



COMMON
SENSE
Policy Roundtable

2014
Strategic Plan

March 27, 2014

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ASSUMPTIONS for the STRATEGIC PLAN



- 1 Jobs and the economy will be our focus.
- 2 Implementation of this plan will be a collaborative, evolutionary, and iterative process.
- 3 We will expand our reach and deepen our impact through networks, partnerships and strategic alliances.
- 4 REMI dynamic model will be our primary research mechanism.

INTRODUCTION

In 2010, a small group of industry-diverse business and civic leaders embarked upon an experiment to start the Common Sense Policy Roundtable (CSPR). We pledged to have a constructive and engaging presence in Colorado's most important public policy debates. Our mission has been to cultivate jobs and the economy in Colorado and do this with intellectual integrity. After these three short years, we believe our experiment has been a success.

Last year was a marquee year for CSPR. Since inception, we promised to construct a dynamic econometric model unique to the state of Colorado. We are pleased to say that was accomplished in 2013. We purchased and built a Regional Economic Models, Inc. (REMI) in partnership with the Metro Denver Economic Development Corporation and the Denver South Economic Development Partnership. A unique feature of this consortium was the development of a partnership with University of Colorado's Business Research Division of the Leeds School of Business. The consortium meets bi-monthly to establish research priorities. Our first research project was to determine the economic impact of Amendment 66, a proposed tax increase for public education funding. The REMI model is intended to be a central resource for policy makers, stakeholders and the Colorado community.



CSPR is now at a turning point. Having sustained steady growth over the past three years, conducted a plethora of research publications on jobs and the economy, and educated Coloradans on numerous public policy debates—it is now critical that we expand upon our successes.

In the short-term, building off of our work in 2013, the Common Sense Policy Roundtable is excited to embark on various public policy endeavors in 2014. We have arranged for two major studies using the REMI Model. We have already begun an energy study using REMI that should be released early in 2014. Colorado has abundant natural resources that literally and figuratively fuel the Colorado economy. The estimated value of oil, gas, and carbon dioxide totals more than \$11.9 billion in 2013, representing year-over-year growth driven by gains in both production and price. The industry accounted for more than

29,000 direct jobs in drilling, extraction, and support activities in 2012 in Colorado, represented by nearly 1,400 firms. The industry pays higher-than-average wages in Colorado, and is the source of a significant public revenue stream that impacts federal, state, and local coffers.

A recent movement has established to quell or cease oil and gas development in the state. Longmont City Council moved to impose a fracking moratorium, which is currently in litigation after being challenged by both the State and the Colorado Oil and Gas Association. In 2013, voters in Boulder, Fort Collins, and Lafayette approved fracking bans, and a ban is pending recount in Broomfield. There is an indication that such a ban could be presented to voters statewide in 2014. Our study will serve to understand the economic impacts of such a ban.

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The second study in 2014 will evaluate the economic condition and infrastructure needs of the state regarding the financial crisis that is looming for Colorado. The aging of Colorado’s population along with new added Medicaid coverage is forcing Colorado into a significant budgetary deficit, forecasted to hit between 2018 and 2020. Our study will aim to determine the anticipated

size of the state deficit, what policy alternatives are available to help close any fiscal gap and even explore the creation of a reserve or rainy day fund for down economic times.

With our current resources: 1) REMI dynamic model, 2) Our strategic partnerships, and 3) Our board of directors and staff, in the

long-term we look to become the premier conservative fiscal policy think tank in the Western region.

This plan is intended to help us remain centered in our mission-driven activities and articulate a clear purpose that will drive our activities to build a stronger, more effective organization.

MISSION

Common Sense Policy Roundtable is a non-profit free-enterprise think tank dedicated to the protection and promotion of Colorado's economy.

CSPR actively follows jobs and economic development legislation and public policy initiatives.

GOALS AND STRATEGIES

Overall, to fulfill our mission we embrace the following six goals that will provide a framework for our strategic plan and guide our activities from March 2014 through December 2019. Each goal has several strategic objectives to be accomplished to achieve that goal. Each Strategic Objective is broken into Phases, acknowledging that there can be many steps involved in or dependencies for accomplishing the objective.

Short-term goals are defined as within 12-24 months. Long-term goals are 24months-5 years. Additional work may be required that is not currently set out in this plan, such as feasibility studies or assessments of investments required to

GOAL 1: Leader in fiscal policy research and education

Strategic Objective 1.1: Create a shelf life for all our past publications and research.

Phase One: by April 2014, Re-publish portions of past publications and research.

Phase Two: by April 2014, create system for publishing and documenting research and publications.

Phase Three: by May 2014, upload re-branded past publications on website.

Strategic Objective 1.2: Complete REMI Fracing-Ban Study.

Phase One: by March 2014, complete study and finalize release of study.

Phase Two: by April 2014, successfully market and publicize findings.

Strategic Objective 1.3: Complete REMI Fiscal Cliff Study.

Phase One: by July 2014, complete draft of study.

Phase Two: by August 2014, complete study and finalize release of study.

Phase Three: by September 2014, successfully market and publicize findings.

Strategic Objective 1.4: Monitor and testify when appropriate on 2014 proposed legislation.

January- May 2014- Monitor and testify when appropriate on 2014 proposed legislation.

January- May 2014- Draft op-eds on proposed legislation when appropriate.

Strategic Objective 1.5: Re-use portions of REMI Amendment 66 Study for ongoing public policy engagement.

Phase One: by March 2014, review SB213 and compile list of metrics and tangible improvements (i.e. sunset on bill) to include in bill if to remain intact.

Phase Two: by June 2014, re-publish portions of REMI Amendment 66 Study to further review Douglas County School Choice Movement.

Objective 1: Review graduation rate, proficiency levels, and remediation rate for the past three years since Douglas County movement started.

Objective 2: If reforms working, share with rest of state and country.

Strategic Objective 1.6: Create 1-job publication—the AH-Ha moment

Phase One: by March 2014, one page visual document on energy jobs: show what one new energy job means to the state (inputs, outputs, multiplier effect, etc.). Coincide with release of energy study.

Phase Two: by October 2014, use one page visual as template for all job studies and research.

LONG-TERM: 5 Year Plan

Strategic Objective 1.7: Use the REMI model to identify the ideal tax structure for Colorado.

Phase One: Starting in 2015, should there be a tax increase, begin research on ideal tax structure for Colorado.

Strategic Objective 1.8: PERA reform

Ongoing: continue to act as leader in solving the looming fiscal crisis that is PERA.

Strategic Objective 1.9: Medicaid

Ongoing: continue to act as leader in solving Medicaid issues.

GOAL 2: Enhance and Continue to Cultivate Strategic Partnerships

Strategic Objective 2.1: Continue to grow and develop REMI partnerships.

Phase One: by April 2014, develop guidelines for corporate or association partnerships and cost structure.

Phase Two: by June 2014, develop bylaws for Oversight Committee.

Ongoing: continue to secure public and private funding.

Ongoing: Meet regularly with Oversight Committee to review projects, procedures and funding.

Strategic Objective 2.2: Host gubernatorial jobs and economy forum in Metro Denver and on Western Slope.

Phase One: by March 2014, secure other partners for forums (Press, Chambers, Associations, etc).

Phase Two: by June 2014, secure date(s) and venues. Phase Three: by July 2014, send save the date and begin publicizing.

Phase Four: by August 2014, finalize format, panelists and questions.

Strategic Objective 2.3: Vital for Colorado

Phase One: by April 2014, help Vital for Colorado secure pledge forms from minimum 100 businesses, associations or business leaders.

Phase Two: by April 2014, release fracking ban study to Vital to use as education tool.

Ongoing: Have board participation at all levels and launch Vital across the state.

Strategic Objective 2.3: Americans for Prosperity Foundation

Phase One: by April 2014, finalize plan for 2014 with AFPP on fiscal policy issues to research.

GOAL 3: Broaden and Increase Financial Support

Strategic Objective 3.1: By the end of 2014, increase the board of directors by 2-3 members. Focus on industry and geographic diversity.

Phase One: by February 2014, identify 10 potential new board members.

Phase Two: by May 2014, meetings with all potential new board members.

Evaluate Annually: Maintain a minimum of 8 board members at all times and a minimum of \$150,000 in revenue from board member dues.

Strategic Objective 3.2: Create an Advocacy Board, minimum contribution of \$1,000.

Phase One: by March 2014, create Advocacy Board description and details.

Phase Two: by June 2014, have a minimum of 10 new Advocacy Board members secured.

Strategic Objective 3.3: Increase public and private foundation grant support.

Phase One: by April 2014, submit 2 grant applications for operations funding

Ongoing: Submit grant applications as needed based on project research.

Ongoing: Have board participation at all levels and launch Vital across the state.

Strategic Objective 2.3: Americans for Prosperity Foundation

Phase One: by April 2014, finalize plan for 2014 with AFPP on fiscal policy issues to research.

LONG-TERM: 5 Year Plan

Strategic Objective 2.4: Become a \$1 million organization

GOAL 4: Refine and Re-evaluate CSPR Internal Processes and Staffing Needs

Strategic Objective 4.1: by April 2014, create job descriptions for current staff.

Strategic Objective 4.2: by June 2014, create long-term 2019 budget and forecast.

CONCLUSION

In order for CSPR to succeed, this plan must be used – the ideas in it must be tried and tested, and progress of goals tracked, measured, evaluated and refined. Feedback will be provided to all parties responsible for implementing this plan, ranging from staff to Board members, and to external entities helping achieve these goals. Accumulated experience and ongoing discussions about values, goals and strategies will allow the plan to continue to be relevant and to change and adapt to new conditions.

After adoption of this plan by the Board of Directors and staff members, a dashboard will be created to help us monitor our progress on a consistent and ongoing basis as we work toward fulfillment of this plan.



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