



EL PASO COUNTY 2017 – 2021 STRATEGIC PLAN

2018 SECOND QUARTER UPDATE

Board of County Commissioners Meeting
July 10, 2018

2017 – 2021 Strategic Plan

Plan Overview

<u>Goal</u>	<u>Strategies</u>	<u>Objectives</u>
Maintain and promote a financially sustainable County government that is transparent and effective.	5	23
Continue to enhance the understanding of civic services and promote participation, engagement, and confidence in County government.	5	18
Maintain and improve the County transportation system, facilities, infrastructure, and technology.	4	41
Consistently support regional economic strength.	5	19
Strive to ensure a safe, secure, resilient, and healthy community.	7	45
Total	26	146

2017 – 2021 Strategic Plan

Objectives Update

2017 Launched / Completed	76	(52%)
2018 Targeted Objectives	43	(30%)
2019 – 2021 Targeted Objectives	27	(18%)
Total	146	

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2018 Objectives Update

2018 Targeted Objectives	43
2018 Launched Objectives	20
Remaining Objectives	23

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Objective Updates

Goal #1 – Continue to enhance the understanding of civic services and promote participation, engagement, and confidence in County government.

Strategy D – Objective #1: Assess the viability of implementing regional law enforcement collaboration of services and infrastructure.

The El Paso County Sheriff's Office currently collaborates on numerous multi-agency projects, training, infrastructure, and team policing to include multi-jurisdictional task forces:

- 1) Combat illegal marijuana grows and transport in coordination with VNI, ATF, and DEA.
- 2) Coordination with the Homeless Outreach Team – EPSO will add an FTE in the near future.
- 3) Collaboration with El Paso County Public Health (Co-Responder model) which will pair a specially trained deputy with a mental health clinician to assist people in place with resources as an alternative to the jail or hospital. Part of that grant funding will purchase specially designed software to track outcomes, the same software currently used by City's Crisis Response Team (CRT).
- 4) Collaboration with the 4th Judicial Problem Solving Courts on an informational video that will be shown in the wards at CJC to educate inmates about the Problem Solving Courts.

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Objective Updates

Goal #1 – Continue to enhance the understanding of civic services and promote participation, engagement, and confidence in County government. (con't)

Strategy D – Objective #1: Assess the viability of implementing regional law enforcement collaboration of services and infrastructure, where practical.

- 5) Multi-jurisdictional efforts between fire districts to provide efficient and prompt service in the event of wildfires in the County.
- 6) The Deadly Force Investigation Team agreement exists to increase transparency and objectivity in the event of an officer involved shooting (or use of deadly force) – combined efforts of investigation units from independent agencies investigate deadly force incidents and report findings to the DA.
- 7) Law enforcement agencies across the county use the same records management system (RMS) infrastructure, which enhances the ability to share and disseminate information, track individuals across agencies, identify pattern crimes and cross reference cases. The sharing of information and resources utilizing a multi-agency approach increases officer safety, solves crimes more quickly and increases public awareness.

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Objective Updates

Goal #3 – Maintain and improve County transportation system, facilities, infrastructure, and technology.

Strategy A / Objective 3 – Develop a multi-modal transportation infrastructure, major maintenance and capital improvement programs.

Multimodal:

- The Engineering Division selected a contractor and began construction in Colorado Center. Using a CDBG grant, the community will be getting repaired, ADA compliant curbs, gutters, sidewalks and pedestrian ramps to improve multimodal transportation.

Major Maintenance:

- Highway crews started the bridge deck replacement on Ellicott Highway and grouted the rip rap under the Chamberlin Bridge and completed two lane miles of gravel road rehabilitation.

Capital Construction / Westside Avenue Action Plan:

- Colorado Springs Utilities added and upgraded infrastructure to its overhead electric lines. The work began near the intersection of Columbia St. and W. Colorado Ave. to a point near the intersection of El Paso Blvd. and Via Maria Theresia. Colorado Springs Utilities began lowering a gas main along W. Colorado Ave. Crews installed a 16-inch water main and storm line work.

- Ridge Road is permanently closed between W. Pikes Peak Avenue and W. Colorado Avenue for the installation of a pedestrian and bike plaza.

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Objective Updates

Goal #3 – Maintain and improve County transportation system, facilities, infrastructure, and technology.

Strategy C / Objective 6 – As needed, improve infrastructure to support the construction of the Pikes Peak National Cemetery in El Paso County.

Highway crews assisted the development of the Pikes Peak National Cemetery by shouldering approximately three miles of Drennan Road.

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Objective Updates

Goal #3 – Maintain and improve County transportation system, facilities, infrastructure, and technology.

Strategy C – Objective #4: Implement a 311 web-based information system.

The 'Citizen Connect' service request system went live in March 2018. This new service allows citizens to report issues and make service requests using their mobile device or a mobile friendly website. Users have the option to be notified when their service request is received, scheduled, and resolved. The system has a geo-location feature that automatically forwards citizen requests to other government agencies when the work to be completed falls outside the El Paso County service request territory.

As of early June, thousands of service requests have been successfully processed through this citizen-centric system.

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Objective Updates

Goal #4 – Consistently support regional economic strength.

Strategy A - Objective 1: Partner with local municipalities to identify contrasting development-related standards and requirements and establish a committee that is tasked with proposing and implementing code changes to increase inter-jurisdictional uniformity.

The Planning and Community Development (PCD) Department Director has engaged with other regional (municipal) planning officials to establish re-occurring quarterly meetings to discuss current development-related issues. Many of the issues discussed to date pertain, at least in part, to each jurisdiction. These issues include, but are not limited to, tiny homes, affordable housing, homeless camps, development application processing, and regional comprehensive planning efforts (e.g. County Water Master Plan, City of Colorado Springs Amended Comprehensive Plan, etc.). The PCD staff anticipates that these meetings will lead to the generation of multiple amendments to the El Paso County Land Development Code.

Currently, staff is evaluating the feasibility of a “small lot PUD” zoning district, similar to what the City of Colorado Springs allows, which could help address some of the housing affordability issues in the region.

In addition, staff, through the water master planning effort, has begun evaluating the landscaping standards of some of the local jurisdictions to determine whether or not the County landscaping standards for new development, particularly commercial development, should be revised to better account for variables throughout the County such as water availability, water source, soil conditions, anticipated effectiveness of landscaped screening, and localized climatological conditions.

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Objective Updates

Goal #4 – Consistently support regional economic strength.

Strategy A - Objective 6: Support the expansion of emerging industries in the Pikes Peak Region.

SBDC Techsource

- Cyber CYA Program: Data protection, National Institute of Standards and Technology (NIST) and General Data Protection Regulation (GDPR)
- Onsite workshops, webinars, state wide programming
- Cyber Awareness & Implementation Series
- Partners: Dept. of Homeland Security, National Cyber Center, Better Business Bureau, Colorado Procurement Technical Assistance Center, UCCS Bachelors of Innovation Program, Pike Peak Community College, City of Colorado Springs, Small Business Administration

Creatives

- Courses for Creatives

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Objective Updates

Goal #4 – Consistently support regional economic strength.

**Strategy A - Objective 6: Support the expansion of emerging industries in the Pikes Peak Region.
(con't)**

Events

- Accelerators @ Catalyst Campus (Terrestrial Weather/Positioning, Navigation, Timing)
- Aerospace & Defense Small Business Industry Day (June 28)
- NASA Event (November)

Expanded Reach

- 3 Satellites: Tri Lakes Chamber, Sand Creek Library, Ft. Carson

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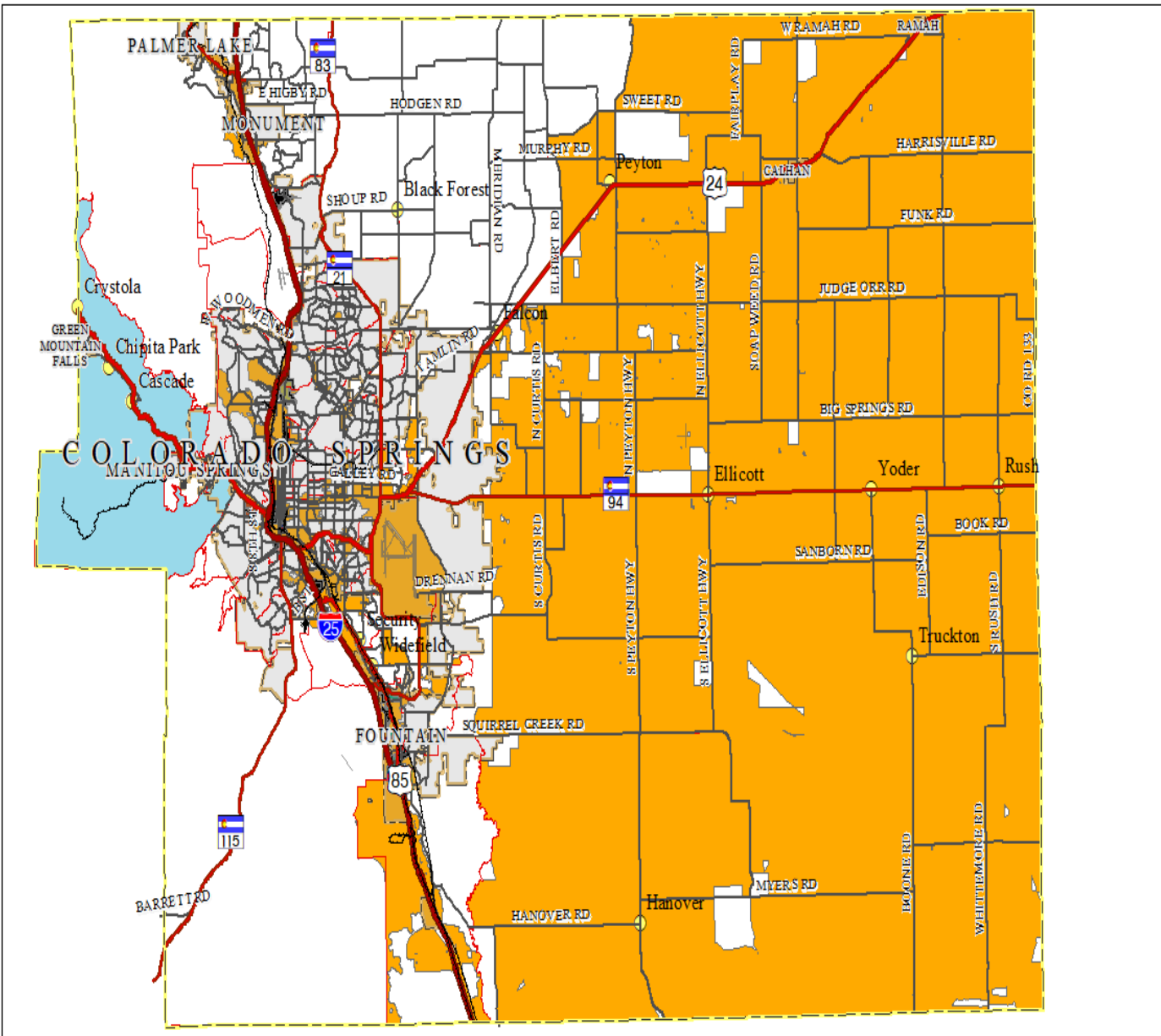
Objective Updates

Goal #4 – Consistently support regional economic strength.

Strategy A - Objective 7: In partnership with community stakeholders, support the revitalization of existing business districts.

Collaborating with the cities of Colorado Springs and Fountain, seven census tracts were nominated as Opportunity Zones by the Governor and subsequently designated as such by the U.S. Treasury under the Tax Cuts and Jobs Act. Two of the zones are in Colorado Springs' downtown business district and could see revitalization as Opportunity Funds make investments to stimulate economic growth and job creation.

Both Manitou Springs' and Green Mountain Falls' business districts will benefit from the recent addition of Census Tract 34 to the Pikes Peak Enterprise Zone. Primarily tourist focused, attractions such as Cave of the Winds, North Pole, and the Summit House will be eligible for incentives to encourage private investments that should result in additional visitors to those business districts.



Legend

- Enterprise Zone
- Effective 1/1/2016

El Paso County, Colorado Economic Development Division

Enterprise Zone GIS Data Viewer



Scale 1:350,000



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Objective Updates

Goal #4 – Consistently support regional economic strength.

Strategy B - Objective 1: Participate in feasibility studies of rail and freight opportunities.

On May 3, 2018, the Board of County Commissioners entered into a Memorandum of Understanding with various jurisdictions and parties to undertake the next phase of a study to determine the feasibility of a rail-served industrial park in the southern portion of El Paso County.

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Objective Updates

Goal #5 – Strive to ensure a safe, secure, resilient, and healthy community.

Strategy A - Objective 10: Explore, support and implement regional solutions for law enforcement functions encompassing multiple agencies to address vital needs for 911 services, law enforcement training, evidence storage/handling and the crime lab.

- 1) The crime lab is a collaborative effort with CSPD, CBI and other local law enforcement agencies.
- 2) EPSO, Fountain, Manitou, Monument, Palmer Lake, Green Mountain Falls and Calhan emergency calls are now all being dispatched by a central Communications office, making emergency response times shorter and with less chance of confusion due to multiple calls to multiple agencies. CSPD still dispatches from their own agency, but the hope is that one day in the future, all emergencies will be dispatched out of a single office.
- 3) Many multi-agency law enforcement trainings occur in El Paso County, some coordinated and hosted by EPSO and others attended by members of EPSO.
- 4) Currently, each law enforcement agency houses their own evidence. However, most stakeholders are in favor of a central evidence facility which would greatly enhance the ability to make evidence available for trial.

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Objective Updates

Goal #5 – Strive to ensure a safe, secure, resilient, and healthy community.

Strategy B – Objective #7 - Explore contracting for a child care center at Citizens Service Center.

After considering available space, licensing requirements and safety/security issues, it was determined that it would not be feasible to house a childcare center on site at the Citizens Service Center (CSC). The Department of Human Services met with child care experts to determine whether a network of licensed, high-quality family child care homes near CSC was needed and could be a possible alternative.

Experts included:

- Diane Price, CEO and President, Early Connections Learning Centers
- Noreen Landis-Tyson, President and CEO, Community Partnerships for Child Development (CPCD)

In April 2017 an all CSC employee survey was conducted. There were 189 responses. 70.8% responded “yes” (78) or “maybe” (55) to “Would you use a network of licensed, high quality family-based child care homes if they were near the CSC?”

- ▶ The chart below represents existing family child care home capacity and quality in surrounding areas of CSC.

Zip code	Area	Number of licensed FCC	Colorado Shines 1	Colorado Shines 2	Colorado Shines 3	Colorado Shines 4	Openings
80919	Mountain Shadows	6	6	0	0	0	0
80907	Holland Park	8	1	4	2	1	1
80904	Garden of the Gods	0	0	0	0	0	0
80918	NE corner of I-25 and GoG	26	19	6	1	0	?

- ▶ Next Steps:

- ▶ Determine County options/level of involvement such as:
 - ▶ Survey homes to gauge interest, hold an open house/conversation, make phone calls.
 - ▶ Determine what network services we would want.
 - ▶ Understand needed funding and processes.
 - ▶ Develop plan and timeline.
 - ▶ Concurrently market state resource and referral number (877-338-2273) and Website (childcarereferrals@unitedwaydenver.org) to CSC employees.