Technology	
	Measure(s) of Success		
	<ul style="list-style-type: none"> • Complete 75% of the IT infrastructure projects identified to be completed in 2019 by ensuring all projects go through the service request process and approved projects have a project manager assigned • Complete 75% of the department projects identified to be completed in 2019 by ensuring all projects go through the service request process and approved projects have a project manager assigned 		

ID	Goal	Initiative	Accountable Entity
2A-10	Investing in Infrastructure	Successfully implement the 2C program	Public Works - Operations and Maintenance
	Year Initiated	Responsible Entities	
	2016	Public Works - Operations and Maintenance	
	Measure(s) of Success		
	<ul style="list-style-type: none"> • Successfully implement the 2C program by delivering projects on time, within budget and to specification • Create a transparent environment to easily report financial status and project progress to citizens • Regularly engage Public Communications to post information through multiple mediums including media, social media and web content 		

ID	Goal	Initiative	Accountable Entity
2A-C1	Promoting Job Creation	Facilitate intergovernmental cooperation to support, as appropriate, efforts relating to stormwater, emergency response, transportation, and aging	City Council
	Year Initiated	Responsible Entities	
	2017	City Council	
	Measure(s) of Success		
<ul style="list-style-type: none"> Creating of a long-term, realistic funding and action plan to address infrastructure needs 			

ID	Goal	Initiative	Accountable Entity
2A-C2	Promoting Job Creation	Continue to collaborate with stakeholders to implement realistic and effective regional stormwater solutions, and other high-priority capital improvements and maintenance programs	City Council
	Year Initiated	Responsible Entities	
	2017	City Council	
	Measure(s) of Success		
<ul style="list-style-type: none"> Creating of a long-term, realistic funding and action plan to address infrastructure needs 			

ID	Goal	Initiative	Accountable Entity
2B-01	Investing in Infrastructure	Develop a long-term funding solution for a sustainable and resilient stormwater system	Finance; Public Works - Stormwater Enterprise
	Year Initiated	Responsible Entities	
	2017	Finance; Public Works - Stormwater Enterprise	
	Measure(s) of Success		
<ul style="list-style-type: none"> Identify a potential funding solution and present recommendations to Mayor and City Council Implement the funding solution, as agreed upon with Mayor and City Council 			

ID	Goal	Initiative	Accountable Entity
2B-02	Investing in Infrastructure	Collaborate with partners to identify potential local, state and federal grant opportunities and pursue appropriate opportunities	Finance
	Year Initiated	Responsible Entities	
	2017	Finance	
	Measure(s) of Success		
<ul style="list-style-type: none"> Identify additional grant opportunities through a centralized Finance grant program 			

ID	Goal	Initiative	Accountable Entity
2B-03	Investing in Infrastructure	Complete a comprehensive user fee analysis of all City user fees to ensure alignment of fees with the User Fee Policy and implement consistent review periods	Finance
	Year Initiated	Responsible Entities	
	2018	Finance	
	Measure(s) of Success		
<ul style="list-style-type: none"> Complete all fee analyses and reviews on time per the Comprehensive Fee Schedule By 2021, ensure that all fees are in line with the City's User Fee Policy 			

ID	Goal	Initiative	Accountable Entity
2C-01	Investing in Infrastructure	Support a long-term smart city plan that recognizes and embraces the future of rapidly changing technology in transportation, energy, and other aspects that improve the quality of life for our citizens	Public Works - Traffic Engineering
	Year Initiated	Responsible Entities	
	2017	Public Works - Traffic Engineering	
	Measure(s) of Success		
<ul style="list-style-type: none"> Implement three Smart City pilot projects by the end of December 2019 			

ID	Goal	Initiative	Accountable Entity
2C-02	Investing in Infrastructure	Rethink and repurpose infrastructure/utility corridors as multipurpose facilities that provide trail, open space, and public space amenities in addition to infrastructure purposes	Public Works - City Engineering; Public Works - Stormwater Enterprise; PRCS - Park Maintenance and Operations
	Year Initiated	Responsible Entities	
	2018	Public Works - City Engineering; Public Works - Stormwater Enterprise; PRCS - Park Maintenance and Operations	
	Measure(s) of Success		
<ul style="list-style-type: none"> Realize multipurpose facilities on 90% of projects which are capable of incorporating trail, open space, and/or public space amenities Meet monthly in the Infrastructure Coordination Committee Meeting Introduce at least four (4) corridor plans for consideration Enforce the use of the Project Viewer GIS application for all capital projects in showing all conflicts and opportunities between projects 			

ID	Goal	Initiative	Accountable Entity
2C-03	Investing in Infrastructure	Improve safety for all modes of travel including vehicular, pedestrian and bicycles throughout the City	Public Works - Traffic Engineering
	Year Initiated	Responsible Entities	
	2018	Public Works - Traffic Engineering	
	Measure(s) of Success		
<ul style="list-style-type: none"> Complete missing sidewalks on all arterial streets by 2040 Build 50% of the Bike Master Plan's Vision Network by 2040 Design and retrofit roadways to the posted speed, using strategies such as narrowing lanes, building bumpouts and other traffic calming measures, through first completing a catalogue of roadways operationally eligible for dieting by the end of 2019 Recognizing that our City employees contribute to the level of traffic safety in our community, reduce reported City vehicle traffic speeding violations by 10% annually and reduce the cost of employee-at-fault auto accidents by 10% annually 			

ID	Goal	Initiative	Accountable Entity
2C-04	Investing in Infrastructure	Improve and expand transit services	Public Works - Transit
	Year Initiated	Responsible Entities	
		Public Works - Transit	
	Measure(s) of Success		
<ul style="list-style-type: none"> • Increase ridership by 2% annually by improving frequency and span of service • Maintain system-wide transit on-time performance of 90% by monitoring and adjusting transit route running time and intermediate points • Meet or exceed the number of transit routes operating with headways less than 60 minutes by identifying higher-performing routes that meet minimum ridership thresholds • Meet or exceed the number of transit routes operating on weekday-evenings, Saturdays, and Sundays by identifying higher-performing routes that meet minimum ridership thresholds • Meet or exceed the percent of urbanized area served within ¼ mile of a transit route by continuing to serve higher-density locations 			

ID	Goal	Initiative	Accountable Entity
2C-05	Investing in Infrastructure	Enhance and preserve connectivity between trails, open spaces, parks, bike paths, historical sites and City attractions	PRCS - Park Maintenance and Operations
	Year Initiated	Responsible Entities	
		PRCS - Park Maintenance and Operations	
	Measure(s) of Success		
<ul style="list-style-type: none"> • Implementation of several connectivity related projects in the 2014-2025 Colorado Springs Parks' Master Plan • Achieve a City of Colorado Springs League of American Bicyclists rating of Gold by 2020 • Complete the Legacy Loop trail and trailhead 			

ID	Goal	Initiative	Accountable Entity
3A-01	Building Community and Collaborative Relationships	Reduce homelessness through implementation of a community plan, and addressing the community need of permanent, supportive housing	Planning and Development - Neighborhood Services
	Year Initiated	Responsible Entities	
	2016	Planning and Development - Neighborhood Services	
	Measure(s) of Success		
<ul style="list-style-type: none"> Assist and empower local service agencies and providers to effectively reduce homelessness by 5% per year through the efforts of the Homeless Prevention and Response Coordinator assigned to the Neighborhood Services Division Develop and implement initiatives to increase community value of grant funds by at least 5% year-over-year from 2017-2020 Remediate 95% of vacated homeless camps within 48 hours of notification by CSPD 			

ID	Goal	Initiative	Accountable Entity
3A-02	Building Community and Collaborative Relationships	Improve access to a broad range of quality housing that is safe accessible and affordable	Planning and Development; Community Development
	Year Initiated	Responsible Entities	
	2016	Planning and Development; Community Development	
	Measure(s) of Success		
<ul style="list-style-type: none"> Through planning policies/incentives encourage the development of mixed-use developments with housing, including affordable housing units 			

ID	Goal	Initiative	Accountable Entity
3A-03	Building Community and Collaborative Relationships	Maintain and enhance attractive neighborhoods through City services, innovative enforcement techniques, and voluntary compliance with City codes and regulations	Planning and Development - Neighborhood Services
	Year Initiated	Responsible Entities	
	2017	Planning and Development - Neighborhood Services	
	Measure(s) of Success		
<ul style="list-style-type: none"> Maintain 10% or fewer property maintenance and land use/zoning code enforcement cases referred to prosecution via summons or other means from 2017 to 2020 Resolve 90% of property maintenance complaints within 90 days of receipt via voluntary compliance or other non-judicial means Resolve 90% of land use/zoning complaints within 120 days of receipt via voluntary compliance or other non-judicial means Abate 90% of graffiti complaints within 24 hours of receipt 			

ID	Goal	Initiative	Accountable Entity
3A-04	Building Community and Collaborative Relationships	Continually build on a solid foundation of public trust and engage the community in public safety efforts	Fire, Police
	Year Initiated	Responsible Entities	
	2016	Fire, Police	
	Measure(s) of Success		
<ul style="list-style-type: none"> • Body-worn camera program is successfully implemented and regularly evaluated • Increase by 5% the number of opportunities for citizens to be engaged in public safety through the CAPS program • Increase the number of people following CSPD on social media by 10% compared to 2017 • In citizen surveys about police, 90% or more of respondents will report satisfaction with the quality of police services in Colorado Springs • Enhance crime prevention messaging to the public by achieving a 3% increase in the reach of public safety posts on Nextdoor.com 			

ID	Goal	Initiative	Accountable Entity
3A-05	Building Community and Collaborative Relationships	Maintain and enhance the City's ability to prepare for, respond to, recover from, and mitigate against major emergencies and disasters	Office of Emergency Management
	Year Initiated	Responsible Entities	
	2016	Office of Emergency Management	
	Measure(s) of Success		
<ul style="list-style-type: none"> • Provide a minimum of six trainings for City Departments and partners to ensure response readiness • Provide preparedness information to the public through a minimum of two community meetings and/or preparedness events, plus maintain the website www.csready.org • Revise emergency response plans and hazard mitigation strategies according to a pre-defined schedule and/or need identified through an event 			

ID	Goal	Initiative	Accountable Entity
3A-06	Building Community and Collaborative Relationships	Develop a neighborhood planning template as part of the Comprehensive Plan efforts and empower neighborhoods, in conjunction with CONO and other entities, to undertake neighborhood planning efforts	Planning and Development
	Year Initiated	Responsible Entities	
	2017	Planning and Development	
	Measure(s) of Success		
<ul style="list-style-type: none"> • Complete a neighborhood planning template by 2020 			

ID	Goal	Initiative	Accountable Entity
3A-07	Building Community and Collaborative Relationships	When feasible, adopt universal design principles that ensure accessibility for all new and renovated public facilities, including recreational facilities and playgrounds	PRCS - Design and Development
	Year Initiated	Responsible Entities	
	2018	PRCS - Design and Development	
	Measure(s) of Success		
<ul style="list-style-type: none"> Increase in number of new/renovated PRCS recreational facilities that incorporate universal design principles 			

ID	Goal	Initiative	Accountable Entity
3A-C1	Building Community and Collaborative Relationships	Participate in regional Continuum of Care to support elimination of homelessness and vagrancy and their effect on citizens' quality of life	City Council
	Year Initiated	Responsible Entities	
		City Council	
	Measure(s) of Success		
<ul style="list-style-type: none"> Adopt a community plan for addressing homelessness with community organizations Grant funding is allocated to priorities of the homelessness plan 			

ID	Goal	Initiative	Accountable Entity
3A-C2	Building Community and Collaborative Relationships	Partner with local non-profit organizations to promote effective neighborhood outreach and leadership development	City Council
	Year Initiated	Responsible Entities	
	2017	City Council	
	Measure(s) of Success		
<ul style="list-style-type: none"> Increase City participation in neighborhood events (some organized through CONO) throughout the city 			

ID	Goal	Initiative	Accountable Entity
3B-01	Building Community and Collaborative Relationships	Use technology to inform and engage the community, using a number of channels, including city-sponsored programs or events	Communications; Mayor's Office; Innovation and Sustainability
	Year Initiated	Responsible Entities	
	2016	Communications; Mayor's Office; Innovation and Sustainability	
	Measure(s) of Success		
<ul style="list-style-type: none"> Partner with CONO on citizen outreach events including Civics on Tap, Citizens College and Coffee and Civics Increase Facebook followers from 10K to 13K in 2018 Increase Instagram followers from 5K to 8K in 2018 Increase Twitter followers from 45.5K to 50K in 2018 			

ID	Goal	Initiative	Accountable Entity
3B-02	Building Community and Collaborative Relationships	Establish a unified citywide guideline for the public input process	Communications
	Year Initiated	Responsible Entities	
	2017	Communications	
	Measure(s) of Success		
<ul style="list-style-type: none"> Create a policy for departments contracting with Public Information firms Establish guidelines and a menu of communications services available to engage residents in the public input process 			

ID	Goal	Initiative	Accountable Entity
3B-03	Building Community and Collaborative Relationships	Continue to enhance volunteerism within the Parks, Recreation and Cultural Services Department & Public Safety Departments	PRCS - Recreation and Administration
	Year Initiated	Responsible Entities	
	2016	PRCS - Recreation and Administration	
	Measure(s) of Success		
<ul style="list-style-type: none"> Increase the PRCS Department total volunteer hours by 10% annually 			

ID	Goal	Initiative	Accountable Entity
3B-04	Building Community and Collaborative Relationships	Work with Council to develop semi-annual educational events for boards and commissions members to educate members on all City departments and functions	City Council
	Year Initiated	Responsible Entities	
	2016	City Council	
	Measure(s) of Success		
<ul style="list-style-type: none"> Develop and host semi-annual educational events 			

ID	Goal	Initiative	Accountable Entity
3B-C1	Building Community and Collaborative Relationships	Evaluate existing City Council Boards, Commissions and Task Forces to ensure effectiveness and citizen participation; revise and restructure to ensure robust citizen input, and leverage new technology tools	City Council
	Year Initiated	Responsible Entities	
	2017	City Council	
	Measure(s) of Success		
<ul style="list-style-type: none"> Work with other City departments to develop semi-annual educational events for boards and commissions members to educate members on all City departments and functions 			

ID	Goal	Initiative	Accountable Entity
3B-C2	Building Community and Collaborative Relationships	Continue to clarify and effectively execute the legislative role of City Council and refine Council processes to facilitate transparency, proactivity, and citizen engagement	City Council
	Year Initiated	Responsible Entities	
	2017	City Council	
	Measure(s) of Success		
<ul style="list-style-type: none"> Support addition of new community engagement programs, targeted on underserved areas of the City 			

ID	Goal	Initiative	Accountable Entity
3C-01	Building Community and Collaborative Relationships	Support Council and work with CML on policies at the State and Federal level that impact our community	City Council; Mayor's Office
	Year Initiated	Responsible Entities	
		City Council	
	Measure(s) of Success		
<ul style="list-style-type: none"> Our community helps to affect policy decisions at the State and Federal level that affect our City, in cooperation with the Chamber/EDC and other organizations Increase in discretionary federal grants awarded to the City or Pikes Peak region Work with CDOT and community partners to accelerate the I-25 Monument to Castle Rock expansion 			

ID	Goal	Initiative	Accountable Entity
3C-02	Building Community and Collaborative Relationships	Maintain and enhance mutual aid relationships and improve interoperability among regional public safety agencies	Office of Emergency Management
	Year Initiated	Responsible Entities	
		Office of Emergency Management	
	Measure(s) of Success		
<ul style="list-style-type: none"> Improve communication among emergency response partners through the use and testing of systems such as WebEOC, CodeRED and 800 MHz Participate in a minimum of six joint training exercises with regional partners annually Maintain existing agreements and establish a minimum of three new agreements with partner agencies 			

ID	Goal	Initiative	Accountable Entity
3C-03	Building Community and Collaborative Relationships	Enhance the City's environmental sustainability efforts in conjunction with other governmental entities	Innovation and Sustainability
	Year Initiated	Responsible Entities	
		Innovation and Sustainability	
	Measure(s) of Success		
<ul style="list-style-type: none"> TBD 			

ID	Goal	Initiative	Accountable Entity
3C-C1	Building Community and Collaborative Relationships	Continue to lead the development of an effective legislative agenda and lobbying program, working in concert with Colorado Springs Utilities, the Colorado Municipal League, the executive branch, and municipal associations	City Council
	Year Initiated	Responsible Entities	
	2017	City Council	
	Measure(s) of Success		
<ul style="list-style-type: none"> Engage with elected leaders to affect policy decisions at the state and federal level that affect our City, in cooperation with the Chamber/EDC and other organizations 			

ID	Goal	Initiative	Accountable Entity
4A-01	Excelling in City Services	Improve public safety response times	Police; Fire
	Year Initiated	Responsible Entities	
	2016	Police; Fire	
	Measure(s) of Success		
<ul style="list-style-type: none"> Decrease the use of 911 by "Super-utilizers" for non-emergency situations by 40% for the 500 identified patients To reduce the percentage of 911 calls that are abandoned by 2% compared to 2017 To increase the percentage of time emergency response technicians answer 911 calls within 10 seconds by 5% To increase the percentage of time officers arrive at priority one calls for service within 8 minutes by 5% 			

ID	Goal	Initiative	Accountable Entity
4A-04	Excelling in City Services	Modernize development review processes internally, and evaluate regulations, fees and rules, using best practices, in cooperation with other entities outside City government who are involved in the process	Planning and Development
	Year Initiated	Responsible Entities	
		Planning and Development - Development Review Enterprise	
	Measure(s) of Success		
<ul style="list-style-type: none"> Implement a digital and more streamlined relationship between the City's development review functions, CSU and other entities to improve timeliness and decrease data entry by end of 2017 Utilize dropbox for greater efficiency in distribution of information to applicants and interested citizens; reduction in document scanning needs Update Engineering Review Fees to align with overall City cost of service policies by 2018 Update Planning and Development website to be more user friendly; add FAQ pages and fillable forms decreasing customer and staff input needs Streamline online pre-application requests to decrease internal distribution time and citizen input time; improve distribution and tracking online 			

ID	Goal	Initiative	Accountable Entity
4A-05	Excelling in City Services	Allow for competitive compensation, including increasing soft benefits, to attract and retain high quality employees	Human Resources
	Year Initiated	Responsible Entities	
	2016	Human Resources	
	Measure(s) of Success		
<ul style="list-style-type: none"> Salaries are maintained close to national and local averages to attract and retain talent Improve soft benefits that enhance City employees' work/life balance 			

ID	Goal	Initiative	Accountable Entity
4A-07	Excelling in City Services	Improve organizational capability and effectiveness – professional development, leadership, training, change management, strategic thinking, fiscal literacy and staff engagement	Human Resources
	Year Initiated	Responsible Entities	
	2016	Human Resources	
	Measure(s) of Success		
<ul style="list-style-type: none"> Improvement in employee survey results regarding training/leadership opportunities 			

ID	Goal	Initiative	Accountable Entity
4A-08	Excelling in City Services	Implement a culture of safety and safe work practice accountability	Human Resources
	Year Initiated	Responsible Entities	
	2016	Human Resources	
	Measure(s) of Success		
<ul style="list-style-type: none"> Initiate behavioral safety and employee involvement Establish advanced safety training for supervisors Analyze job tasks and document through job safety analysis 			

ID	Goal	Initiative	Accountable Entity
4A-09	Excelling in City Services	Explore implementation of a Talent Management approach, sharing resources and talent cross-departmentally	Human Resources
	Year Initiated	Responsible Entities	
	2018	Human Resources	
	Measure(s) of Success		
<ul style="list-style-type: none"> Increase in the number of employees formally involved in multiple department projects/work 			

ID	Goal	Initiative	Accountable Entity
4A-10	Excelling in City Services	Continue to support the City of Colorado Springs' HEAL designation through city programming and policies	PRCS - Recreation and Administration
	Year Initiated	Responsible Entities	
	2018	PRCS - Recreation and Administration	
	Measure(s) of Success		
<ul style="list-style-type: none"> Maintain our City's status as a "Fit Community" according to the LiveWell Colorado HEAL program 			

ID	Goal	Initiative	Accountable Entity
4A-11	Excelling in City Services	Provide quality, affordable golf services to the residents and visitors of the City of Colorado Springs	PRCS - Golf Courses
	Year Initiated	Responsible Entities	
	2016	PRCS - Golf Courses	
	Measure(s) of Success		
<ul style="list-style-type: none"> Average green fee revenue per 9-hole round at 85% or higher of rack rate Contributions to fund balances at both golf courses 			

ID	Goal	Initiative	Accountable Entity
4A-12	Excelling in City Services	Increase the number of golf rounds played at both golf courses	PRCS - Golf Courses
	Year Initiated	Responsible Entities	
	2017	PRCS - Golf Courses	
	Measure(s) of Success		
<ul style="list-style-type: none"> Exceed 108,000 9-hole rounds played at Patty Jewett Exceed 55,000 9-hole rounds played at Valley Hi 			

ID	Goal	Initiative	Accountable Entity
4A-13	Excelling in City Services	Proactively advise and educate officials, employees, departments, and enterprises on relevant law and practices	City Attorney
	Year Initiated	Responsible Entities	
	2018	City Attorney	
	Measure(s) of Success		
<ul style="list-style-type: none"> Provide a minimum of 4 training sessions to City officials, employees, departments, and enterprises 			

ID	Goal	Initiative	Accountable Entity
4A-14	Excelling in City Services	Complete Title II ADA Self Evaluation by end of 2017	Human Resources
	Year Initiated	Responsible Entities	
	2016	Human Resources	
	Measure(s) of Success		
<ul style="list-style-type: none"> Develop a transition plan for addressing ADA self-evaluation findings 			

ID	Goal	Initiative	Accountable Entity
4A-15	Excelling in City Services	Review and direct municipal government audit function and deliverables to measure trends, efficiencies, effectiveness, and improvement opportunities	City Auditor
	Year Initiated	Responsible Entities	
	2017	City Auditor	
	Measure(s) of Success		
<ul style="list-style-type: none"> New tools and training are being utilized and measured results are in process 			

ID	Goal	Initiative	Accountable Entity
4A-16	Excelling in City Services	Continue to provide excellent customer service at the Municipal Court	Municipal Court
	Year Initiated	Responsible Entities	
	2017	Municipal Court	
	Measure(s) of Success		
<ul style="list-style-type: none"> Maintain over 90% Customer Service Approval rating 			

ID	Goal	Initiative	Accountable Entity
4A-17	Excelling in City Services	At Pikes Peak - America's Mountain, maintain an average operational cost per visitor that is fair and equitable in relation to the expenditures of the Enterprise necessary for long-term sustainability	PRCS - Pikes Peak-America's Mountain
	Year Initiated	Responsible Entities	
	2017	PRCS - Pikes Peak-America's Mountain	
	Measure(s) of Success		
<ul style="list-style-type: none"> Operational cost of \$10 or less per visitor 			

ID	Goal	Initiative	Accountable Entity
4A-18	Excelling in City Services	Continue with fundraising and sustainability efforts at each of the Cultural Services sites in order to supplement the City's general fund appropriation and maintain current program levels	PRCS - Cultural Services
	Year Initiated	Responsible Entities	
	2017	PRCS - Cultural Services	
	Measure(s) of Success		
<ul style="list-style-type: none"> Revenue contribution of approximately \$400,000 in donated and earned income 			

ID	Goal	Initiative	Accountable Entity
4A-19	Excelling in City Services	Increase the Cemeteries' market share in the community	PRCS - Cemeteries
	Year Initiated	Responsible Entities	
	2017	PRCS - Cemeteries	
	Measure(s) of Success		
<ul style="list-style-type: none"> Attain over 25% market share in El Paso County 			

ID	Goal	Initiative	Accountable Entity
4A-20	Excelling in City Services	Stabilize the maintenance cost per site at Evergreen and Fairview Cemeteries	PRCS - Cemeteries
	Year Initiated	Responsible Entities	
	2017	PRCS - Cemeteries	
	Measure(s) of Success		
<ul style="list-style-type: none"> Achieve maintenance cost per site at \$17.00 or lower 			

ID	Goal	Initiative	Accountable Entity
4A-21	Excelling in City Services	Continue to refine the business licensing process in order to remove barriers and assist companies in obtaining a business license	City Clerk
	Year Initiated	Responsible Entities	
		City Clerk	
	Measure(s) of Success		
<ul style="list-style-type: none"> Move all business license forms to a fillable pdf format in order to enable potential businesses to complete the form on line and print the form in order to submit with other licensing paperwork Reduce the required paperwork by eliminating duplicate forms that are already required by the State 			

ID	Goal	Initiative	Accountable Entity
4A-22	Excelling in City Services	Elevate the records program by providing multiple group and individual training sessions with the departmental records liaisons to assist them with evaluating their onsite/offsite records to determine the correct retention period	City Clerk
	Year Initiated	Responsible Entities	
	2017	City Clerk	
	Measure(s) of Success		
<ul style="list-style-type: none"> Complete trainings with all department record liaisons Review the remaining 1,400 unassigned boxes with the liaisons and assign the boxes to the correct department 			

ID	Goal	Initiative	Accountable Entity
4A-23	Excelling in City Services	To grow current relationships with clients and leadership for information sharing, trust, and common goals; to help City, Utilities and Airport to achieve their strategic goals and objectives and increase awareness of audit services and fraud reporting	City Auditor
	Year Initiated	Responsible Entities	
	2017	City Auditor	
	Measure(s) of Success		
<ul style="list-style-type: none"> Launch the Procurement Card Pilot using data analysis tools with transaction tests to provide continuous monitoring Complete IT risk assessment for City, Airport and Colorado Springs Utilities by end of 2017 			

ID	Goal	Initiative	Accountable Entity
4A-24	Excelling in City Services	Improve existing, highly utilized parks through water footprint reduction projects, updated facility efficiency, improved safety and facility renovations	PRCS - Park Maintenance and Operations; PRCS - Recreation and Administration
	Year Initiated	Responsible Entities	
	2016	PRCS - Park Maintenance and Operations; PRCS - Recreation and Administration	
	Measure(s) of Success		
<ul style="list-style-type: none"> TBD 			

ID	Goal	Initiative	Accountable Entity
4A-C1	Excelling in City Services	Review and direct municipal government audit function and deliverables to measure trends, efficiencies, effectiveness, and improvement opportunities	City Council
	Year Initiated	Responsible Entities	
	2017	City Council	
	Measure(s) of Success		
<ul style="list-style-type: none"> Audit recommendations addressed 			

ID	Goal	Initiative	Accountable Entity
4A-C2	Excelling in City Services	Work cooperatively with the executive branch to examine the City's budget and strategic plan development processes, identify policy changes and opportunities for effective and early engagement	City Council
	Year Initiated	Responsible Entities	
	2017	City Council	
	Measure(s) of Success		
<ul style="list-style-type: none"> Encourage evaluation of City processes and services across all departments to ensure that the City is continually improving and maximizing efficiency and effectiveness 			

ID	Goal	Initiative	Accountable Entity
4B-01	Excelling in City Services	Promote our City successes through all forms of media to improve trust in City government and evoke greater pride in our City	Communications
	Year Initiated	Responsible Entities	
	2018	Communications	
	Measure(s) of Success		
<ul style="list-style-type: none"> Improved communication of success stories 			

ID	Goal	Initiative	Accountable Entity
4B-02	Excelling in City Services	Modernize citizen issue reporting and information request system to allow self-service for citizens and greater efficiency for City Staff	Innovation and Sustainability
	Year Initiated	Responsible Entities	
	2018	Innovation and Sustainability	
	Measure(s) of Success		
	<ul style="list-style-type: none"> Initiate procurement mechanism for delivery of a modern citizen issue reporting system 		

ID	Goal	Initiative	Accountable Entity
4B-03	Excelling in City Services	Institute data governance and standards and use data comprehensive data to drive decision-making at all levels	Innovation and Sustainability
	Year Initiated	Responsible Entities	
	2016	Innovation and Sustainability	
	Measure(s) of Success		
	<ul style="list-style-type: none"> Implement data standards Complete a review of existing data governance and implement data governance policies and procedures 		

ID	Goal	Initiative	Accountable Entity
4B-04	Excelling in City Services	Implement a City Radio Replacement plan	Information Technology - Radio
	Year Initiated	Responsible Entities	
	2018	Information Technology - Radio	
	Measure(s) of Success		
	<ul style="list-style-type: none"> Implement a City Radio Replacement plan 		

ID	Goal	Initiative	Accountable Entity
4B-05	Excelling in City Services	Implement an MCM Technology work ticket / asset management solution for Radio	Information Technology - Radio
	Year Initiated	Responsible Entities	
	2018	Information Technology - Radio	
	Measure(s) of Success		
<ul style="list-style-type: none"> Complete proof of concept for the MCM work ticket system 			

ID	Goal	Initiative	Accountable Entity
4B-06	Excelling in City Services	Enhance public web-based GIS map and information on city-owned properties	Real Estate Services
	Year Initiated	Responsible Entities	
	2018	Real Estate Services	
	Measure(s) of Success		
<ul style="list-style-type: none"> Update the public web-based GIS map that identifies all city-owned properties 			

ID	Goal	Initiative	Accountable Entity
4B-07	Excelling in City Services	Develop an Open Data program, including data publication, governance and alignment to standards, to share appropriate City data with the community	Innovation and Sustainability
	Year Initiated	Responsible Entities	
	2017	Innovation and Sustainability	
	Measure(s) of Success		
<ul style="list-style-type: none"> Publish an additional 20 datasets by year end 2019 Inaugurate a public challenge based on City data 			

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