City of Colorado Springs

2020-2024 Strategic Plan

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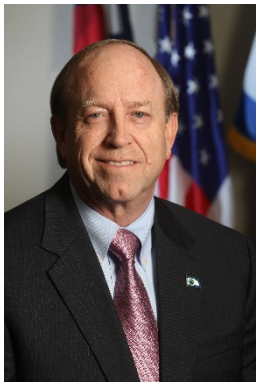
Introduction from the Mayor



Like any successful organization, the City of Colorado Springs must have a strategic vision to ensure that our programs, services, and initiatives are aligned towards a better future.

With our guiding goals of Promoting Job Creation, Investing in Infrastructure, Building Community and Collaborative Relationships, and Excelling in City Services, we can continue moving Colorado Springs forward while providing the quality services and infrastructure that make Colorado Springs the gem of the Rockies.

The plan you hold sets forth our City's priorities and commitments from 2020 through 2024, and was developed with input from the broader community. We are focused on addressing the standard of living within our city, leveraging technology to improve processes and service delivery, and finding new ways to collaborate and listen.

The City will continue to foster an environment that creates jobs and will partner with community organizations and regional partners which make a local impact. Through innovation and vision, we are committed to making improvements that benefit the lives of citizens, business owners, and visitors.

Finally, while the City will accomplish many initiatives in the next five years, the additional resources, expertise, and community pride that are essential to accomplishing the strategies laid out in this plan can be found in every corner of our community.

We look forward to working together to ensure that our great City continues to match our incredible scenery.

Sincerely,

John W. Suthers
Mayor

Mission

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

Vision

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

Core Values

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

CITYWIDE STRATEGIC PLAN GOALS

Promoting Job Creation

Collaborate with regional partners to attract a diverse economic base to Olympic City USA. This focus includes corporate and small businesses, entrepreneurial start-ups and Opportunity Zones to create diverse and sustainable economic growth.

Investing in Infrastructure

Continue to address infrastructure and transportation needs by providing smart and innovative mobility solutions to create a connected, safe, and accessible community. This should include trails and multi-modal access, as well as traditional modes of transit.

Cultivate the City's natural amenities to reflect its majestic landscapes for today and the future.

Building Community & Collaborative Relationships

Provide strategic city services and community partnerships to improve citizen quality of life by reducing crime, reducing the number of persons experiencing chronic homelessness, increasing affordable housing opportunities, and facilitating community investment.

Collaborate with other governmental agencies and military installations.

Excelling in City Services

Provide excellent and sustainable delivery of core services by making data driven investments and decisions.

Support continuous improvement and cross departmental collaboration to improve service delivery to residents and provide for their public safety.

CITY COUNCIL STRATEGIC PLAN

The City of Colorado Springs City Council has specific initiatives and measures of success that align with the Citywide Strategic Plan goals. Each of the City Council initiatives and measures can also be found throughout the Citywide Strategic Plan in the specified *Initiatives and Performance Measures* section.

City Council Objective	Citywide Strategic Plan Goal
Regional Collaboration	**Building Community & Collaborative Relationships**
Partner with local governments and regional agencies in order to share knowledge and increase efficiencies in the Pikes Peak Region	
Conduct an annual meeting with County Commissioners, and quarterly meetings between City Council and County Commissioner leadership Continue coordination between the City of Colorado Springs and Colorado Springs Utilities for Public Works and Streets projects with a reduction in duplicative street repairs Continue engagement with military installations through community opportunities such as Military Affairs Council with the Chamber of Commerce and the Pikes Peak Area Council of Governments, and establish a Council Member as the military affairs liaison to increase direct communication with military installations Organize an annual meet and greet program with regional municipal partners including Manitou Springs, Fountain, Pueblo, Monument, etc. and attempt to identify areas of mutual concern	
Communication	**Building Community & Collaborative Relationships**
Increase communication with constituents at all levels of interaction in order to promote a culture of civic engagement	
Develop a Constituent Response Specialist position to increase responsiveness and consistency in public messaging Increase methods of communication to constituents through opportunities such as town halls, policy briefs, email announcements, social media messaging, etc. Develop a Civics 101 training for new City employees to explain the role of City Council, the legislative process and methods of civic engagement Increase the value of Boards and Commissions with an emphasis on action items and annual reporting requirements to City Council Increase methods and frequency of communication between Executive staff and City Council through quarterly reports and staff planning lunch updates	
Safe and Resilient Communities	**Building Community & Collaborative Relationships**
Identify legislative opportunities to enhance long range objectives with meaningful impacts	
Support the City's financial resiliency through work with Executive staff to develop a budgetary resiliency plan and associated metrics Support Public Safety initiatives through funding and the annual budget process Encourage connectivity across the city through innovative approaches to transportation solutions Increase public awareness and encourage legislation that proactively supports issues of affordable housing and homelessness Increase public awareness and support around issues of the Urban Tree Canopy and Wildland Urban Interface	

CITY COUNCIL STRATEGIC PLAN

City Council Objective	Citywide Strategic Plan Goal
PlanCOS	**Promoting Job Creation**
Facilitate the implementation of the City's Comprehensive Plan, Plan COS	
Support the Executive Branch's hiring of a Planning and Land Use consultant to review and provide recommendations on City Code Chapter 7 Actively participate in thoughtful discussion and drafting of legislation related to PlanCOS and other planning priorities Incentivize developers to build in underserved areas of Colorado Springs, such as the Southeast, and support general infill policies and programs through development of URA criteria Work with the Planning Department to develop a more complete and comprehensive understanding of the processes of Special Districts, including GIS map visualizations and debt issuance overview	

CITY COUNCIL

Front Row (from left to right):
- Council Member David Geislinger, District 2
- Council Member Yolanda Avila, District 4
- Council Member Bill Murray, At-Large
- Council Member Andy Pico, District 6

Back Row (from left to right):
- Council Member Don Knight, District 1
- Council President Pro-Tem Tom Strand, At-Large
- Council President Richard Skorman, District 3
- Council Member Jill Gaebler, District 5
- Council Member Wayne Williams, At-Large

INITIATIVES AND PERFORMANCE MEASURES

Promoting Job Creation

Collaborate with regional partners to attract a diverse economic base to Olympic City USA. This focus includes corporate and small businesses, entrepreneurial start-ups and Opportunity Zones to create diverse and sustainable economic growth.

Initiatives	Performance Measures
Airport	
1.1 Continue efforts to diversify revenue through air service growth and economic development	1.1.1 Continue to develop air service marketing program in order to sustain routes and ensure growth 1.1.2 Identify general aviation service gaps and pursue business opportunities by the end of 2021 1.1.3 Continued development of the Peak Innovation business park with 15% completion by the end of 2024 1.1.4 Continue to provide support for Peterson Air Force Base (PAFB) growth and development through regular meetings and ongoing collaboration
City Clerk	
1.2 Review and update business-related City Code	1.2.1 Annually review and update as needed Chapter 2 of the City Code 1.2.2 Annually update the City Clerk website and forms as related to any Code updates
City Council	
1.3 Facilitate the implementation of the City's Comprehensive Plan, PlanCOS	1.3.1 Support the Executive Branch's hiring of a Planning and Land Use consultant to review and provide recommendations on City Code Chapter 7 1.3.2 Actively participate in thoughtful discussion and drafting of legislation related to PlanCOS and other planning priorities 1.3.3 Incentivize developers to build in underserved areas of Colorado Springs, such as the Southeast, and support general infill policies and programs through development of URA criteria 1.3.4 Work with the Planning Department to develop a more complete and comprehensive understanding of the processes of Special Districts, including GIS map visualizations and debt issuance overview

INITIATIVES AND PERFORMANCE MEASURES

Promoting Job Creation

Initiatives	Performance Measures
Economic Development	
1.4 Promote the creation of primary jobs in target industries through collaboration with the region's economic and business development organizations; leveraging local, state, and federal economic development tools; and ensuring a responsive business climate to support attraction, retention, and expansion efforts of companies in Colorado Springs	1.4.1 Continue to support private investment through rapid response team and issue resolution processes, supporting at least 20 businesses annually 1.4.2 Collaborate with the Planning Department and Urban Renewal Authority to establish incentives to attract private investment in mature areas of the city including Downtown and Economic Opportunity Zones by Q4 2020 1.4.3 Collaborate with Colorado Springs Chamber & EDC, Colorado Springs Airport, El Paso County, and other partners to develop and implement a strategic plan for activating and marketing the city's Foreign Trade Zone by Q4 2020 1.4.4 In partnership with key economic partners, develop and implement a strategic plan for the region's Qualified Opportunity Zones to attract, encourage, support, track and measure Opportunity Zone projects and Fund investment by Q2 2020 1.4.5 Collaborate with the Colorado Springs Chamber & EDC to develop a formal business retention and expansion engagement process to increase outreach to Colorado Springs businesses and increase the number of local and state incentives leveraged by local companies
1.5 Advance the Olympic City USA brand and tourism industry through supporting planning and infrastructure efforts in and near Downtown, catalytic projects such as City for Champions, and key events that attract visitors to the region	1.5.1 Facilitate the positive economic impact for each City for Champions project on an ongoing basis, and provide an annual update for each City for Champions project to the State Economic Development Commission and City Administration on the economic and fiscal impacts of each project 1.5.2 Host two meetings per year with the RTA Advisory Board to provide updates on City for Champions projects

Promoting Job Creation

Initiatives	Performance Measures
Economic Development (continued)	
1.6 Encourage the development of a robust innovation ecosystem that supports entrepreneurs, startup companies, and small businesses that diversify our regional economy	1.6.1 Lead Colorado Springs for Small Business Advancement initiative with City Planning and Development, Colorado Springs Fire Marshal, Colorado Springs Utilities, Regional Building Department and other partners and entrepreneurs to establish and implement a unified program for building pre-inspections by Q4 2020 1.6.2 Increase promotion and utilization of COSopenforbiz.com annually 1.6.3 Develop 3-4 industry specific process maps that facilitate continuous improvement of the business opening process and increase speed of development by Q3 2021 1.6.4 Annually increase the number of entrepreneurs Economic Development directly assists through the small business support process
Fire	
1.7 Address public safety issues that impact our image and attractiveness to new businesses and residents	1.7.1 Strive to achieve fire department construction plan review turnaround 90% of the time in less than 5 days 1.7.2 Continue to pursue reclassification of ISO rating from 2 to 1 by 2024 1.7.3 Plan and deliver two fire station “open house" events annually
Parks, Recreation & Cultural Services	
1.8 Attract the community, visitors, and businesses to drive the economy and image of Colorado Springs.	1.8.1 Increase efficiency by implementing special event software to support event organizers and city departments by 2023 1.8.2 Increase visitor attendance at parkland attractions 1.8.3 Maintain the average golf green fees at 85% or higher of the golf rack rate

INITIATIVES AND PERFORMANCE MEASURES

Promoting Job Creation

Initiatives	Performance Measures
Planning and Community Development	
1.9 Support new development and redevelopment of mature areas of the City as critical influences for a resilient economy, strong and vital neighborhoods and the overall success of the City; and implement operating procedures, which streamline the land use review process	1.9.1 Continue to implement the Experience Downtown Colorado Springs Master Plan by supporting private and public investment, and construction of new housing 1.9.2 Collaborate with the Economic Development Department and the Urban Renewal Authority to establish incentives that target mature areas of the city, especially Economic Opportunity Zones by Q4 2020 1.9.3 Create neighborhood plans using PlanCOS as the guiding document and present two neighborhood plans to City Council for adoption by Q4 2023 1.9.4 Rewrite and present to City Council for adoption City Code Chapter 7 using PlanCOS as the guiding document and incorporate standards and procedures that reduce barriers to infill and redevelopment, as well as promote quality development by Q3 2021 1.9.5 Increase the number of initial review letter responses completed within four weeks to 85% of all applications submitted. 1.9.6 Leverage technology to improve service delivery through continued work with the IT department in the implementation of the Accela permitting and project management system by Q1 2022
Police	
1.10 Address public safety issues that impact our image and attractiveness to new business and residents	1.10.1 Affect positive change in driver behavior as indicated through crash data 1.10.2 Increase the number of resources, to include staffing, addressing homelessness issues and enforcement by 2021 1.10.3 Increase the number of referrals of persons experiencing homelessness to service providers by 2021 1.10.4 Collaborate with the City Attorney's Office to evaluate ordinances that address illegal street racing by 2022 1.10.5 By the end of 2020, examine the feasibility of a fifth police station in the downtown area

Promoting Job Creation

Initiatives	Performance Measures
Public Works	
1.11 Leverage technology and engage stakeholders to make it easier to do business in the City	1.11.1 By the end of Q1 2020 partner with the Chamber/EDC to identify infrastructure needs for potential new businesses in the City and use GIS to show planned infrastructure improvements 1.11.2 Identify two potential redundant services between a military installation and the City of Colorado Springs by end of Q1 2020 1.11.3 Meet with military leaders of interested installations to further discussion of redundant services, and if agreed upon, develop an Intergovernmental Service Agreement (IGSA) with at least one of the local military installations by end of Q2 2020

INITIATIVES AND PERFORMANCE MEASURES

Investing in Infrastructure

Continue to address infrastructure and transportation needs by providing smart and innovative mobility solutions to create a connected, safe, and accessible community. This should include trails and multi-modal access, as well as traditional modes of transit.

Cultivate the City's natural amenities to reflect its majestic landscapes for today and the future.

Initiatives	Performance Measures
Parking	
2.1 Invest in technology to enhance the parking experience downtown	2.1.1 Implement a mobile payment application for payment in parking meters – January 2020 2.1.2 Upgrade the Parking Access and Revenue Control System (PARCS) for each of the existing parking structures – Fall 2020 2.1.3 Push parking structure occupancy to the city website in real time – end of 2020 2.1.4 Implement Smart meter technology in the Southwest Downtown area – Summer 2020 2.1.5 Implement a progressive pricing policy for on-street meters – Summer 2020
Parks, Recreation & Cultural Services	
2.2 Enhance and expand an interconnected system of parks, recreation and cultural services through preservation, stewardship and innovative programs	2.2.1 Address priority capital park improvements through total funding spent annually 2.2.2 Improve the urban trail system through trail renovation and added trail segments; as measured by trail mileage renovated and added annually 2.2.3 Address facility improvements through total funding spent annually 2.2.4 Invest in stewardship and monitoring of natural resources through increased community contacts 2.2.5 Provide increased recreation programming on an annual basis to meet community needs as determined by the department's recreation plan 2.2.6 Offer diverse volunteer opportunities for community engagement by maintaining a total volunteer service value of $3 million annually 2.2.7 Implement inclusive and ADA design improvements by improving accessibility at a minimum of three sites per year

INITIATIVES AND PERFORMANCE MEASURES

Investing in Infrastructure

Initiatives	Performance Measures
Public Works	
2.3 Address infrastructure and multi-modal transportation needs to provide a safe, connected, and accessible community	2.3.1 Develop Mobile Ticketing for Transit Services by Q2 2021 to provide riders with increased flexibility and improve service delivery 2.3.2 Position the City of Colorado Springs for the future by identifying potential light rail corridors by Q2 2022
Support Services	
2.4 Develop a nationally recognized smart cities program that is adding value to citizens and driving economic development	2.4.1 Implement 10 smart city pilot projects by 2021 2.4.2 Scale 3 smart city pilot projects beyond the pilot phase by 2024 2.4.3 Conduct 4 value-add engagement efforts a year, including post-event feedback

INITIATIVES AND PERFORMANCE MEASURES

Building Community & Collaborative Relationships

Provide strategic city services and community partnerships to improve citizen quality of life by reducing crime, reducing the number of persons experiencing chronic homelessness, increasing affordable housing opportunities, and facilitating community investment.

Collaborate with other governmental agencies and military installations.

Initiatives	Performance Measures
Airport	
3.1 Plan for the Airport of 2040, ensuring compatible land use and adequate protections for future needs	3.1.1 Complete the 2020-2040 Airport Master Plan by the end of 2021 3.1.2 Establish community Compatible Land Use task force during 2020 that will include internal and external stakeholders 3.1.3 Develop a community education plan for airport operations and impacts by 2021 3.1.4 Determine key capital improvement needs for 2020-2040 by 2021, in conjunction with the Airport Master Plan
City Auditor	
3.2 Expand awareness and collaboration with stakeholders by creating a culture of service for client organizations and their leaders	3.2.1 Interview key stakeholders after each audit for performance feedback with a customer satisfaction goal of 75% for value added audits 3.2.2 Conduct one presentation or training with clients per auditor annually
City Council	
3.3 Partner with local governments and regional agencies in order to share knowledge and increase efficiencies in the Pikes Peak Region	3.3.1 Conduct an annual meeting with County Commissioners, and quarterly meetings between City Council and County Commissioner leadership 3.3.2 Continue coordination between the City of Colorado Springs and Colorado Springs Utilities for Public Works and Streets projects with a reduction in duplicative street repairs 3.3.3 Continue engagement with military installations through community opportunities such as Military Affairs Council with the Chamber of Commerce and the Pikes Peak Area Council of Governments, and establish a Council Member as the military affairs liaison to increase direct communication with Military installations 3.3.4 Organize an annual meet and greet program with regional municipal partners including Manitou Springs, Fountain, Pueblo, Monument, etc. and attempt to identify areas of mutual concern

INITIATIVES AND PERFORMANCE MEASURES

Building Community & Collaborative Relationships

Initiatives	Performance Measures
City Council (continued)	
3.4 Increase communication with constituents at all levels of interaction in order to promote a culture of civic engagement	3.4.1 Develop a Constituent Response Specialist position to increase responsiveness and consistency in public messaging 3.4.2 Increase methods of communication to constituents through opportunities such as town halls, policy briefs, email announcements, social media messaging, etc. 3.4.3 Develop a Civics 101 training for new City employees to explain the role of City Council, the legislative process and methods of civic engagement 3.4.4 Increase the value of Boards and Commissions with an emphasis on action items and annual reporting requirements to City Council 3.4.5 Increase methods and frequency of communication between Executive staff and City Council through quarterly reports and staff planning lunch updates
3.5 Identify legislative opportunities to enhance long range objectives with meaningful impacts	3.5.1 Support the City's financial resiliency through work with Executive staff to develop a budgetary resiliency plan and associated metrics 3.5.2 Support Public Safety initiatives through funding and the annual budget process 3.5.3 Encourage connectivity across the city through innovative approaches to transportation solutions 3.5.4 Increase public awareness and encourage legislation that proactively supports issues of affordable housing and homelessness 3.5.5 Increase public awareness and support around issues of the Urban Tree Canopy and Wildland Urban Interface
Communications	
3.6 Effectively reach Colorado Springs residents through varied and effective means of communication to foster trust in city government	3.6.1 Increase 'Likes' and engagement on social media channels by at least 15% each year. 3.6.2 Consistently use at least 3 non-traditional forms of communication (e.g. social media, texting, etc.)

INITIATIVES AND PERFORMANCE MEASURES

Building Community & Collaborative Relationships

Initiatives	Performance Measures
Finance	
3.7 Promote a culture of service to ensure that Finance is viewed as a partner and resource	3.7.1 Deliver a minimum of two (2) trainings or presentations per year, per division 3.7.2 Review and update the City Travel Policies and Procedures by the end of 2020 3.7.3 Initiate partnerships between City departments in order to share resources and increase efficiencies in Sales Tax enforcement by the end of 2022 3.7.4 Collaborate with City departments/divisions to research and identify grant opportunities related to each of the four strategic plan goals, and related initiatives, by the end of 2020 3.7.5 Sales Tax Department to implement “In-App" style survey through email, City website and City intranet by 12/31/2020; build a SMART plan based on feedback and measure progress quarterly beginning 1st quarter of 2021
Fire	
3.8 Continually build on a solid foundation of public trust and engage the community in public safety efforts	3.8.1 Increase by 5% the number of opportunities for citizens to be engaged in public safety through the CAPS program 3.8.2 Provide direct educational contacts to a minimum of 500 citizens monthly 3.8.3 Utilize information gathered from a public feedback survey in the development of the CSFD 2020-2024 Strategic Plan 3.8.4 Annually review mutual/automatic aid agreements with neighboring jurisdictions
Human Resources	
3.9 Provide strategic city services and community partnerships to improve citizen quality of life by collaborating with other governmental agencies and military installations	3.9.1 Develop a plan to improve collaboration with military organizations and governmental agencies in recruitment efforts by 2021 3.9.2 Review all City programs for accessibility by 12/31/2022 3.9.3 Conduct a quarterly ADA forum in an effort to engage citizens 3.9.4 Identify and review all City departments policies and procedures for ADA compliance by 12/31/2022

INITIATIVES AND PERFORMANCE MEASURES

Building Community & Collaborative Relationships

Initiatives	Performance Measures
Office of Emergency Management	
3.10 Enhance the capabilities of the emergency management program to support first response agencies and the community by continued collaboration in the development of the Pikes Peak Regional Office of Emergency Management (PPROEM)	3.10.1 Establish a PPROEM regional facility to include an advanced emergency coordination center by the 3rd quarter of 2020 3.10.2 Integrate, through evaluation and synthesis, the City and County emergency management plans for a PPROEM regional focus, addressing the needs of participating jurisdictions by the 4th quarter 2022 3.10.3 Develop and implement an ongoing training and exercise program starting in June of 2019 to evaluate and improve PPROEM capabilities by the 1st quarter of 2020 3.10.4 Obtain PPROEM EMAP accreditation by the 3rd quarter of 2023
3.11 Develop a comprehensive PPROEM community engagement program to provide awareness of hazards, associated risks, and how to prepare for those potential impacts through inclusive planning and education efforts	3.11.1 Assess existing programs and conduct strategic planning sessions to identify opportunities to engage with the community by 2021 3.11.2 Develop PPROEM Community Preparedness Outreach plan(s) and outreach activity for the public starting in June 2019 with completion during the 1st quarter 2020 3.11.3 Conduct ongoing PPROEM education campaigns and community events by hosting two annual severe weather workshops with response partners 3.11.4 As part of the ongoing PPROEM education campaigns and community events support at least 10 community special events with staffing and program volunteers 3.11.5 Host at least three hazard-based community workshops per year

Building Community & Collaborative Relationships

Initiatives	Performance Measures
Office of Emergency Management (continued)	
3.12 Build community resilience and increase the region's capacity to address disasters by continuous development and expansion of community partnerships	3.12.1 Beginning in the 3rd Quarter of 2019, conduct an annual regional emergency management conference/ workshop that will address emergency management at the local level, relevant issues facing our community, and endeavors to better prepare the whole community 3.12.2 Increase partner agency input and abilities on the PPROEM's planning efforts and training program through stakeholder input, outreach, training and exercises by holding at least two workshops each year to inform and gain input on plans, procedures and training needs 3.12.3 Hold at least two annual Emergency Coordination Center (ECC) trainings for partner ECC staffing to build and improve their knowledge, skills and abilities 3.12.4 Hold at least two exercises each year to allow those with a role and responsibility within the PPROEM program to evaluate and practice their skills and abilities to support an ECC Activation
Parking	
3.13 Partner with community stakeholders to increase the ease and utilization of both private and public parking structures to create an optimal parking experience for community events	3.13.1 Develop a plan for evaluating the potential locations for future parking structures – Spring 2020 3.13.2 Partner with Mountain Metro (Transit) to implement a downtown shuttle program to service public and private needs and improve mobility – Summer 2021 3.13.3 Build a parking structure in the downtown area as a joint venture with a private entity that will provide both private and public parking – 4th quarter 2022

Building Community & Collaborative Relationships

Initiatives	Performance Measures
Parks, Recreation & Cultural Services	
3.14 Build on existing relationships and partnerships with a diverse community of stakeholders to leverage resources	3.14.1 Leverage partnerships to secure $15 million through the Pikes Peak summit Complex public fundraising campaign by 2021 3.14.2 Pursue grant and partner funding to support parks, recreation and cultural services operations and improvements as measured by funding secured 3.14.3 Plan and implement the City's Sesquicentennial celebration and supporting events by the end of 2021; measured by planning and implementation steps completed
Planning and Community Development	
3.15 Improve access to a broad range of homeless, affordable and work-force housing	3.15.1 Write and present to City Council for adoption an affordable housing plan that identifies housing needs for all socioeconomic classes within our community by Q3 2020 3.15.2 Adopt direct and indirect financial incentives by Q3 2020 that reduce upfront costs of constructing affordable housing that target individuals and families at or below the area's medium income levels 3.15.3 Allocate a significant portion of annual Federal entitlement grants to help fund housing projects that target individuals and families at or below the area's medium income levels 3.15.4 Adopt land use policies and standards that remove barriers and support a wide variety of innovative designs, including high density single-family and multi-family, age friendly, age-in-place and multi-generational housing
3.16 Reduce homelessness and improve access to homeless services	3.16.1 Implement and update annually the 2019 Homeless Initiative plan. 3.16.2 Allocate a portion of the annual Federal entitlement grants to help fund permanent supportive housing, shelters and homeless services 3.16.3 Maintain adequate amount of shelter beds to accommodate persons that are unsheltered and implement strategies, which increase shelter bed occupancy 3.16.4 Adopt direct and indirect financial incentives by Q3 2020 that reduce upfront costs of constructing permanent supportive housing and shelters

INITIATIVES AND PERFORMANCE MEASURES

Building Community & Collaborative Relationships

Initiatives	Performance Measures
Police	
3.17 Continually build on a solid foundation of public trust and engage the community in public safety efforts	3.17.1 Maintain an average citizen trust score of at least 69/100 as measured by a digital, continuous survey 3.17.2 Implement a community-wide traffic safety steering committee by 2020 3.17.3 Implement CDOT/DOT highway signs as an educational tool in traffic safety by 2020 3.17.4 Expand and enhance the operations of the community response team (CRT) by 2021 3.17.5 Implement appropriate recommendations from the Illumination Project by 2022
Procurement	
3.18 Increase Citywide understanding of public procurement process and regulations	3.18.1 Contribute 6 educational publications to the "Friday Morning Coffee" email in 2020; increase annually thereafter to 12 by 2024 3.18.2 Develop and deploy Electronic Requisition Training for City employees by 12/31/2020 3.18.3 Conduct annual Electronic Requisition training sessions beginning in 2021 with the goal of 95% of electronic submissions correct on first submittal by 12/31/2024 3.18.4 Develop and deploy an internal Procurement Services Division (PSD) employee training program by 3/31/2020 3.18.5 Increase internal PSD training by one event annually beginning Q2 2020 with the goal of quarterly training by 12/31/2024
3.19 Increase education and outreach to local vendors	3.19.1 Host an annual vendor fair to teach local, regional and small businesses how to do business with the City 3.19.2 Increase outreach to local small business development organizations, nonprofits and regional and government partners (e.g. PTAC, SBDC, SCORE, SBA, Ft Carson, etc.) by 25% year over year, to increase collaboration, increase visibility of partnering & business opportunities, and to increase education among local vendors

INITIATIVES AND PERFORMANCE MEASURES

Building Community & Collaborative Relationships

Initiatives	Performance Measures
Public Works	
3.20 Engage and educate citizens in order to share knowledge, gather ideas and foster trust in City government	3.20.1 Hold an annual Public Works Citizen's Academy by end of Q3 2022 3.20.2 Implement a Pikes Peak Rural Transportation Authority (PPRTA) reporting and communications plan by Q1 of 2020 in an effort to improve reporting and public communication related to PPRTA projects and programs
Support Services	
3.21 Drive sustainability initiatives that are outlined in PlanCOS	3.21.1 Develop a community-wide sustainability plan with input from regional stakeholders by 2021 3.21.2 Implement 5 impactful sustainability initiatives as outlined in the sustainability plan by 2024

INITIATIVES AND PERFORMANCE MEASURES

Excelling in City Services

Provide excellent and sustainable delivery of core services by making data driven investments and decisions. Support continuous improvement and cross departmental collaboration to improve service delivery to residents and provide for their public safety.

Initiatives	Performance Measures
Airport	
4.1 Ensure a safe, efficient and financially stable airport	4.1.1 Maintain exceptional performance in the annual FAA Part 139 inspection 4.1.2 Maintain exceptional performance in annual TSA audit 4.1.3 Maintain consistent operational readiness at 98% 4.1.4 Ensure airport staff utilize at least one (1) internal/external training per year
City Attorney	
4.2 Proactively advise and educate officials, employees, departments, and enterprises on relevant law and practices	4.2.1 Provide a minimum of four annual training sessions to City officials, employees, departments, and enterprises
City Auditor	
4.3 Leveraging technology and business improvement practices to deliver timely, relevant, and impactful audits	4.3.1 Employ communication and internal quality assurance processes to achieve 75% audit recommendations implemented annually 4.3.2 Implement project management initiatives with the goal of achieving 80% audit plan completion annually 4.3.3 Utilize at least 250 hours a year on internal efficiency and effective continuous improvements
City Clerk	
4.4 Leverage technology to make it easier to do business in the City	4.4.1 Create the ability for individuals to pay license renewals online by the end of 2022 4.4.2 Reduce the turnaround time on processing license applications and renewals by the end of 2022 4.4.3 Establish the ability for individuals to log in to the website and review the status of their license application by the end of 2022 4.4.4 Increase the ability to generate reports with relevant and accurate data from a single source by the end of 2022

Excelling in City Services

Initiatives	Performance Measures
City Clerk (continued)	
4.5 Implement electronic document management program for City government	4.5.1 Administer bi-annual record management and retention trainings for all City departments 4.5.2 Review the remaining 500+ unassigned boxes, move them to the appropriate department's inventory, and work with the department liaisons to develop a plan for retention or disposition by the end of 2021 4.5.3 Conduct annual, or as needed, outreach to all city departments in order to review offsite records 4.5.4 Work with IT to develop an electronic document management program plan by the end of 2024
Communications	
4.6 Implement and apply a consistent branding and public participation process citywide	4.6.1 Create and disseminate a new public participation standardized process by the end of 2020 4.6.2 Departments and Public Information firms to use the new standardized process a minimum of 3 times annually
Finance	
4.7 Leverage additional technology to enhance workflow, efficiency and financial controls	4.7.1 Utilize the implementation of PeopleSoft modules in order to automate processes and establish electronic workflow across Finance divisions by the end of 2023 4.7.2 Make it easier to do business with the City by implementing additional online payment options and web-based services available to citizens and businesses by the end of 2022
Fire	
4.8 Improve public safety response	4.8.1 Implement a Piloted Tiered Response Program in early 2020 and provide quarterly status reports to City Council on how this program is impacting the availability of front line apparatus to respond to high acuity incidents 4.8.2 Work with appropriate community stakeholders to provide a staff medical provider at the Springs Rescue Mission and similar organizations 4.8.3 Analyze City growth, emergency responses, and response times to forecast fire resource needs in developing areas as well as infill needs 4.8.4 Decrease emergency response to care facilities through CareLink by educating a minimum of 100 staff and residents per month

INITIATIVES AND PERFORMANCE MEASURES

Excelling in City Services

Initiatives	Performance Measures
Human Resources	
4.9 Provide excellent and sustainable delivery of core services by making data driven investments and decisions, in order to become an Employer of Choice	4.9.1 Focus on Safety by expanding the Supervisor training program to include a mandatory comprehensive OSHA program training and expanded safety supervisory oversight module by March 2022 4.9.2 Initiate a mandatory inspection program that requires quarterly facility inspection and 30 day follow-up of identified deficiencies for all major city facilities by October 2020 4.9.3 Initiate mandatory supervisor accident investigation root cause analysis for all bodily injury reported incidents and required supervisor/manager corrective action by July 2023 4.9.4 Strive to improve the recruiting and hiring experience 12/2020 by leveraging technology, moving to more proactive recruiting and incorporating EDI initiatives by the end of 2024 4.9.5 Develop and implement a Succession Plan by the end of 2022 4.9.6 Develop and implement Equity Diversity and Inclusion Program by the end of 2021 4.9.7 Fund employee compensation at the appropriate level as the budget allows on an ongoing basis
4.10 Invest in the Human Resource function by supporting continuous improvement and cross departmental collaboration to improve service delivery to citizens	4.10.1 Develop a plan to improve collaboration with military organizations and governmental agencies in recruitment efforts by 2021 4.10.2 Review all City programs for accessibility by the end of 2022 4.10.3 Conduct a quarterly ADA forum in an effort to engage citizens 4.10.4 Identify and review all City departments policies and procedures for ADA compliance by the end of 2022

INITIATIVES AND PERFORMANCE MEASURES

Excelling in City Services

Initiatives	Performance Measures
Information Technology	
4.11 Ensure customers can count on IT by meeting published service level agreements (SLA)	4.11.1 Resolve 90% of incident tickets in the SLA timeframe 4.11.2 Resolve 88% of Request Fulfillment (RF) tickets in the SLA timeframe 4.11.3 Resolve 65% of incident and request fulfillment tickets at the first contact 4.11.4 Keep wait time on all incoming calls to the Service Desk under two minutes
4.12 Promote a Citywide Cybersecurity awareness program	4.12.1 Cyber Awareness Training Packages completed by staff 97% of the time by 2022 4.12.2 Sent Phishing Exercise Messages opened less than 10% of the time by 2022 4.12.3 Sent Phishing Exercise Messages clicked on less than 5% of the time by 2022
4.13 Stabilize IT networks and applications through standardization and modernization	4.13.1 Reduce number of outdated operating systems versions by 20% each year 4.13.2 Reduce number of outdated data base versions by 20% each year 4.13.3 Reduce number of end of life hardware devices by 10% each year
Municipal Court	
4.14 Continue to provide excellent customer service at the Municipal Court	4.14.1 Maintain a 90% satisfaction rate on comment cards 4.14.2 Collect at least 1,000 comment cards annually 4.14.3 Develop a more robust on-line comment card program
4.15 Leverage technology to maintain and enhance the Municipal Court Records Management System	4.15.1 Enhance the Justice Information System so that it is on supported development language, database, and operating system versions by the end of 2020 4.15.2 Enhance the Justice Information System to reduce the number of manual workarounds to ensure compliance with legal requirements by the end of 2020 4.15.3 Maintain and develop the system to achieve an e-plea/paper-on-demand environment by 2022
4.16 Develop a succession plan to ensure continued delivery of quality and timely court services	4.16.1 Update or develop documentation of the 200+ identified processes and procedures by 2024

INITIATIVES AND PERFORMANCE MEASURES

Excelling in City Services

Initiatives	Performance Measures
Police	
4.17 Improve public safety response	4.17.1 Demonstrate a positive impact on crime rates by 2022 4.17.2 Demonstrate a positive impact on response times by 2022 4.17.3 Develop and implement a comprehensive strategic technology plan by 2022 4.17.4 Implement an intelligence-led policing model as a crime prevention and crime reduction tool by 2021 4.17.5 Expand the use of red light enforcement cameras by seeking opportunities to use them in crash-prone locations on state highways by 2021
Procurement	
4.18 Implement business process improvements to allow for better workflow	4.18.1 Standardize electronic file retention system by the end of 2022 4.18.2 Create and standardize procedures (SOPs) for every Procurement Services Division (PSD) process by the end of 2022 4.18.3 Create, deploy and standardize a metrics & process reporting tool within PSD by the end of 2020
Support Services	
4.19 Leverage technology, innovation and business improvement practices to enable citywide efficiencies	4.19.1 Maintain 90% operational readiness for City fleet at all times 4.19.2 Achieve fleet replacement strategy of 10 years / 100k mile average for vehicles, 12 year / 200k hour average for equipment, and 8 years / 80k mile average for police pursuit vehicles by 2 4.19.3 Improve the overall facility condition rating by 10% by 2024 4.19.4 Complete facilities work orders within the published service level agreement 95% of the time 4.19.5 Increase the overall Office Services revenue by 10% by 2024

PARTNERS

- Citizens
- Apartment Association
- Better Business Bureau
- Bee Vradenburg Foundation
- Bike Colorado Springs
- Colorado College
- Colorado Springs Chamber & Economic Development Corporation
- Colorado Springs Utilities
- Council of Neighbors and Organizations
- Continuum of Care
- Cultural Office of the Pikes Peak Region
- Downtown Partnership
- El Paso County Public Health
- El Paso County
- El Pomar Foundation
- Historic Preservation Alliance of Colorado Springs
- Housing & Building Association
- Housing Authority
- Independence Center
- Innovations in Aging
- Library District
- Military Installations
- Pikes Peak Community College
- Pikes Peak Small Business Development Center
- Pikes Peak Workforce Center
- Pikes Peak Area Council of Governments
- Pikes Peak Rural Transportation Authority
- Quad Innovation Partnership
- School District Superintendents
- Silver Key
- Springs Rescue Mission
- Trails & Open Space Coalition
- University of Colorado, Colorado Springs
- Visit COS
- YMCA

HOW TO GET INVOLVED

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

- ✓ Community Advancing Public Safety (CAPS)
- ✓ Parks, Recreation, and Cultural Services Volunteer Opportunities
- ✓ Boards & Commissions
- ✓ Adopt-A-Waterway
- ✓ Neighborhood Cleanup Program

For more information, please visit www.coloradosprings.gov.

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

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