



Colorado Springs URA Strategic Plan Project Management Plan

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How To Use This Document

The Project Management Plan (PMP) is a tool to guide the process for the *Colorado Springs Urban Renewal Authority Strategic Plan*. This is an internal document, intended to establish objectives, benchmarks, and milestones. Pending unforeseen impacts to the schedule, either during analysis or engagement, this document may be updated at a later date.

Project Objectives

Create a Strategic Plan to guide Colorado Springs Urban Renewal Authority (CSURA) efforts over the next 10 years. The Strategic Plan will provide a tactical implementation plan for public investment. It will provide the CSURA Board and staff with direction regarding the types and locations of projects it supports, establish clarity on decision making to increase transparency for elected officials, developers, and community stakeholders; and delineate a recommended organizational structure, including fiscal parameters, to position CSURA for long-term success. The Strategic Plan will be a highly referenceable document and easily digestible with graphics and concise narrative.

There are two main tasks to create the Strategic Plan:

- **Future Direction of the Organization Strategy** – A set of guidelines for the type of investments CSURA will support over the next decade. The elements for this task include tangible project attributes such as geography, project type, scale, and community benefit as well as decision making criteria. These criteria will be based on the Board’s mission statement and vision, a set of values, and specific goals.

- **Operational Parameters for the Organization** – This task will delineate how CSURA will operate and use tools, such as TIF. It will address the relationship between CSURA and City of Colorado Springs and outline the fiscal structure of the organization addressing how projected revenues will cover expenditures and long-term financial goals.

Project Management Team Meetings

EPS and Jariah Walker will have monthly project check-in meetings for 30-minutes on the third Friday of the month. Additional project meetings can be added as necessary.

Workshop Participants and Outreach

There will be a series of six workshops throughout the project with the CSURA Board. Additional meetings will be added as necessary to ensure each workshop topic is covered with clear direction from the Board members.

- **CSURA Board Members** will inform the process and provide feedback and direction during workshops and at key milestones. The CSURA Board consists of 13 members:
 1. Maureen Juran: Chair
 2. Gary Feffer: Vice Chair
 3. Cami Bremer: El Paso County Commissioner
 4. Randy Helms: City Councilmember
 5. Randy Case
 6. Sam Friesema
 7. Toby Gannett
 8. Cecilia Harry
 9. Jim Mason
 10. Parth Melpakam
 11. John Olson
 12. Wynne Palermo
 13. Anthony Perez
- **CSURA Strategic Plan Subcommittee** will include three representatives from the CSURA Board as well as the Executive Director. This group will meet monthly for 30 minutes to ensure there is clear direction from the prior workshop to keep the project moving. All decisions and a summary of the meeting will be reported back to the Board for agreement. The Board will ultimately have the final say in decisions related to the Strategic Plan.
 - Maureen Juran
 - Gary Feffer
 - John Olson
 - Jariah Walker

- The **Colorado Springs City Council** will be engaged through a series of presentations and updates throughout the project during City Council work sessions and regular meetings. This is to keep City Council informed on the project, have alignment between the two groups, and incorporate feedback and goals for the Urban Renewal Authority.
- **Tax Districts** will be involved through meetings with the project team to discuss specific goals for each district, expectations of project support, and TIF shares with CSURA. One meeting with each tax district board is expected to take place during their monthly board work sessions. Additional meetings will be scheduled as needed with the district chair and key board members.
 - El Paso County
 - City of Colorado Springs
 - Pikes Peak Library District
 - Academy School District 20
 - Colorado Springs School District 11
 - Harrison School District 2
 - Cheyenne Mountain School District 12

Strategic Plan Outline

The CSURA Strategic Plan will consist of approximately 30 pages with concise narrative and graphics. The seven chapters are outlined below and will also include a 10-year action plan for quick reference and to summarize the strategy.

- 1. Introduction:** Purpose of plan and overview of the challenges the plan will address
- 2. Mission, Vision, and Values:** The guiding principles for CSURA
- 3. How a URA Functions:** Tools and purpose of urban renewal
- 4. Future Objectives:** Goals pertaining to project type, geography, scale, community benefit, and programs
- 5. Organizational Relationships:** Tax district relationships and TIF sharing; clarify with City in terms of operations and autonomy
- 6. Taking Action:** Decision making criteria and process for establishing new plan areas and allocating TIF revenues
- 7. Operations and Fiscal Structure:** Roles and responsibilities of staff and board members, budget, and financial goals
- 8. Action Plan:** 10-year implementation strategy, linking values, goals, and actions together

Workshop Schedule and Milestones

The workshop schedule for the CSURA Board is provided below along with major project milestones.

February

- **Workshop #1: Mission, Vision, Values, and Goals**
 - This workshop is focused on the high-level objectives of CSURA and what it wants to achieve. The outcomes of this workshop will be used as a guide through the remainder of the project and in the Strategic Plan.
 - The mission will capture the essence of why CSURA exists and build from the current mission statement.
 - The vision will communicate what CSURA does and how it makes a difference.
 - Values will be identified that relate to projects and operations. They will ultimately drive the goals and actions provided in the final chapter, linking the initial chapter to the specific action plan.

March

- **City Council Update**
 - Listen to desired objectives of Council Members for CSURA
 - Present key findings from the first workshop and solicit feedback from City Council.

April

- **Workshop #2: Geographies and Project Types**
 - This workshop is focused on determining the tactical project priorities to evaluate future projects CSURA champions and supports.
 - This includes identifying which areas of the city CSURA should focus resources, project types and scale that are most pertinent to the Board, and the degree of community benefit that is desired.
 - Identify programs and partnerships CSURA wants to support in addition to gap funding for development.

May

- **Milestone:** Draft Chapters 1 and 2 of Strategic Plan
- **Workshop #3: Relationships with Taxing Districts**
 - This workshop is focused on the importance of the relationships between CSURA and other taxing entities within El Paso County. The Board will discuss the expectations from each taxing entity based on project type, community benefit, and other factors.
 - Working with the County and City, we will identify project criteria for sales TIF share and what is required of a project to receive 100%.

June

- **Milestone:** Draft Chapters 3 and 4 of Strategic Plan
- **Staff and EPS to meet with each tax district**
 - EPS and Jariah will meet with each tax district to discuss their issues and concerns with CSURA and TIF.
 - Key aspects from the first two workshops will be summarized for the tax districts to show how projects are evaluated and the goals they achieve to garner CSURA support.

July

- **Milestone:** Draft Chapter 5 of Strategic Plan
- **Workshop #4: URA Tools, Criteria, and Funding**
 - The focus of this workshop is to determine the criteria and process for establishing new Plan Areas and allocating TIF revenue.

August

- **Milestone:** Draft Chapter 6 of Strategic Plan
- **City Council Update**
 - Present key findings from workshops 2, 3, and 4 and hear feedback and considerations from City Council.

September

- **Workshop #5: Operations and Fiscal Structure**
 - This workshop is focused on the staffing, budget and funding, and initiation of CSURA in relation to the City.
 - The internal structure of CSURA and staff will be evaluated and discussed to identify challenges. Case studies of other URAs will be presented for options and best practices. The degree of autonomy/integration with the City will also be discussed.
 - The funding of CSURA will be reviewed and discussed. As part of this, EPS will model the costs to fund the organization and the set aside of TIF from previously approved projects necessary to achieve fiscal balance.
 - The roles for initiation of URA efforts (CSURA Board, City Council, and development community) will be discussed to outline the conditions associated with each type of initiation, the basis for that type of action, and how all three can benefit the community.

November

- **Milestone:** Draft Strategic Plan (all chapters)
- **Workshop #6: Draft Plan Review**

- In this workshop, we will review the entirety of the Strategic Plan and discuss feedback and revisions. The action plan will be a specific focus to ensure it adequately relates the mission and goals of CSURA and guides future implementation.

December

- **Milestone:** Final Strategic Plan
- **City Council Update**
 - Presentation of the final Strategic Plan