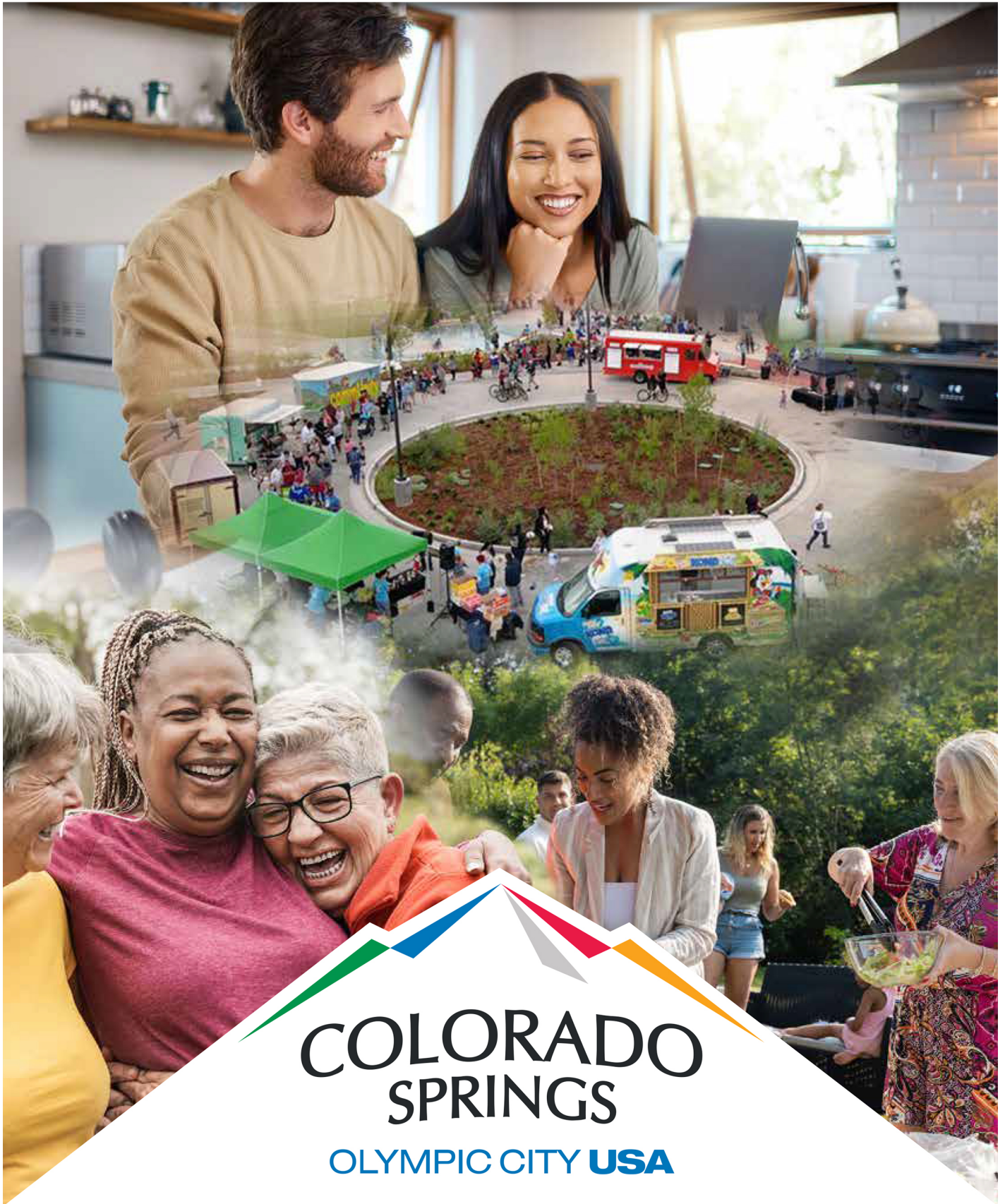


STRATEGIC PLAN • 2024-2028



COLORADO SPRINGS

OLYMPIC CITY **USA**

Letter From the Mayor



My fellow residents of Colorado Springs,

It is with great joy that I present to you the City's 2024-2028 Strategic Plan. This document reflects our shared aspirations, values, and goals. It represents a shared vision for a brighter future – a blueprint for Colorado Springs where everyone thrives.

The City Charter requires me to submit and maintain a strategic plan for the City, but this work is much more than a legal obligation. This roadmap for our future is critical to our city's success. More specifically, the strategic plan will,

1. Guide our mission to serve you and enhance your quality of life.
2. Help us prepare for future challenges and opportunities.
3. Prioritize our spending and investments, ensuring that our limited funds are directed toward the most critical projects and services.

The strategic plan is the result of countless hours of community engagement, thoughtful discussion, and collaborative effort. It reflects the voices of our diverse neighborhoods, our vibrant business community, and our passionate residents. It is a testament to the power of our collective efforts and the potential of our city when we work together.

Over the next four years, we will focus on five key strategic priorities — Public Safety; Infrastructure; Housing Solutions; Economic Vitality; and Community Activation. The Strategic Plan is rooted in well-defined goals, strategic objectives, and measurable outcomes. It will establish organizational performance data and a continuous engagement loop with the community and City employees to inform City budgetary and policy decision-making.

To ensure we are faithfully executing the plan, my team and I will create an annual Strategic Doing Framework, or action plan, that will provide short-term actionable priorities. The purpose of the Strategic Doing Framework is to quickly move these visionary ideas into implementation – yearly action plans with measurable outcomes.

This Strategic Plan is ambitious, and achievable. I invite you to read it and join me in bringing this vision to life. Your involvement and leadership are crucial to our city's success.

Friends, I believe greater things are yet to come and greater things are still to be done in this city. And I am confident that together we will build a safe, economically prosperous, culturally rich, inclusive, and vibrant world-class American city on a hill that shines brightly.

We are Colorado Springs.

Onward and upward!

Mayor Yemi Mobolade

LEADERSHIP VALUES

Courage *"Courage over comfort."* **Empathy** *"Empathy over apathy."*
Humility *"We before me."*

Our City's North Star

What is our Strategic Plan?

Our Strategic Plan is a roadmap that charts a course for the future and identifies the results we want to achieve for Colorado Springs. It guides who we serve, what we do, and why we do it. It defines a shared vision for the future so we can focus the City's resources on a set of clear priorities, with accountability to you, our community. The vision, goals, and objectives included in this Plan are the result of a broad engagement process where community members shared visions of the future and identified priorities and significant steps to make progress toward that future.

Why is the Plan important?

We know our community has big dreams for Colorado Springs, and we want to see them come true. The Strategic Plan helps the City understand what to prioritize and invest in. The plan provides guidance to help the Mayor, City Council, and staff know what is important to the community and how to realize those hopes, dreams, and desires.

1. The vision tells us where we are going - it keeps us focused on the destination.
2. The mission tells us what we are to be doing - it keeps us focused on our purpose and the tasks at hand.
3. The values tell us how to do what we are doing - it guides how we make decisions, deliver service, and how City team members carry out their day-to-day work.
4. Strategic priorities, goals, and objectives outline the necessary focus and actions to achieve the City's vision. By emphasizing outcome-oriented goals and objectives, the Strategic Plan establishes a foundation for decisive, **data-driven actions** and enables the City to prioritize activities, allocate resources effectively, and maximize value for the community.

*Serving as a guiding "north star," the Strategic Plan ensures that all City plans and initiatives align, providing direction and stability amidst leadership changes, election cycles, economic fluctuations, and other challenges. This approach enhances our capacity to influence our future and make **evidence-based decisions** during uncertain times.*

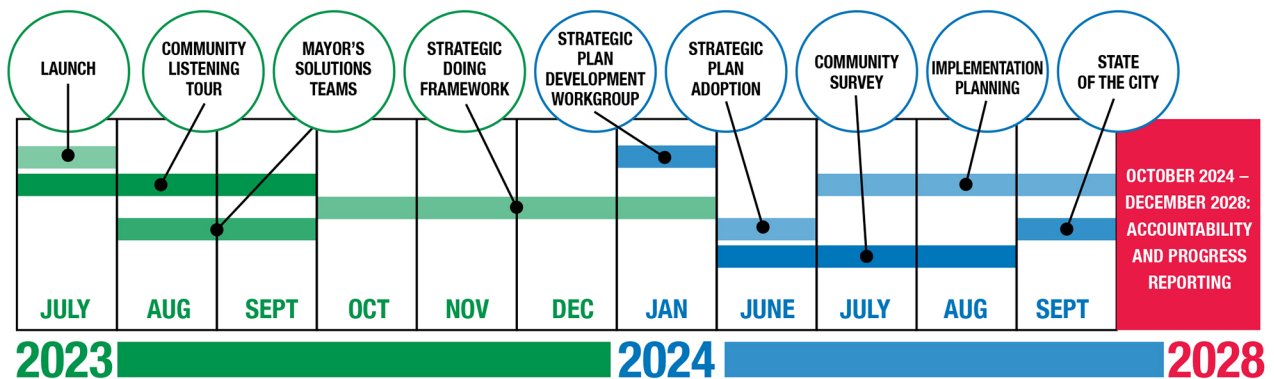
How we Created this Plan

This plan is the result of extensive partnership and collaboration with our community. Together, we combined the public’s knowledge of City needs with staff resources and expertise.

Residents from diverse backgrounds and from across the city shared their perspectives on what they value and what is important to the future of our community during our citywide Listening Tour that began in the Summer of 2023. In August 2023, the Mayor’s Focus Area Solutions Teams met and provided key input that led to the development of the five Strategic Plan Priorities. The Strategic Plan Development Workgroup, which included City staff alongside representatives from the business community, nonprofits, and educational institutions, worked diligently to shape the goals and objectives that align to the strategic priorities. Their work was further refined by City staff during plan development sessions in May 2024. Finally, the draft Strategic Plan was shared in public input sessions in June 2024, allowing residents the opportunity to further refine Plan components.

The result? A collaborative, well-defined guide that used evidence-based decision making to addresses current challenges and opportunities for our evolving city.

Strategic Plan Development Timeline



Our Contract with the Community



WHAT RESIDENTS ARE SAYING

"I live a nice life in Colorado Springs. The City supports me in both direct and indirect ways, ensuring my needs are met. I cherish the sense of community here; knowing all my neighbors means we watch out for each other, promoting public safety. Access to reliable public transportation ensures I'm never isolated, thanks to robust infrastructure. My successful career and comfortable retirement were aided by the city's vibrant economy. I believe everyone deserves the opportunities I've had, and I'm grateful that Colorado Springs shares that vision."

- Tim Davis, Retired City Resident

The Strategic Plan serves as a contract with the community of Colorado Springs, creating a partnership with laser focus on a few priorities and intentional work. This contract was forged in a highly interactive Listening Tour, where City staff engaged the community to share what is most important and residents candidly conveyed their interests, their values, and what they want and need from their City government. We listened to Colorado Springs residents and, through a collaborative process with City and community leaders, created this Plan together.

This Plan is our promise to you. We will do everything we can to help realize your dream of a high quality of life, where each community member can thrive in ways they find to be most fulfilling. The Plan clearly communicates what we intend to do, so our goals and actions are clear for everyone to see, and you can hold us accountable for what we say we will do. We will direct City resources and energy toward the priorities in this Plan and make budget decisions that align with the goals and objectives. In areas where the City does not have direct authority or resources, we will work creatively and collaboratively with community-based organizations, businesses, and government partners to leverage our resources and use our influence to make progress together on our north star journey.

We will make data and progress reports easier to access, keeping you informed of our successes and areas for improvement. Our efforts and our results will be transparent, so you can have confidence that we are fulfilling our commitments.



Roles and Responsibilities

Thriving communities like ours rely on residents, government officials, and community partners working together. When we all collaborate effectively, our combined strengths allow us to address complex challenges, implement innovative solutions, and create a more inclusive and resilient community for all.

– Mayor Yemi

Residents

- Be engaged! Share issues and needs, participate in the strategic initiatives, and volunteer to activate your neighborhood and the larger Colorado Springs community.
- Participate in future Listening Tours that will help keep the Plan relevant to the needs of our evolving community.
- Complete City surveys that will measure City performance.
- Hold City government and community partners accountable for their approach to collaboration, ensuring that community resources are used effectively.

City Government

- Manage resources wisely and deliver services, programs, and capital investments that will fulfill the goals in the Plan.
- Develop City department work plans that align to the Strategic Plan.
- Convene the Accountability Team to provide necessary oversight and guidance to staff and partners who are implementing the Strategic Plan.
- Measure and report progress on the goals and objectives found within the Strategic Plan, the Strategic Doing Framework, and department work plans.

Community Partners

- Share expertise and knowledge on how to improve outcomes across the city.
- Advocate for the interests and needs of the individuals you serve.
- Align service delivery to help meet the goals and objectives in the Plan.
- In partnership with residents and the City, identify gaps in current programs and services and help design new and innovative approaches to meet community needs identified in the Strategic Plan.



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Strategic Priorities



Strategic priority objectives are interconnected, as solutions often require collaborative efforts across City departments and community partners.



Public Safety

OUR GOAL
where we're headed

Through preparedness, prevention, response, innovation, and engagement, help make Colorado Springs one of the safest cities.

OBJECTIVES

what we'll focus on to get there

1. Develop and implement plans for appropriate public safety facilities, equipment, innovative technology, and staffing levels to meet current and evolving community needs.
2. Support coordinated efforts of community partners to implement evidence-based practices that address public safety concerns around homelessness and behavioral health.
3. Focus efforts on planning and coordination with the community and partners to expand resilience, reduce the impacts of hazards, and enhance response capabilities.
4. Implement effective strategies to reduce injury and damage caused by traffic crashes.
5. Prioritize preventative solutions including partnerships with community-led efforts that reduce crime and build safe neighborhoods.





WHAT RESIDENTS ARE SAYING

“I think this is a very well thought out plan that prioritizes public safety. There has been intentional time and focus given to thoughtful community engagement, including listening tours and input from City staff and the Mayor’s team. I think there’s a lot of goodness in the clearly articulated vision, and the main platforms push the City forward to thrive securely.”

– Chris Ouellette, Retired Air Force Colonel & Special Agent



Infrastructure



OUR GOAL

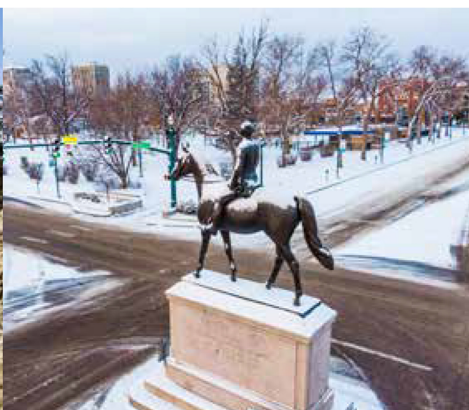
where we're headed

Protect, maintain, and invest in safe, reliable, and accessible streets, waterways, walkways, parks, public spaces, and resources to promote a connected, resilient, and thriving community.

OBJECTIVES

what we'll focus on to get there

1. Expand safe, connected, and reliable multimodal options to make it easier to get around.
2. Provide well-maintained and safe recreation spaces for all to enjoy.
3. Foster sustained investment in public infrastructure to take care of what we have.
4. Update the approach for infill development and annexation that is centered around community needs and values while providing an appropriate level of City services.
5. Continually invest in the necessary information technology architecture to safeguard the stability and continuity of city services.
6. Leverage data and innovative technology to address our community's needs and enhance our quality of life.





WHAT RESIDENTS ARE SAYING

“I’m passionate about making our lives safer and more convenient, but sustainability is crucial too. Preserving resources, green spaces, and ensuring equity in Colorado Springs are my top priorities in our strategic planning process. GREEN Infrastructure plays a key role in creating a healthier, more sustainable community for everyone.”

– Emily Tamayo, Catamount Institute



Housing Solutions

OUR GOAL

where we're headed

Implement policies, foster community partnerships, and secure sustainable funding to increase housing choices so that residents have options that are right for them.

OBJECTIVES

what we'll focus on to get there

1. Develop and implement a comprehensive housing strategy that refines the City's approach to meet the community's housing needs.
2. Optimize processes and support land use practices to effectively address housing challenges.
3. Identify and secure funding for housing incentives, programs, and resources to support housing attainability.
4. Leverage diverse partnerships to implement housing solutions.
5. Support innovative approaches to housing construction that adapt to evolving community needs.
6. Foster diverse development and enhance neighborhood character to support household and neighborhood vitality.

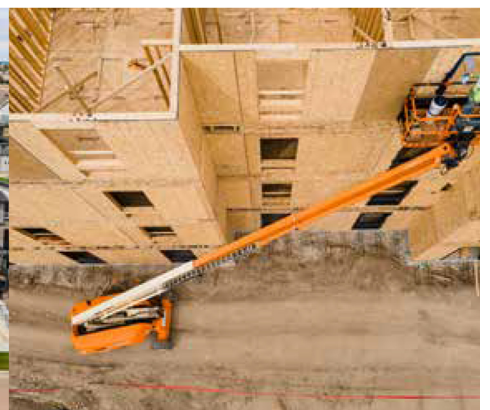




WHAT RESIDENTS ARE SAYING

"I agree with the goal of finding housing solutions that work for everyone. By implementing good policies and building community partnerships, along with responsible development, we can ensure everyone has access to the housing they need."

– Nadine Hensler, Planning Commission





Economic Vitality

OUR GOAL

where we're headed

Encourage and promote a resilient economy that attracts and retains diverse businesses and talent to create opportunities for a prosperous and enhanced quality of life.

OBJECTIVES

what we'll focus on to get there

1. Bolster collaboration and resources to foster a premier, business-friendly environment that supports new and existing businesses.
2. Promote and support local businesses by connecting industry to a skilled and diverse workforce.
3. Encourage the development of a robust and innovative ecosystem that supports entrepreneurship and a diverse regional economy.
4. Celebrate the City's unique strengths and assets to include its identity as Olympic City USA.





WHAT RESIDENTS ARE SAYING

“After hearing Mayor Yemi’s vision for 2024 to 2028, I’m genuinely hopeful for our city’s future. We’re on the right path, but we need more young voices and entrepreneurial drive to shape our economy positively. It’s about fairness and supporting our local businesses against bigger players. I’m committed to advocating for our community and working together to make our city the best it can be for everyone.”

– Corey Williams, U.S. Army Veteran



Community Activation

OUR GOAL

where we're headed

Mobilize community members to actively participate in local initiatives and take ownership of their own flourishing, to drive positive change.

OBJECTIVES

what we'll focus on to get there

1. Advance the comprehensive communication strategy to inform the community about the City's priorities and initiatives.
2. Establish and promote channels that are accessible and equitable so that residents receive information and can provide input on issues that impact them.
3. Encourage the use of public spaces and neighborhood-based engagement to cultivate resident input, collaboration, and a sense of community.
4. Increase access and awareness, foster collaborative partnerships, and strengthen social support systems to improve well-being in the Pikes Peak Region.
5. Create greater transparency of the City's data so that residents can be more knowledgeable about the City's decision making and engage more effectively with City government.
6. Encourage mental health participation in City programs to engage residents and foster a more connected community.





WHAT RESIDENTS ARE SAYING

“Community activation is crucial—it’s what has given me a voice and brought me to where I am today. It’s about honoring every voice and ensuring inclusivity in government decisions. Through community activism, I’ve become more engaged and appreciative of the opportunity to advocate for and represent the needs of my community as an elected official.”

- Michelle Wills Hill, Education Champion



What's Next? Strategic Doing

Putting the Plan into Action

Benjamin Franklin once said,
"If you fail to plan, you plan to fail."
– Benjamin Franklin

Planning is only the first step. **Strategic Doing** is a framework that turns the strategy in to action.



The City's Strategic Doing teams are action-oriented collaborations that steer us toward measurable results and can adapt in real-time to internal and external changes. Strategic Doing is the action-orientation needed to make sure the Plan is used every day to guide our work so we can achieve the goals and aspirations identified by our community. Four yearly frameworks will be developed during the 2024-2028 Strategic Plan.



What's Next? **Strategic Doing**

With the Strategic Plan in place, the City is building department-level implementation plans to translate the priorities, goals, and objectives into action steps with assigned responsibilities, timelines, and data-driven performance measures. This will allow City departments to work together to achieve our desired future. Regular monitoring and evaluation systems will ensure continuous improvement and ongoing alignment with the City's overarching goals.

We are committed to focusing City resources on community priorities and data-driven actions outlined in this Plan. By aligning the Strategic Plan with our annual budget through evidence-based decisions, we can better ensure efficient and effective use of resources. As needs or opportunities shift during the life of the Plan, we expect to address any needed changes as part of the annual budget process.

Keeping Track of Progress

The City will regularly monitor progress toward Strategic Plan goals and objectives and report on performance measures. Tracking keeps us transparent and holds us accountable.

We will provide the community with an annual report and the City Council with a year-end presentation. Community members can expect to understand what we are working on and the benefits that will result for our residents, businesses, and the community overall.

Monthly

City staff will discuss and evaluate progress on strategic goals and objectives.

Quarterly

City leadership will provide the Mayor with progress updates for each Strategic Plan priority.

Annually

The Mayor's Office will prepare a year-end update, detailing progress on each strategic priority, goal, and objective, including progress updates, successes, and challenges. The report will be presented to City Council and shared with the community on the City's Strategic Plan webpage:

[ColoradoSprings.gov/2024StrategicPlan](https://coloradosprings.gov/2024StrategicPlan)

Our Commitment to You



The foundation of this Strategic Plan, and its future success, lies in our ongoing dialogue with the residents of our community. As we begin implementing the plan, we will build upon our current engagement activities to create a continuous feedback loop with the community and our partners. Recognizing that excellent organizational leadership is essential to successfully implement this Plan, we will combine visionary thinking and strategic focus to ensure all City team members are aligned to the goals in the Plan and working to achieve the vision.

We will undertake the following actions to keep us accountable and ensure we are adaptable as our context changes during the life of the plan:

- Conduct a yearly Community Satisfaction Survey to understand and gain insights into how residents perceive we are performing in delivering our core services.
- Launch the Strategic Plan and Performance Accountability Team, which will meet quarterly to review progress and suggest course corrections.
- Periodic Listening Tours
- Launch an online Strategic Plan portal, where public dashboards, reports, and progress updates will be readily available so residents and community partners can view our performance measures and track our advancement.

Acknowledgements

The power of engagement, collaboration, partnership, and commitment is truly transformative. Heartfelt gratitude goes out to the numerous community members, groups, businesses, organizations, schools, youth, and volunteers who played a crucial role in shaping this plan.

Your contributions were essential.

Elected Leaders

Mayor

Yemi Mobolade

City Council President

Randy Helms

President Pro Tem

Lynette Crow-Iverson

District 1: Dave Donelson

District 3: Michelle Talarico

District 4: Yolanda Avila

District 5: Nancy Henjum

District 6: Mike O'Malley

At Large:

David Leinweber

At Large:

Brian Risley

City Executive Leadership, Department Directors, and Team Members Strategic Plan Development Work Group (SPDWG)

Tracey Griggs –

City Council Resident Representative, At Large

Scott Schuster – City Council Resident Representative – D3

Sara Vaas – Council of Neighbors and Organizations (CONO)

Keith Thompson – Council of Neighbors and Organizations (CONO)

Margaret Dolan – Pikes Peak Community Foundation (PPCF)

Rabbi (Iah) Pillsbury – Temple Beit Torah

Jenifer Furda – UCCS

DeAnn Ryberg – El Paso County

Deputy Chief Tim De Leon – City Team Rep, Colorado Springs Fire Dept

Sam Jaraiedi – City Council Resident Representative - D5

Johnna Kleymeyer – Colorado Springs Chamber & EDC

Tim Siebert – Colorado Springs Chamber & EDC Board

Cynthia Jacquet –

City of Colorado Springs K-12/ Public Schools

Angela Seals – Cultural Office of the Pikes Peak Region (COOPER)

Doug Price – Visit Colorado Springs (VCOS)

Jeffery Lay – City Council Resident Representative - D6

Peter Wysocki – City Team Rep, Planning Dept.

Katie Carleo – City Team Rep, Planning Dept.

Jessie Kimber – City Team Rep, Economic Development

Sam Arnold – City Team Rep, Economic Development

Joshua Bennett – City Council Resident Representative - At Large

Marla Novak – Housing & Building Assoc. (HBA)

Cheryl Brown – Historic Neighborhood Partnership

Dianne Bridges – Historic Neighborhood Partnership

Jill Gaebler – Pikes Peak Housing Network

Stu Davis – COS I LOVE YOU

Bill Wysong – City Council Resident Representative - D1

Connie Schmeisser – City Team Rep, Parks, Recreation & Cultural Services Dept.

Catherine Duarte – City Team Rep, Housing & Community Vitality Dept.

Katie Sunderlin – City Team Rep, Housing & Community Vitality Dept.

Carlos Perez – City Council Resident Representative - D2

Jeanie Lira – City Council Resident Representative - D4

Natalie Watts – Colorado Springs Utilities (CSU)

Travas Deal – Colorado Springs Utilities (CSU)

Sunny Bryant – El Paso County

Susan Edmondson – Downtown Partnership COS

Gayle Sturdivant – City Team Rep – Public Works

Tobi Blanchard – City Team Rep Office of Emergency Management

Theresa Metcalf – City Council Resident Representative - At Large

Beth Roalstad – Homeward Pikes Peak

Carlos Jimenez – Peak Education

Brian Wortinger – Military Affairs Committee (MAC)

Kevin (Morty) Mortensen – Military Affairs Committee (MAC)

Henry Martin – Support Services Dept

Amanda Terrell-orr – Colorado Springs Police Dept.

BerryDunn Consulting Team



**COLORADO
SPRINGS**
OLYMPIC CITY **USA**



STRATEGIC PLAN 2024-2028

Contact the City Strategic Plan Manager for more information: Courtney.Brown@coloradosprings.gov



CITY COUNCIL STRATEGIC PLAN

VISION

We lead by representing citizens and delivering essential City services through prioritizing quality of life, fiscal responsibility, and alignment with community partners.

MISSION

To be a City at the threshold of Pikes Peak and the Great Plains that preserves our heritage and ensures prosperity hereafter.

CORE VALUES

Excellence, Integrity, Service

STRATEGIC INITIATIVES

2024 Looking Forward

BOARDS, COMMISSIONS, AND COMMITTEES

OBJECTIVE

Ensure the legislative purposes of City Council appointed Boards, Commissions, and Committees provide advisory value

OUTCOME

More informed decision-making by City Council and increased volunteer engagement

OBJECTIVE

Increase public access to Board, Commission, and Committee meetings, including broadcasting and accessibility of agendas and minutes

OUTCOME

Increased transparency and public awareness about City Council Boards, Commissions, and Committees

BUDGET

OBJECTIVE

Review and provide budget oversight of existing allocations

OUTCOME

Ensure the best use of taxpayer dollars by revisiting current expenditures to align with new community needs

OBJECTIVE

Prioritize annual budget expenditures based on long-range vision for Colorado Springs

OUTCOME

Strategic allocation of funds for sustainable projects and programs

LAND USE AND LONG-RANGE PLANNING

OBJECTIVE

Develop and implement long-range planning tools

OUTCOME

Provide consistent decision-making surrounding sustainable growth

OBJECTIVE

Ensure land use policy is clear and effective

OUTCOME

Revised City Code that aligns with City objectives and community needs



POLICY

OBJECTIVE

Continue to uplift the roles and responsibilities of the City Council through actionable public policy

OUTCOME

Elevated awareness of the authority of City Council and related positive community impact

OBJECTIVE

Receive regular status reports from City Departments to best understand operational needs

OUTCOME

Improved City services, efficiencies and community relations

RESPONSIVE LOCAL GOVERNMENT

OBJECTIVE

Initiate and review City policy to ensure City services and processes align with the needs of the community

OUTCOME

Enhanced understanding of department challenges and funding needs

OBJECTIVE

Continue to develop processes to support citizen engagement and bring awareness to the work of partner agencies

OUTCOME

Increased connectivity among the community and improved public perception of the work of the City and City Council



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