

2013-2015 City of Colorado Springs Strategic Plan

Mayor, Steve Bach

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

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

Goals:

- Support an increase in private sector civilians employed by an average of 6,000 per year by being the most business and citizen friendly city of our size in the United States of America.
- Transform City Government to be fiscally sustainable within limited resources while delivering consistent quality core services.
- Build community through on-going dialog with our citizens and local, regional and state leaders; and by encouraging private sector and non-profit initiatives to improve the well-being of everyone.

Mayoral Strategies:

- Lead the City in ***continuous improvement*** of customer service. Measurable outcome: Annual business and citizen survey results.
- Lead the City in ***innovation and reinvention*** of core functions to deliver maximum community value per tax dollar spent. Measurable outcome: Executive Branch operations completed within approved budget, annual business and citizen survey results.
- Lead the City in ***celebrating and connecting*** community, ***working with other Front Range elected officials*** in reaching mutual goals, and ***achieving community partnerships*** to enhance City services. Measurable outcome: Annual citizen survey results.

2013 Executive Branch Breakthrough Strategies

Executive Branch Administration

- **Lead pension reform:** Form a Pension Solutions Team no later than January 2013 to propose and gain support for legislation result in sustainable pension plans and reduce the City's pension costs.
- **Improve economy in three Economic Priority Zones** (Southeast Colorado Springs, Downtown, UCCS/Austin Bluffs/Nevada): Action plan developed and implemented with measurable outcomes to grow jobs, enhance Quality of Life, and improve appearance of Colorado Springs neighborhoods and streetscapes by end of Q2 2013.
- **Improve image of COS in three or more targeted Gateway or Gems areas of our City:** Action plan developed and is implemented through public process with measurable outcomes by end of Q2 2013.
- **Work with City Council in determining Colorado Springs Utilities' long-range ownership, governance and strategic plan:** Complete an independent and objective review of CSU by the end of Q2 2013 by a nationally recognized expert with Community Leaders, City Council and the Mayor controlling the process.

Fire

- **Open and staff Station 21 with 15 additional fire fighters** through a two-year federal grant.
- **Bring fire force to authorized strength of 427** and maintain minimum daily staffing of 119 FTE as measured by average daily count of 98% or better.
- **Improve community health:** Host two monthly neighborhood health clinics in the southern, southeastern and central portions of the City, in partnership with community health organizations.

Police

- **Bring police force to authorized strength of 635** and maintain actual sworn staffing of 98% or better.
- **Increase Community Service Officers** (or equivalent) by 50% to address non-emergency calls for service and code enforcement as measured by an increased number of reports taken in person.
- **Implement strategies in the Downtown, Westside, and Southeast areas** to improve public safety and citywide code enforcement as measured by stakeholders' feelings of safety before and after strategy implementation.

Parks/Planning/Public Works

- **Increase volunteerism:** Increase park volunteer hours from 140,000 to over 200,000 in 2013.
- **Implement Parks Solutions Team's recommendations including:** Diligently pursue competitive municipal water rate; reduce acres of irrigated turf by 10%; and prioritize delivery of maintenance services to parks with greatest use and revenue generation.
- **Develop a definitive plan to continue outsourcing and implement community partnerships to provide park maintenance services by Q1 2013.**
- **Increase road and stormwater maintenance:** Add \$2 million more in stormwater and \$2 million more in Streets capital projects to be completed by private contractors.
- **Streetlights, Bus Service, and Snow Plowing:** Turn on the remaining 3,500 streetlights, provide comprehensive streetlight analysis/recommendations to Mayor; add evening bus service; and test Phase II of outsourcing of snow plowing by close of Q1 2013.
- **Process Development Review applications more quickly:** Streamline review process associated with business, developer, and homeowner plan reviews, reduce associated fees by 50% and review time from six weeks to four weeks.

City Council Strategic Plan

As directed in the City Charter, each year, City Council determines its areas of priority for the following year and provides them to the Mayor for consideration in the development of the municipal budget.

ENHANCE THE SAFETY OF OUR CITIZENS

- Properly fund public safety services.
- Support innovative approaches to street lighting, code enforcement and neighborhood policing.
- Continue to invest in homeless outreach and services.
- Lead efforts to maintain and improve the storm water drainage and flood control systems in partnership with other local government jurisdictions.
- Support a multi-year capital program for improving roads and bridges.

GROW ECONOMIC PROSPERITY

- Continue to enhance Colorado Springs' reputation as a business-friendly city.
- Strengthen key business corridors.
- Invest in business development training.
- Remove barriers to in-fill development.
- Plan for oil and gas development.

BUILD COMMUNITY AND PROTECT OUR TREASURED QUALITY OF LIFE

- Continue to invest in our parks and open spaces, recreation centers and visitor centers directly and through public-private partnerships.
- Respect and enhance neighborhood character through beautification and historic preservation.
- Preserve access to arts and cultural activities.
- Encourage the growth of special events throughout the City; incubate new events that draw residents and visitors to parks and major civic centers.
- Increase opportunity and capacity for informing citizens about public issues and incorporating community input into public decisions.

SUPPORT ALTERNATIVE TRANSPORTATION

- Maintain current levels of funding for transit services while working on long-term funding options for expanding transit locally and regionally.
- Continue investments in bicycle and pedestrian infrastructure to emphasize walkability and multi-modal connectivity, especially to schools and parks.
- Continue to advocate for a privately-operated street car system

PROMOTE GOOD GOVERNANCE AND SOUND FISCAL PRACTICES

- Adopt priorities based budgeting.
- Audit City programs to measure efficiency and effectiveness.
- Identify and implement process improvements in the Council-Mayor form of government.
- Continue to increase efficiency and reduce redundancy through collaborative services.
- Initiate review of the City Charter.
- Continue to investigate governance models for Colorado Springs Utilities.
- Continue to oversee the transition of Memorial Health System.
- Support personnel policies that promote innovation; properly train, challenge and compensate employee

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