



MEMO

To: Downtown Development Authority Board of Directors
From: Sophia Maes, Executive Director
Date: August 21, 2025
Subject: Cost-Benefit Analysis Task Force

Recommended Motion:

Move to formally establish the Cost-Benefit Analysis Task Force and appoint 3-4 Board members to serve on the task force throughout fiscal year 2026.

Background:

During the April and May Board work sessions, the DDA Board identified the need for a Cost-Benefit Analysis Task Force to guide the organization in evaluating its long-term goals and priorities. The primary objective is to develop a well-researched recommendation for the Board regarding strategic direction, office location, City work program renewal, and other key factors to be ready for consideration prior to the City-DDA MOU renewal in June 2026.

This task force will be comprised of 3-4 Board members, with staff serving as administrative support, with one as the lead or "champion." The task force will focus on:

- Evaluating long-term DDA goals and priorities outlined in state statute and the Plan of Development
- Evaluating the long-term location of the DDA office
- Reviewing the work program with the City
- Engaging with downtown stakeholders, community partners and City representatives to gain feedback regarding these focus areas

Once appointed, the task force will begin stakeholder engagement and data collection in late 2025, ensuring adequate time for thorough analysis and presentation of recommendations to the full Board by May 2026.

The proposed timeline for this task force is as follows:

September 2025	• Kickoff meeting with staff and appointed task force members • Confirm scope, roles, and work plan • Identify stakeholder groups and outreach strategy (including type of outreach: town halls, focus groups, etc.)
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CHEYENNE DOWNTOWN DEVELOPMENT AUTHORITY

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October 2025	• Begin stakeholder outreach (downtown businesses, property owners, City departments, community organizations) potentially with a professional mediator/facilitator • Collect baseline data (historical and current) on DDA operations, office location options, and City work program
November 2025	• Continue stakeholder interviews, surveys, and focus groups • Start compiling comparative cost-benefit information for potential scenarios (3-4 scenarios)
December 2025	• Progress review with the Board • Identification of key themes, opportunities, and constraints from stakeholder feedback
January 2026	• Analyze office location options (cost, accessibility, neutrality, alignment with goals and priorities) • Evaluate City work program terms and consider potential adjustments or alternatives • Conduct financial analysis of potential scenarios
February 2026	• Draft of preliminary findings and options presented to the Board • Conduct final round of stakeholder feedback to validate recommendations
March 2026	• Refine recommendations based on stakeholder feedback • Develop draft implementation plan of recommended actions with timelines, resources required, and responsibilities
April 2026	• Present Cost-Benefit Analysis Report to the Board (findings, recommendations, and phased implementation plan)
May 2026	• Board votes on recommendations • Staff begins implementation plan organization, City-DDA Work Program renewal to Council (if applicable)
June 2026	• Implementation Plan kickoff

Staff Recommendation:

Staff recommends the Board formally establish the Cost-Benefit Analysis Task Force and appoint 3-4 Board members to serve on the task force throughout fiscal year 2026.