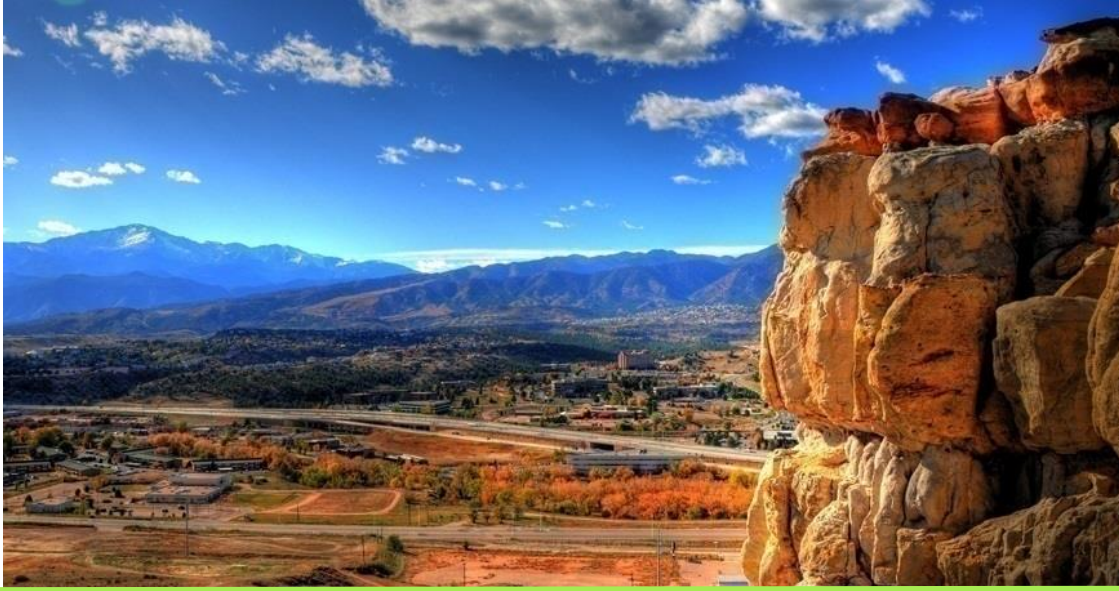


City of Colorado Springs



2016-2020 Strategic Plan

INTRODUCTION FROM THE MAYOR



Like any large organization, the City of Colorado Springs must have a strategic vision to ensure that our programs, services, and initiatives are leading us toward 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 get Colorado Springs moving forward and provide quality services that make Colorado Springs the gem of the Rockies.

We aim to reflect the vision our founding fathers developed, as one of our founding fathers William J. Palmer said “My theory for this place is that it should be made the most attractive place for homes in the west – a places for schools, colleges, literature, science, first class newspapers, and everything that the above imply”.

As the City continues to foster an environment that creates new jobs and partner with community organizations and regional partners to accomplish more together, we are in midst of developing our Comprehensive Plan – a guide for physical development of the City – as a community. Our Comprehensive Plan Vision for 2036 is “Colorado Springs 2036 is a city that reflects its majestic landscapes and champions its ideals through renowned culture, vibrant neighborhoods, strong connections, unique urban places, and a thriving economy”.

The City’s Strategic Plan was developed with significant input from the broader community; the implementation of our plan must also be driven by collaboration and partnership with our community. The City plays a vital role in shaping Colorado Springs’ future; the resources, expertise, and community pride that are essential to accomplishing the strategies laid out in this plan exist in this community beyond the walls of City government.

We look forward to working together as a community to create a society that matches our scenery.

Sincerely,
John W. Suthers
Mayor

VISION

Upholding the vision our City’s founding fathers developed, and carrying forward the spirit of Olympic City USA, Colorado Springs will be a city that matches its scenery.

MISSION

We serve the people of Colorado Springs effectively, efficiently and courteously, wisely managing our limited resources.

CORE VALUES

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

Our City: Yesterday & Today

Colorado Springs

FOUNDED

Colorado Springs is founded by General William Jackson Palmer as a resort destination for tourists visiting the American West, almost at the foot of Pikes Peak, and close to the Garden of the Gods, Cave of the Winds, and Seven Falls.



Population:
4,226

1871



POPULATION BURST

By 1890, the number of residents living in Colorado Springs surged to **11,140**, reflecting a climb of **164%** since the City's founding.

WELCOMING THE MILITARY

In the 1940s, the U.S. Army opened Camp Carson, marking the beginning of what is now a strong military presence in this region. In 1954, the Air Force broke ground for the United States Air Force Academy to continue this military tradition. Today's Colorado Springs history is capped with a military flair.



Population:
29,078

1900

TURN OF THE 19TH CENTURY

By the turn of the century Colorado Springs is the wealthiest city per capita in the United States.



Population:
33,237

1940

In 1923, Colorado Springs City Auditorium opens and electric traffic lights are installed in downtown intersections.



Today's Population:
465,101



Population:
360,890



Population:
135,060

1970

NEW HIGHWAY BRINGS NEW OPPORTUNITIES

Interstate 25 opens along Downtown's western boundary in 1960.

2000

TODAY

ECONOMY

Today, the economy of Colorado Springs is based primarily on the military installations, the aerospace and electronics industries, as well as tourism.



Our Future

While this strategic plan focuses on the next five years (2016-2020), it is important to recognize and embrace trends that we will face as a City in the next twenty years. These following trends will significantly impact the way local governments, including the City of Colorado Springs operate. The City anticipates the following changes to the present model of local government in the next twenty years:



Distributed/Shared Governance

Contracting, privatization and regionalization have enabled governments to improve efficiency. As citizen engagement and community connectedness grows through technology and urbanization, governments transition from service providers to solution enablers. Innovators, community leaders, and technology-equipped citizens serve themselves and develop solutions to complicated problems together through open data and participatory service delivery. Success in service delivery and solving problems are driven by data, driving outcome-oriented services and programs based on community priorities.

Dynamic Pricing & Crowdsourcing

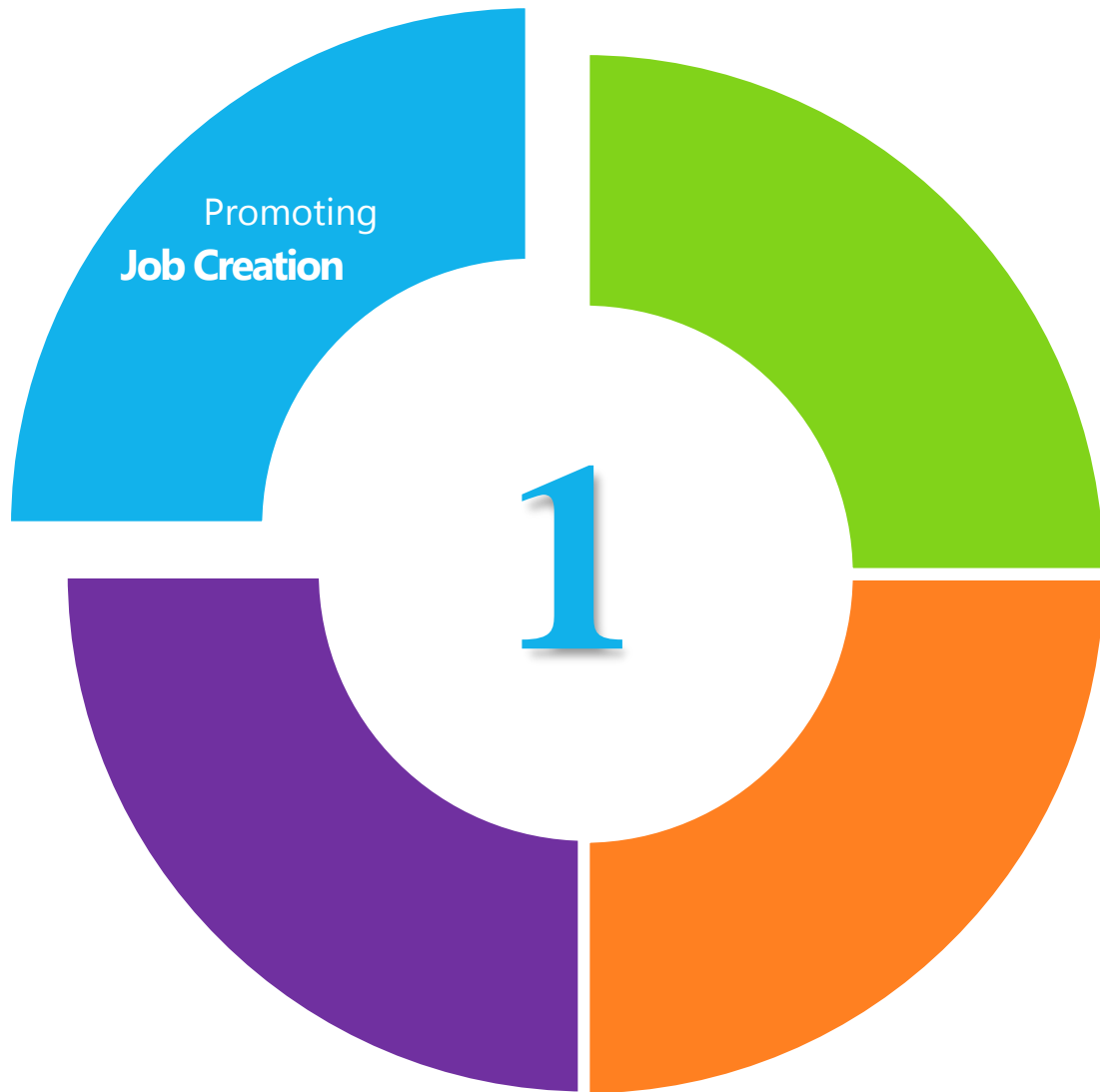
Implementing technology in conjunction with the economics of supply and demand allows governments to move from static pricing to dynamic pricing that responds to true, clear costs of service, and that incentivizes prosocial behavior while discouraging waste, fraud, and abuse. Real-time information driven by sensors allows transportation users to choose between routes based on traffic and costs. Mobile pay systems allow citizens to pay for services and programs that they need and want, receiving those services when and how they want them. In conjunction with dynamic pricing, crowdsourcing enables citizens to decide as a community to invest in the efforts they value. Additionally, crowdsourcing allows citizens the ability to provide immediate and specific direction into government programs and services.

Peer-to-Peer, Community-Driven Cities

Collaborative consumption, solving problems and building neighborhoods as a community of citizens, rather than a group of stakeholders living day-to-day in different silos enables cities to use their infrastructure, services, and programs in a more efficient, effective, and citizen-responsive way. Talent sharing across all sectors, rather than hosting employees within individual organizations, allows for more collaboration and wiser use of human capital.

PLATFORM GOALS





Promoting Job Creation

Create an environment which promotes job creation and stimulates strong, diverse, and sustainable economic development and opportunity for all of our citizens



PROMOTING JOB CREATION

PERSPECTIVE FROM 2020

Unemployment declined in recent years in Colorado Springs. Employers' labor needs align with our local workforce and educational opportunities. Employers and professionals of all ages move to Colorado Springs, local graduates stay, and businesses are expanding because of our reputation, quality of life and ease of doing business with the City. The city's neighborhoods are vibrant, as a result of greater infill and urban development, and our downtown is thriving as a place to work, play, live and shop.

STRATEGIC OBJECTIVES

1A

Nurture local businesses and promote alignment of educational institutions, the local workforce and job opportunities and leverage our brand as Olympic City USA

1B

Encourage the development of age-friendly & intergenerational neighborhoods through improvements to infrastructure, streetscapes, safety, addressing blight and promoting infill, encouraging public art, and focusing on Economic Opportunity Zones

1C

Make it easy to do business with the City

CITY ADMINISTRATION INITIATIVES

1A: Nurture local businesses and promote alignment of educational institutions, the local workforce and job opportunities and leverage our brand as Olympic City USA

- 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
- 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
- *Support further development of the local cybersecurity industry through planning & infrastructure efforts, grant opportunities, and economic development incentives
- Recognizing the importance of a strong downtown to healthy and sustainable City, continue to support downtown development projects
- Support the tourism industry through tourism related projects, and support a strong core of sport organizations and events, advancing the Olympic City image locally and nationally
- *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
- Encourage local purchasing for City products and services to support our local economy
- 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

1B: Improve the walkability and livability of neighborhoods that encourage intergenerational and age-friendly neighborhoods through improvements to infrastructure & streetscapes, safety, addressing blight and promoting infill, encouraging art & cultural resources, and focusing on Economic Opportunity Zones

- Address public safety issues that impact our image and attractiveness to new businesses and residents
- *Address the aging population of the region by incorporating age-friendly elements into the City's development & transportation planning
- 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

- Facilitate increased private sector investment in Economic Opportunity Zones through improving infrastructure, updating planning efforts, and changing related City policies
- 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
- Implement Streetscape Solutions Team recommendations on improving the conditions of the city's native rights-of-way, medians and Gateway Gems through partnerships, contracted services, and reducing resource-heavy landscaping
- Partner with community organizations to develop and implement a public arts master plan
- Better define economic growth and development objectives as part of the City's Comprehensive Plan update
- *Support arts organizations and cultural programming to advance the city's quality of life and national identity, image, and brand

1C: Make it easy to do business with the City

- Review business-related City Code and eliminate barriers to doing business in the city
- Expand the number of services that can be completed online

PARTNERS

- | | |
|---|--|
| ▪ Citizens | ▪ Local businesses |
| ▪ El Paso County | ▪ Military installations |
| ▪ Chamber/EDC | ▪ Bicycle & healthy living advocates and groups |
| ▪ SBDC | ▪ Garden of the Gods Foundation |
| ▪ BBB | ▪ Colorado Springs Utilities |
| ▪ Downtown Partnership | ▪ Colorado Springs Convention & Visitor's Bureau |
| ▪ Higher education institutions | ▪ Development community |
| ▪ COPPeR and other arts & culture organizations | ▪ Sister Cities Organization |
| ▪ Entrepreneurial resources | ▪ Media |
| ▪ Pikes Peak Workforce Center | ▪ Civic-minded professional associations |
| ▪ Sports and health organizations | ▪ United States Olympic Committee ("USOC") |
| ▪ School districts | ▪ CNE |
| ▪ Job-focused federal agencies | |



Investing in Infrastructure

Maintain and preserve the City's vital infrastructure and assets



INVESTING IN INFRASTRUCTURE

Maintain and preserve the City's vital infrastructure and assets

PERSPECTIVE FROM 2020

The quality of our City's infrastructure is constantly improving, through implementation of a long-term, community-supported approach. The City aligns infrastructure projects with those of Colorado Springs Utilities and other regional partners. Connectivity, accessibility and quality of our infrastructure are improving, as the City leverages technology and industry-leading design tactics. Our citizens are well-informed and support our approach to addressing infrastructure. Funding for infrastructure reflects thorough analysis of revenue structures and the exploration of alternative funding mechanisms.

STRATEGIC OBJECTIVES

2A

Lead communication, implementation and funding plans for infrastructure and transportation needs

2B

Analyze special funds and restructure revenue to address infrastructure needs

2C

Improve access to and connectivity of multi-modal transportation

CITY ADMINISTRATION INITIATIVES

2A: Lead communication, implementation and funding plans for infrastructure and transportation needs

- Coordinate infrastructure improvements across City departments/functions and with CSU
- 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
- *Develop a fleet replacement strategy for all City operations
- 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
- Educate public and legislators on the critical need, as well as benefits, of investing in infrastructure
- Improve environmental sustainability of City infrastructure and assets
- Work with military installations to identify and take advantage of land use opportunities that serve mutual benefits to regional growth and vitality
- 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
- Identify and address needs for additional tools and technology across City departments.
- Successfully implement the 2C program

2B: Analyze special funds and restructure revenue to address infrastructure needs

- Develop a long-term funding solution for a sustainable and resilient stormwater system
- Collaborate with partners to identify potential local, state and federal grant opportunities for infrastructure and transportation, and pursue appropriate opportunities
- *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

2C: Improve access to and connectivity of multi-modal transportation

- *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

- Rethink and repurpose infrastructure/ utility corridors as multipurpose facilities that provide trail, open space, and public space amenities
 - *Improve safety for all modes of travel include vehicular, pedestrian and bicycles throughout the city
 - Improve and expand transit services
 - Enhance and preserve connectivity between trails, open spaces, parks, bike paths, historical sites and local attractions
-

PARTNERS

- Citizens
- El Paso County
- Infill & Revitalization Steering Committee
- Colorado Springs Utilities
- Pikes Peak Area Council of Governments
- Pikes Peak Rural Transportation Authority
- Federal Agencies
- Local businesses
- Regional Business Alliance
- Downtown Partnership
- Non-profit organizations
- School Districts
- Sustainability-focused organizations
- Higher education institutions
- Special districts
- Media
- State government agencies
- Development community
- Bicycling community
- Military installations
- Civic-minded professional associations
- Council of Neighbors and Organizations



Building Community & Collaborative Relationships

Celebrate and connect community through ongoing dialogue with our citizens and local, regional, and state leaders to reach mutual goals, and by encouraging private sector and non-profit initiatives that improve the well-being of everyone



BUILDING COMMUNITY & COLLABORATIVE RELATIONSHIPS

Celebrate and connect community through ongoing dialogue with our citizens and local, regional, and state leaders to reach mutual goals, and by encouraging private sector and non-profit initiatives that improve the well-being of everyone

PERSPECTIVE FROM 2020

Revitalized neighborhoods are walkable and bike-friendly. Our citizens have pride in their neighborhoods, thanks to collaboration of the city's active lifestyle community, our arts and culture organizations and the City. The City is a supportive and reliable partner to the community, as we implement a comprehensive homelessness plan and improve emergency response times. Our city is accessible to all, as a result of an improved affordable housing stock and expansion of transit services. Citizen engagement and volunteerism with the City fosters a collaborative environment and bolsters our community pride.

STRATEGIC OBJECTIVES

3A

Strengthen neighborhoods through addressing homelessness, housing accessibility, improving voluntary code compliance and public safety-neighborhood relationships

3B

Expand and encourage citizen engagement

3C

Collaborate with other governmental agencies and military installations

CITY ADMINISTRATION INITIATIVES

3A: Strengthen neighborhoods through addressing homelessness, housing accessibility, improving voluntary code compliance and public safety-neighborhood relationships

- Reduce homelessness through implementation of a community plan, and addressing the community need of permanent, supportive housing
- *Improve access to a broad range of quality housing that is safe, accessible and affordable
- *Maintain and enhance attractive neighborhoods through City services, innovative enforcement techniques, and voluntary compliance with City codes & regulations
- Continually build on a solid foundation of public trust and engage the community in public safety efforts
- Maintain and enhance the City's ability to prepare for, respond to, recover from, and mitigate against major emergencies and disasters
- 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
- *When feasible, adopt universal design principles that ensure accessibility for all for new and renovated public facilities, including recreational facilities and playgrounds

3B: Expand and encourage citizen engagement

- Use technology to inform and engage the community
- Establish a unified city-wide guideline for the public input process
- Continue to enhance volunteerism within the Parks, Recreation and Cultural Services Department & Public Safety Departments
- Work with Council to develop semi-annual educational events for boards and commissions members to learn about all City departments and functions

3C: Collaborate with other governmental agencies and military installations

- Support Council and work with CML on policies at the State and Federal level that impact our community
- Maintain and enhance mutual aid relationships and improve interoperability among regional public safety agencies
- Enhance the City's environmental sustainability efforts in conjunction with other governmental entities

PARTNERS

- Citizens
- El Paso County
- Council of Neighbors and Organizations (CONO)
- Pikes Peak United Way
- Non-profit organizations
- Human services providers
- Parks & trails friends groups and supporters
- Downtown Partnership
- Arts & culture organizations
- School Districts
- Current City volunteers
- Higher education institutions
- Civic-minded professional associations
- Media
- USOC
- Sports and health organizations
- Military installations and their community organizations
- Residential/housing associations
- Religious associations/institutions
- PPACG



Excelling in City Services

Ensure a fiscally sustainable & resilient City that delivers consistent quality services and continuously seeks to improve service delivery



EXCELLING IN CITY SERVICES

Ensure a fiscally sustainable & resilient City that delivers consistent quality services and continuously seeks to improve service delivery

PERSPECTIVE FROM 2020

Citizens are able to find the information they need, find answers to questions they have, and conduct business easily with the City through improved use of the City's website, development of a robust citizen reporting system, modernization of processes, and improved accessibility to information and services for all. The City is efficient and effective, due to exploring cooperation and regionalism with our regional partners. Our dedicated City employees work cross-departmentally to ensure the City is maximizing the use of resources, and our employees continually seek to expand upon their skills and talents through career development training.

STRATEGIC OBJECTIVES

3A

Support continuous improvement

3B

Leverage technology to improve service delivery

CITY ADMINISTRATION INITIATIVES

4A: Support continuous improvement.

- Improve public safety response times
- Research and implement best practices across all departments to ensure that the City is continually improving and maximizing efficiency and effectiveness
- 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
- Allow for competitive compensation, including increasing soft benefits, to attract and retain high quality employees
- Improve organizational capability and effectiveness – professional development, leadership, training, change management, strategic thinking, fiscal literacy and staff engagement
- Implement a culture of safety and safe work practice accountability
- Explore implementation of a Talent Management approach, sharing resources and talent cross-departmentally
- Continue to support the Inspire Initiative (designed to encourage youth to get outdoors), the City of Colorado Springs' HEAL (Advancing Healthy Eating & Active Living) designation, and youth engagement through city programming, policies, partnerships and improved infrastructure

4B: Leverage technology to improve service delivery

- *Promote our City successes through all forms of media to improve trust in City government and evoke greater pride in our City
- Modernize citizen issue reporting and information request system to allow self-service for citizens and greater efficiency for City staff
- Develop an Open Data program, including data publication, governance and alignment to standards, to share appropriate City data with the community

PARTNERS

- Citizens
- Colorado Springs Utilities
- El Paso County
- Higher education institutions
- Local businesses
- Development community
- Alliance for Innovation
- International City/County Management Association
- CDOT
- Professional associations
- School districts

City Council Specific Initiatives

The City of Colorado Springs City Council has specific initiatives with measurement of success that align with the Citywide Strategic Plan goals laid out in this document. The measures of success for all City Administration Initiatives are detailed in the annual budget book.

Goal	Objective	City Council Initiative	Measurement of Success
Promoting Job Creation	1A	1CC-01 Support regional workforce development goals that enhance the City's appeal to high-technology and manufacturing businesses	<ul style="list-style-type: none"> Support efforts & policies that support regional workforce development goals
Promoting Job Creation	1A	1CC-02: Proactively engage with federal military leadership, with the goal of preserving and expanding, as appropriate, the military presence in the Pikes Peak region	<ul style="list-style-type: none"> Enhance partnerships at local and federal level in support of military installations
Promoting Job Creation	1A	1CC-03: 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	<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 level that impact job creation
Promoting Job Creation	1A	1CC-04: Identify tourism promotion and funding strategies that support regional efforts to expand tourism in the Pikes Peak Region	<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
Promoting Job Creation	1A	1CC-05: Encourage infill and develop job creation policies with a priority on West Colorado Avenue, Economic Opportunity Zones and Downtown	<ul style="list-style-type: none"> Approve a North Nevada EOZ Master Plan, Zoning Overlay and focus economic development & URA efforts in the Southeast EOZ
Promoting Job Creation	1C	1CC-06: Identify and revise business-related City Code sections to improve customer focus, expedite processes, and eliminate barriers, in conjunction with City staff	<ul style="list-style-type: none"> Comprehensive review of the Municipal Code, appropriate additions and revisions prescribed and implemented

Goal	Objective	City Council Initiative	Measurement of Success
Promoting Job Creation	1C	1CC-07: Implement results of the infill steering committee's work and provide citizen input to City Council concerning the plan	<ul style="list-style-type: none"> • Implement a robust infill communication plan • Adopt code changes relating to infill
Building Community & Collaborative Relationships	1C	1CC-08: Work with Council Boards & Commissions to identify specific City Code or policy changes that improve important elements of citizens' quality of life	<ul style="list-style-type: none"> • Solicit specific input from selected Boards & Commissions for recommendations
Investing in Infrastructure	2A	2CC-01: Facilitate intergovernmental cooperation to support, as appropriate, efforts relating to stormwater, emergency response, transportation, and aging	<ul style="list-style-type: none"> • Creating of a long-term, realistic funding and action plan to address infrastructure needs
Investing in Infrastructure	2A	2CC-02: Continue to collaborate with stakeholders to implement realistic and effective regional stormwater solutions, and other high-priority capital improvements and maintenance programs	<ul style="list-style-type: none"> • Creating of a long-term, realistic funding and action plan to address infrastructure needs
Investing in Infrastructure	2A	2CC-03: Examine adjusting local TABOR to reflect the community's ongoing resource needs with respect to City Council's responsibilities to fund those needs	<ul style="list-style-type: none"> • Continue to explore alternatives relating to stabilizing sustainable long-term revenue streams to fund high-priority needs
Building Community & Collaborative Relationships	3A	3CC-01: Participate in regional Continuum of Care to support elimination of homelessness and vagrancy and their effect on citizens' quality of life	<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
Building Community & Collaborative Relationships	3C	3CC-02: 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	<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 RBA and other organizations
Building Community & Collaborative Relationships	3A	3CC-03: Partner with local non-profit organizations to promote effective neighborhood outreach and leadership development	<ul style="list-style-type: none"> • Increased City participation in neighborhood events (some organized through CONO) throughout the city

Goal	Objective	City Council Initiative	Measurement of Success
Building Community & Collaborative Relationships	3B	3CC-04: Evaluate existing City Council Boards, Commissions and Task Forces to ensure effectiveness and citizen participation; revise and restructure to ensure robust citizen input, leverage new technology tools	<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
Building Community & Collaborative Relationships	3B	3CC-05: Continue to clarify and effectively execute the legislative role of City Council and refine Council processes to facilitate transparency, proactivity, and citizen engagement	<ul style="list-style-type: none"> • Support addition of new community engagement programs, targeted on underserved areas of the City
Excelling in City Services	4A	4CC-01: Review and direct municipal government audit function and deliverables to measure trends, efficiencies, effectiveness, and improvement opportunities	<ul style="list-style-type: none"> • Audit recommendations addressed
Excelling in City Services	4A	4CC-02: Work cooperatively with executive branch to examine the City's budget and strategic plan development processes, identify policy changes and opportunities for effective and early engagement	<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

IMPLEMENTING OUR PLAN

The City's Strategic Plan is a living plan that is continually refined through community input to make sure the City is meeting its overall strategic goals. You'll see in this document an *asterisk next to new initiatives that have been added in 2017, based on input from department managers and representatives from partner agencies. Some objectives previously included have been removed as we work to refine our goals and strategies to become a world class city that matches our majestic scenery. Our overarching goals remain the same: Promoting Job Creation, Investing in Infrastructure, Building Community & Collaborative Relationships, and Excelling in City Services.

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](#)

If none of these opportunities match your interest in getting involved, please email the Strategic Advisory Team at sat@springsgov.com.

ACKNOWLEDGMENTS

The Strategic Plan was developed by the City's Strategic Advisory Team, in conjunction with 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.

Strategic Advisory Team

Jay Anderson	Julie Smith
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City of Colorado Springs 2016-2020 Strategic Plan

Mayor John W. Suthers

Chief Peter Carey	Police Chief
Chief Ted Collas	Fire Chief
Waters, Bret	Deputy Chief of Staff
Easton, Travis	Director, Public Works
Fabos, Jamie	Chief Communications Officer
Phillips, Greg	Aviation Director
Johnson, Sarah	City Clerk
Kane II, HayDen W.	Presiding Municipal Court Judge
Massey, Wynetta	City Attorney
Nehls, Carl	Chief Information Officer
Palus, Karen	Director, Parks, Recreation and Cultural Services
Vacant	Chief Financial Officer
Sullivan, Mike	Director, Human Resources
Vacant	Director, Office of Emergency Management
Wysocki, Peter	Director, Planning and Development