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# Strategic Plan

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# Table of Contents

History .....1

Citizen Future Perspective .....2

- Community Action Plan 2006 .....3
- Three Coins in the Fountain 2008 .....4

The Strategic Planning Process .....6

Strategic Plan Components .....7

- Community Character .....8
- Healthy Community .....9
- Economic Development ..... 11
- Environment ..... 12
- Infrastructure Development ..... 13
- Public Safety..... 14
- Customer Service ..... 16



## *History*

*The City of Fountain, Colorado has a rich frontier history replete with original inhabitants, a murder mystery, a predecessor to sonic booms and much more. All of which formed the foundation for a community cited as a “Millennium City” in 2000 for reflecting the demographics of Americana and an “All-America City” in 2002.*

Local lore has it that the first Fountain-ites were members of the Ute nation living along what are now known as Fountain Spring and Jimmy Camp Creek. Later on, trappers set up trade along the area, which they called Fontaine qui Bouille or “bubbling waters.” The name was eventually shortened to Fountain.

Jimmy Camp Creek was named for an Irish settler. Jimmy’s last name is unknown but his unfortunate fate is an original unsolved mystery of the area. Several adaptations abound but what is generally accepted is that Jimmy brought his wagons to the area annually and routinely used a huge fire to signal the start of trading season. Unfortunately, somebody or bodies decided to do Jimmy in. Variations of the story include revenge killings by the Utes to retaliate against the alleged Mexican perpetrators but that’s where the stories diverge.

The town of Fountain was founded in 1859. Original commerce included ranching, farming and trade. Goods and news were brought by traders, stage coach and pony express. Later railroads were added that ran through the center of town. That was good news and bad news.

In 1888, a runaway rail car from Colorado Springs crashed into the rail yard in Fountain. The resulting fire rapidly spread and eventually ignited a rail car in town that was loaded with gunpowder. BOOM!

The fledgling town was reduced to ashes and lost all hopes of becoming the state capitol. A town to the north was selected instead under questionable circumstances.

Fountain rebuilt and incorporated in 1903. Today, the City consists of over 14 square miles and a population of over 20,000 residents.

*(Source: Fountain Economic Development Department)*



## *Citizen Future Perspective*

*The knowledgeable manager is one who recognizes the multiplicity of alternatives and is not predisposed to one particular approach to the exclusion of all others.*

*Donnelly, Gibson and Ivancevich  
Fundamentals of Management*

A clear understanding of achievable outcomes and limiting factors enhances the likelihood of success for a strategic plan. The process of identifying these outcomes and factors is part of the environmental scan. Citizen input is a crucial part of this process to identify strengths, weaknesses, opportunities, and threats (SWOT) analysis as an approach to identify reasonable expectations and potential pitfalls.

The City of Fountain hosted a series of community forums in late 2006 and early 2007 to create a Community Assessment and Action Plan for making the community more attractive to businesses. The meetings were hosted by the City Economic Development Commission and the Governor's Office of Economic Development and International Trade. A panel of 5 economic developers held a series of meetings to determine what the community desired, identified the major issues, and drafted an action plan for implementation. The reports can be found on the City Economic Development Department web site.

The following tables show the results of the public's input and the actions they recommended be taken.



## Community Action Plan 2006

### **Downtown Development Recommendations:**

1. Develop a consistent signage program for the “Historic Downtown.”
2. Develop a long term historic downtown development plan.
3. Develop and market “cultural assets” of the community.
4. City needs to “deTabor.”

### **Community Development Recommendations:**

5. Initiate a variety of community events to attract visitors/potential residents and business people to the community, by attracting positive family oriented entertainment businesses and activities.
6. Develop and nurture an effective Volunteer Program and Community Foundation.
7. Create a well planned, diverse mix of housing that is affordable for the people that work in Fountain and Fort Carson.
8. Review and update Capital Improvement Plan with emphasis on Recreational Infrastructure.

### **Business Development Recommendations:**

9. Business Attraction Program.
10. Business Retention & Expansion Program.
11. Address Blight
12. VA Cemetery
13. Workforce Development

### **Corridor Development Recommendations:**

14. Work for a long term and short term solution for Exit 132/SH16.
15. Update the US 85 Annexation Plan within the Comprehensive Plan.
16. Set up an urban renewal authority and utilize the tools to address blighted commercial and residential properties.
17. Beautification plan for Hwy 85 Business Corridor



### Three Coins in the Fountain 2008

<b>CATEGORIES AND ITEMS</b>	<b># votes per item</b>	<b>% of votes cast in category</b>	<b>Total votes cast in category</b>
<i>ENVIRONMENT</i>			
a) Restore Fountain Creek	141	48.3%	292
b) Develop recycling & City clean-up programs	78	26.7%	
c) Improve planning to preserve our rural heritage and working landscapes	73	25.0%	
<i>STRENGTHEN FAMILIES</i>			
d) Develop more family/kid-friendly programs & facilities in Fountain	175	66.0%	265
e) Develop more affordable/mixed housing neighborhoods to support all families	49 (+ 1 dime)	18.5%	
f) Expand support for the Fountain Community Services collaborative	41	15.5%	
<i>ENHANCE OUR COMMUNITY</i>			
g) Support more local employment & small business opportunities	88	37.4%	235
h) Develop outlets & programs for the Arts & downtown Fountain	74	31.5%	
i) Expand local education and training programs for youth and citizens	73	31.1%	
<i>HEALTHCARE</i>			
j) Develop urgent/after-hours care clinics	136	53.8%	253
k) Ensure better mental/behavioral health services for individuals & families	71	28.1%	
l) Increase health screening & health promotion programming	46	18.2%	
<i>INCREASE OPPORTUNITIES FOR HEALTHY LIVING</i>			
m) Improve walk-ability & bike-ability of the City & its neighborhoods	148	50.3%	294
n) Develop more neighborhood-based markets with affordable, healthy choices	93	31.6%	
o) Assess and address family food budget concerns	53	18.0%	



Additional input for the SWOT analysis was derived from community responses during focus groups conducted in 2008, as shown below:

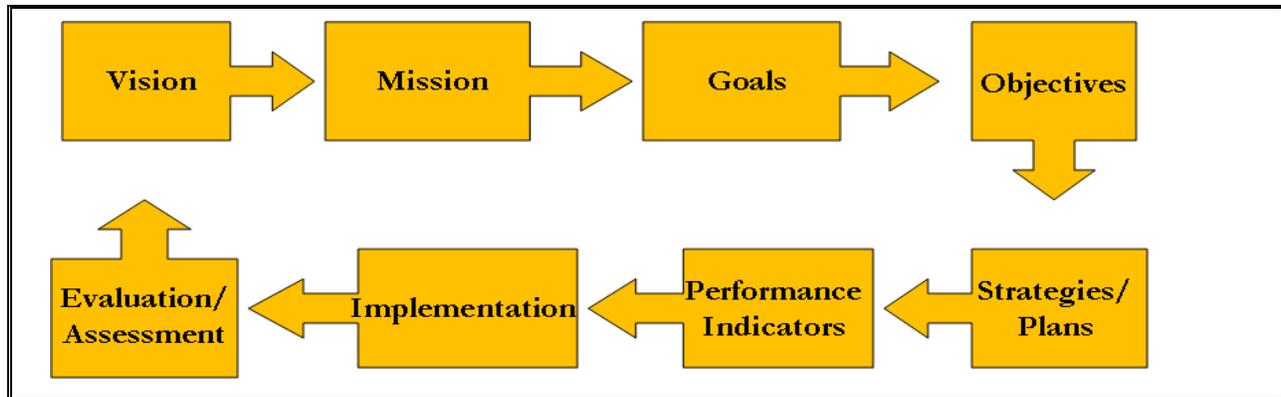
Strengths	Weaknesses	Opportunities	Threats
Good schools  Low crime  Family environment  Perception as a good place to live and work	Budget constrictions  Limited recreation/entertainment options  Rising service cost  Lack of economic diversity  Constrained physical layout of downtown area	Economic growth  Military site expansion  Planning for sustainable growth	Contraction in military growth/overdependence on the military complex  Potential increases in area crime  Military site expansion  Real and perceived City beautification needs

In response to input from the citizens, taskforces were formed. In 2009 many of the concerns have been addressed, including the formation of a community foundation, a sign program, the reconstruction of the Highway 16 and I-25 interchange, a historic district and new business recruitment.



## *The Strategic Planning Process*

Strategic planning provides a framework for rational decision making. The plan, which is developed in a non-crisis environment, serves as a roadmap that leads to accomplishment of objectives. However, the plan should be responsive to unanticipated changes that have a material impact on intended outcomes. Our strategic planning process includes:



In simplified terms, the steps may be defined as:

Vision – What do we want to be?

Mission – What is our purpose?

Goals – Specific, Measurable, Attainable, Realistic, Time-bound action items.

Objectives – Timelines for goal implementation.

Strategies/Plans – Assignments of duties and responsibilities to accomplish objectives.

Performance Indicators – Measurement tools that indicate the degree of success in achieving objectives.

Implementation – Actualization of strategies and plans

Evaluation/Assessment – Review of performance results to determine successes and adjust for areas of improvement.



## *Strategic Plan Components*

### **VISION STATEMENT**

*The City of Fountain will honor its small town America heritage, promote a high quality of life for its citizens and provide managed community growth in a safe, secure and stable manner.*

### **CORE VALUES**

- F** – Fiscal Responsibility
- O** – Outstanding Service
- U** – Unshakable Integrity
- N** – Neighborly Perspective
- T** – Transparent Governance
- A** – Accountable Decision-making
- I** – Innovative Leadership
- N** – New Vision

### **STRATEGIC AREAS AND LINKAGES TO COMMUNITY INPUT**

Strategic Area	Community Action Plan	Three Coins in the Fountain
Community character	1, 2, 3, 4, 14, 15, 16, and 17	C and F
Healthy community	5	D, J, K, L, and N
Economic development	9, 10, and 13	G
Environment	11	A and B
Infrastructure development	8	M
Public safety		
Customer service		



## STRATEGIC AREA – COMMUNITY CHARACTER

*Mission: To promote a livable community that is appealing to residents and desirable for visitors.*

<b>Goal 1: A unique community with attractive characteristics for residents and visitors alike.</b>		
<b>Objectives:</b>	<b>Strategies:</b>	<b>Key Performance Indicators:</b>
<p>A - Develop a brand and image by 2010 focused on Fountain’s future while honoring Fountain’s history.</p>	<p>Designate brand and image team members.</p> <p>Identify three-to-five unique characteristics of the City of Fountain.</p> <p>Develop brand and image based on one or more characteristics.</p>	<p>Roll-out of City of Fountain brand and image campaign.</p>
<p>B - Increase area and neighborhood signage in 2010 that highlight unique aspects of the community.</p>	<p>Solicit citizen input on neighborhoods and communities with historical significance in the City of Fountain.</p> <p>Establish an evaluation committee to prioritize signage requests.</p> <p>Submit signage recommendations to the City Council for approval.</p>	<p>Number of additional area and neighborhood signs posted.</p> <p>Number of “Fountain Facts” posted in the community.</p>
<p>C - Support progressive code enforcement and neighborhood partnerships in 2010 to encourage healthy and vital neighborhoods free of decline.</p> <p>Improve the appearance of the Exit 128 immediate vicinity in 2010.</p>	<p>Prioritize blighted areas for improvement.</p> <p>Solicit neighborhood and community support for targeted improvements for designated areas.</p> <p>Direct human and capital resources to the priority areas for improvement.</p>	<p>Results from the citizen satisfaction survey.</p>



**STRATEGIC AREA – HEALTHY COMMUNITY**

*Mission: To promote and encourage a healthy lifestyle in the community by providing resources for preventive and remedial health choices.*

<b>Goal 2: Support and promote a healthy community.</b>		
<b>Objectives:</b>	<b>Strategies:</b>	<b>Key Performance Indicators:</b>
A - Support “LiveWell Fountain” in its efforts to promote healthy lifestyles in 2009.	Identify cost neutral value added City contribution options.	Employee volunteer hours and like-kind donations from the City to “LiveWell Fountain.”
B - Establish an exploratory committee to investigate the feasibility of a community health day in 2010.	Identify potential locations and participants.  Plan family oriented events that emphasize physical activity for participants of all ages and physical conditions.  Seek celebrity participation and sponsorship to increase the level of interest in the event(s).	Number of community attendees.  Participation in healthcare education portion of the events.  Participant inquiries for follow-up assistance.
C - Evaluate citizen health related needs for 2010.	Determine feasibility of partnering with local service providers to offer medical services within the city limits.  Evaluate the needs and requirements of providing PTSD and other off-base services to the military complex.  Investigate costs/benefits of establishing a state VA nursing facility in the City of Fountain.	Implementation of report recommendations.



## STRATEGIC AREA – HEALTHY COMMUNITY (continued)

<b>Goal 3: Support and promote a healthy workplace.</b>		
<b>Objectives:</b>	<b>Strategies:</b>	<b>Key Performance Indicators:</b>
A - Demonstrate the City's commitment to a healthier community with workplace initiatives in 2009.	Establish a "Fountain of Health" campaign for City employees.	Reduction in the total number of employee sick days used per year.  Collective number of pounds lost through weight management education.  Number of former smokers aided through cessation programs.
B - Research existing data or develop models to calculate savings attributable to healthy living in 2009.	Research available healthcare and university medical sources to identify existing data on healthy lifestyle cost/benefits.	Publication of existing data through City communication channels.
C - Reduce employer cost of healthcare insurance in 2010.	Investigate employer discounts available from local healthcare providers and insurers as a result of healthier employees.	Healthcare and premium cost savings.



## STRATEGIC AREA – ECONOMIC DEVELOPMENT

*Mission: To encourage planned growth by supporting a diverse business community through policies and programs that attract, retain and expand quality businesses.*

<b>Goal 4:</b> <i>A sustainable business community supported by policies and incentives required to grow and retain businesses.</i>		
Objectives:	Strategies:	Key Performance Indicators:
A -Develop an Economic Development Plan by 2010 for the City of Fountain that includes strategies to encourage business formation.	Create a task force and an advisory committee to draft an economic development plan.	Approval of the City of Fountain Economic Development Plan by the City Council.
B - Assess the need for a small business enterprise program and/or incubator by 2010.	Commission a study to evaluate the projected level of assistance required by small and emerging businesses.	Recommendations from the economic development study.
C - Increase funding incentives available to businesses in the City of Fountain in 2010.	Based on the results from the study, include budget line items for business development funding incentives.	Number of program participants.



**STRATEGIC AREA – ENVIRONMENT**

*Mission: To be responsible stewards of the natural resources impacted by current and future governmental operations.*

<b>Goal 5: Be environmentally conscious of the impact of governmental decisions and operations.</b>		
<b>Objectives:</b>	<b>Strategies:</b>	<b>Key Performance Indicators:</b>
A - Develop a “Go Green” plan for the City in 2009.	<p>Implement a recycling program in city departments for paper products, plastics and aluminum in 2009.</p> <p>Encourage managers to reduce paper requirements, where possible, in existing work processes.</p> <p>Develop a training program on contemporary environmental issues.</p> <p>Implement a rewards program to recognize innovative and effective departments successful in implementing sustainable practices in daily operations.</p>	<p>Percentage increase in recycled materials.</p> <p>Percentage of total employees completing the “Go Green” training.</p> <p>Increase in the number of “Go Green” initiatives and innovations submitted by city departments.</p>



## STRATEGIC AREA – INFRASTRUCTURE DEVELOPMENT

*Mission: To maintain a functional and effective infrastructure that facilitates the needs of people and businesses in the City of Fountain, Colorado.*

<b>Goal 6: Identify long range infrastructure needs.</b>		
Objectives:	Strategies:	Key Performance Indicators:
A - Rank City of Fountain infrastructure needs for 2009.	Seek Council direction for priority infrastructure projects for 2009.	List of high priority infrastructure improvements for the City of Fountain.

<b>Goal 7: Develop long range infrastructure plans for high priority needs.</b>		
Objectives:	Strategies:	Key Performance Indicators:
A - Develop implementation strategies for capital improvements, solid waste, water and wastewater system upgrades, storm water control, and utility upgrades beginning in 2010.	Develop master plans for high priority need areas where no current master plan exists.  Update existing master plans, where needed.	City Council approval of master plan recommendations.

<b>Goal 8: Implement long range infrastructure development plans for high priority needs.</b>		
Objectives:	Strategies:	Key Performance Indicators:
A - Conduct feasibility analyses in 2009 to align 2010 infrastructure needs and funding.	Commission rate studies to analyze financial feasibility of plan implementation.	Implementation of study recommendations.

<b>Goal 9: Establish a Fountain City Transportation Authority.</b>		
Objectives:	Strategies:	Key Performance Indicators:
A - Remedy perceived public transportation challenges by 2011.	Develop a transportation needs assessment that includes a cost/benefit analysis.	City Council approval of transportation improvement recommendations.



**STRATEGIC AREA – PUBLIC SAFETY**

*Mission: To provide the resources necessary for high public safety standards and citizen perceptions in the City of Fountain.*

<b>Goal 10: Increase funding to meet community public safety expectations without adversely affecting other General Fund programs and services.</b>		
Objective:	Strategies:	Key Performance Indicators:
A - Develop a future funding strategy to improve public safety operations in 2010.	Implement a dedicated revenue source by 2010 to generate revenue to offset additional public safety expenses.	Percentage increase in funding for public safety operations.

<b>Goal 11: Improve the City's ability to respond to citizen public safety needs.</b>		
Objective:	Strategies:	Key Performance Indicators:
A - Address critical public safety staffing needs by 2011.	Identify public safety staffing requirements for 2010 through 2012.  Hire three emergency personnel dispatchers by 2011.  Develop a plan to address projected public safety staff shortfalls through 2012.	Percentage decrease in public safety staffing needs.



**STRATEGIC AREA – PUBLIC SAFETY  
(continued)**

<b>Goal 12: Convert Fire Station No. 1 to a police station.</b>		
<b>Objective:</b>	<b>Strategies:</b>	<b>Key Performance Indicators:</b>
A - Remodel Fire Station No. 1 to serve as a police precinct headquarters by 2012.	<p>Secure a construction renovation contract from a qualified vendor to complete the conversion project by 2012.</p> <p>Secure a construction contract from a qualified vendor to complete the new fire station by 2012.</p>	Percentage of completion for construction renovations.
B - Construct a new “East” Fire Station by 2012.	<p>Secure a construction renovation contract from a qualified vendor to complete the conversion project by 2012.</p> <p>Secure a construction contract from a qualified vendor to complete the new fire station by 2012.</p>	Percentage of completion for construction renovations.



## STRATEGIC AREA – CUSTOMER SERVICE

*Mission: To provide exemplary service to our customers – the citizens of Fountain, Colorado – as demonstrated through responsiveness, ethical processes, personal integrity and accountability.*

<b>Goal 13: Enhance the City's level of responsiveness to its citizens.</b>		
Objective:	Strategies:	Key Performance Indicators:
A - Develop and fund a 311 Customer Service Information center by 2010.	<p>Create a customer service team to develop a bill of rights from the citizen's perspective.</p> <p>Determine performance gaps between the developed bill of rights and current levels of customer service.</p> <p>Identify service shortfalls to be improved through the 311 system.</p>	Activation of the 311 customer service call center.

<b>Goal 14: Improve the existing professionalism of City staff through increased training.</b>		
Objective:	Strategies:	Key Performance Indicators:
A - Enhance the annual professional development training program by 2010 for City employees.	<p>Develop standards of professionalism for the City of Fountain.</p> <p>Conduct training focused on improving communication skills and tools for handling difficult people.</p>	<p>Increase in the number of training courses offered to City employees.</p> <p>Increase in the percentage of total employees who completed required training courses.</p> <p>Results of the customer satisfaction surveys.</p>

