



# City of Fountain Strategic Plan 2019-2021

February 13, 2019

## Introduction

On behalf of City Council and the citizens of Fountain, I am pleased to present our new City of Fountain Strategic Plan 2021! Our goal with this strategy has been to produce a **simple, focused** and **accountable** plan that is easy to read, easy to understand and remember, that is oriented on producing verifiable results for the residents of our great community. With that in mind, over the past year, we have worked to create a short but effective strategic document that captures the spirit of what Fountain is as a community, the values and interests that motivate us to action, and most importantly, the focused decisions on how we will prioritize our resources and efforts for the benefit of our city in the next three years. Put simply, if a citizen of Fountain wants to know what are the most important things the City of Fountain is working on, they will find that information in this document. If they want to know who is responsible to get it done and when will it be accomplished, they will find that here too. So, I invite you to spend a few minutes reviewing this strategy and learning more about the Vision, Strategic Priorities and Objectives of the City of Fountain in the coming years. I would then encourage you to follow our progress, which we will post regularly on our website, [www.fountaincolorado.org](http://www.fountaincolorado.org), or our City Facebook Page, [City of Fountain Government, @cityoffountain](https://www.facebook.com/cityoffountain). Of course you are always welcome to visit us in person during one of our twice monthly City Council Meetings, or even call Fountain City Hall with your questions or comments at 719-322-2000. Thank you for making the City of Fountain, Pure Colorado!

A handwritten signature in blue ink that reads "Gabriel P. Ortega".

Gabriel P. Ortega  
City of Fountain Mayor



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## Fountain, Colorado Origins

Fountain can trace its roots to the Ute Indians choosing the confluence of Jimmy Camp Creek and Fountain Creek as wintering grounds. Rich with game, American trappers followed, setting up trading posts along the Fontaine Qui Bouille or "bubbling springs." The Town of Fountain was founded in 1859, the same year as Colorado City, Denver, Golden and Central City. It was built with the idea it would someday be the biggest city in the state, possibly even the state capital! But the big idea went up in smoke, quite literally, when in



1888 a train broke loose in Colorado Springs, gained speed while approaching Fountain and slammed into a rail car. The ensuing fire spread to a car full of explosives. "The Big Blast" was felt 13 miles north in Colorado Springs. Residents of Monument, 33 miles to the north, reported it woke almost everyone in town! Fountain rebuilt itself and was incorporated as a town in 1903. It remains one of the oldest incorporated towns in the Pikes Peak region. More information about Fountain's history can be found online at [www.fountaincolorado.org](http://www.fountaincolorado.org), or, visit the Fountain Valley Historical Society Museum on the corner of Main Street and Iowa Avenue in Downtown Fountain (Call: 719-382-7625).

## Fountain Today



Today, the City of Fountain spreads over 22 square miles, and boasts a population of over 30,000 residents, almost double the population of the City just 20 years ago. With long lasting and strong ties to Fort Carson Army Post, Fountain also hosts a large population of active military, military family members, retirees and veterans representing approximately 50-60% of the population. With a median age of 30.8 and over 7,900 families calling Fountain home

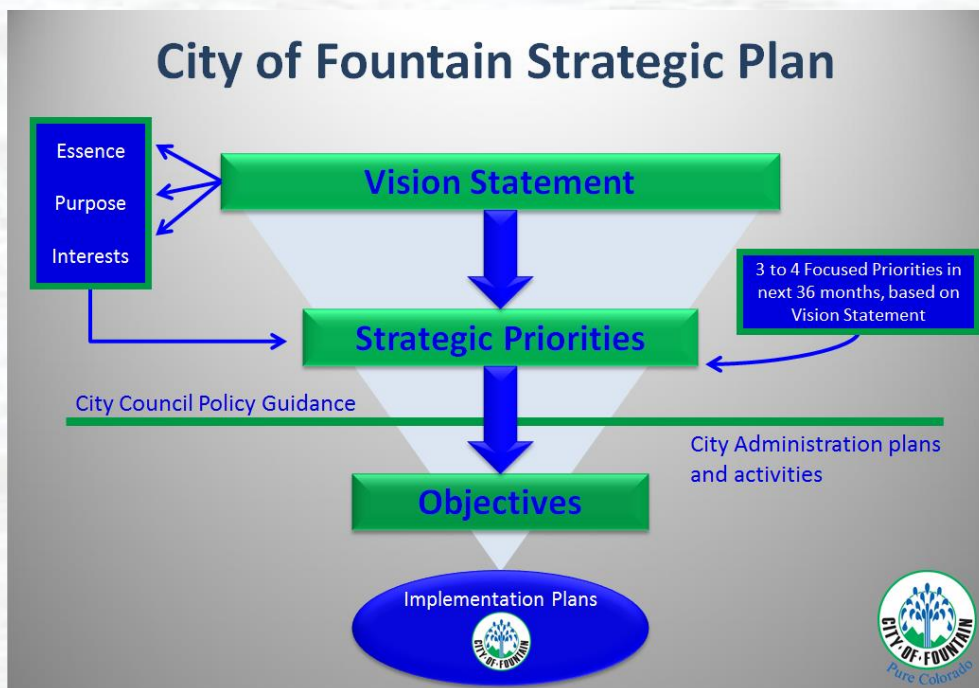
in 2017, the Fountain community is young, active, and continues to grow with a projected addition of over 1,000 new households and a population of over 33,000 by 2022.

## Why a new Strategy?

While the City of Fountain has developed and successfully implemented several City strategies in the past, the Fountain City Council acknowledges that a simple, focused and accountable plan is needed to convey the Council's principle guidance and meet key requirements of a community that is quickly developing and modernizing. Therefore, in 2018 the Council participated in a year long process to evaluate current conditions, to update their Enduring Vision for Fountain, and to provide City Administration and Staff specific priorities to be addressed between 2019 and the end of 2021. This public planning process included analysis and review of previous strategies, evaluation of recent conditions in the Fountain community, as well as multiple strategy workshops and feedback sessions that have facilitated the design and development of the strategic guidance put forth in this document.

## The Strategic Planning Process

The City of Fountain's Strategic Plan is comprised of only three core components: A **Vision Statement**, **Strategic Priorities** and **Strategic Objectives**. Each of these elements builds off of and supports the others, together identifying the core identity of the Fountain Community, City Council's most important priorities in the coming years, and statements of how the City will take action on those priorities.

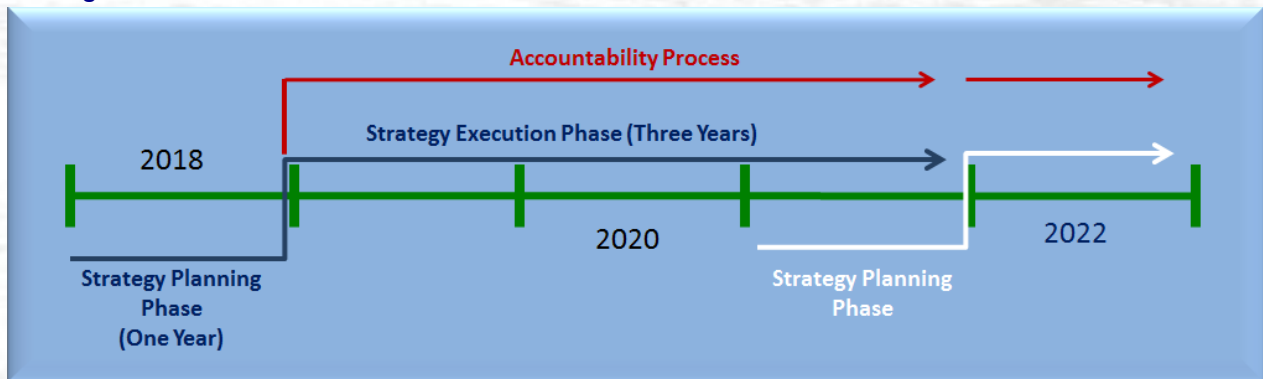


**A Three Step Process:**  
The City Council developed a new **Vision Statement**, which then shaped their **Strategic Priorities** through year 2021 for the City of Fountain. These **Strategic Priorities** informed the supporting **Strategic Objectives** developed by City Administration, which were also approved by City Council to address the guidance provided in their priorities.

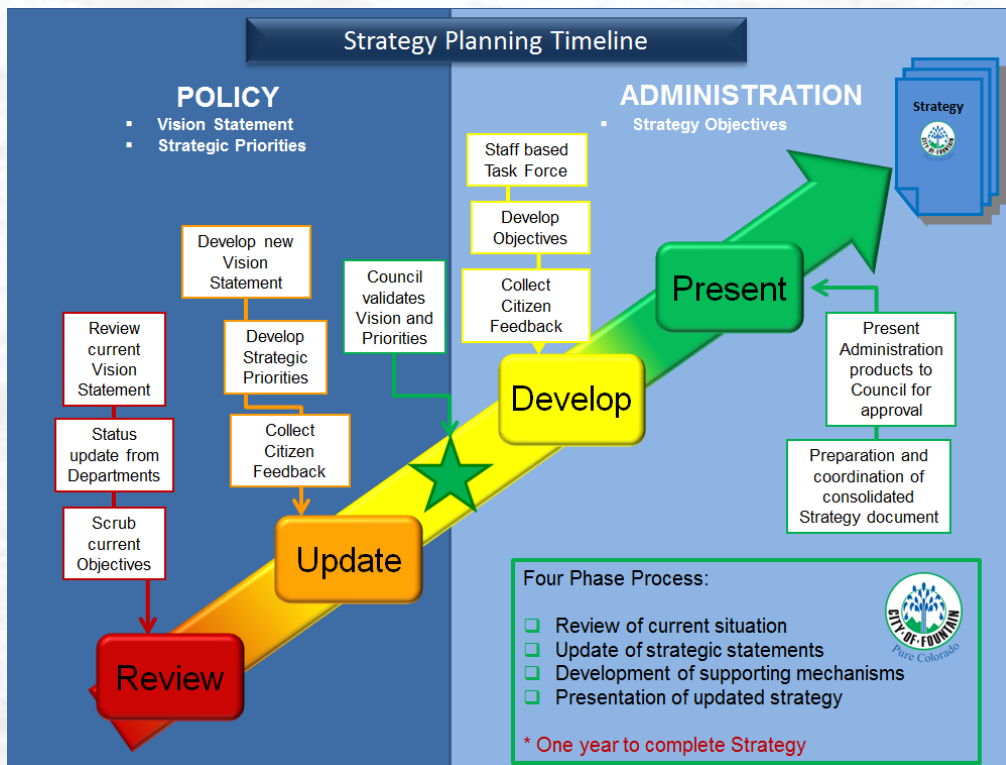


The Strategic planning process and plan implementation takes place over a four-year period, with one year of strategic review and planning, followed by three years of implementation. A process to ensure updates and accountability for the action items identified in the strategy occurs throughout the implementation cycle, as well as synchronization of the City budget and other key plans and activities. During the third and final year of strategy implementation, the review and planning cycle begins again:

### Strategic Plan Timeline



**A Four-Year Cycle:** City Council, City Administration and the public follow a Strategy Planning Timeline to update the City Strategy during the Strategy Planning Phase, publishing an updated Strategic Plan at the end of the planning phase. In the Strategy Execution Phase, City Administration works with Council and the community to implement the objectives identified in the updated plan, as well as conducts periodic, comprehensive reviews and reports to City Council and the public on implementation progress.



**A Year in the Making:** During the Strategy Planning Phase City Council, City Staff and the public conduct a review of the previous strategy, evaluate current conditions and future trends in the Fountain Community, and update the Vision Statement, Strategic Priorities and Strategic Objectives, incorporating them into a written Strategic Plan.



# City of Fountain Vision Statement

(Adopted by City Council Resolution 18-074)

## So what is it about Fountain?

In an ever changing and rapidly developing region of Colorado, the City of Fountain remains a truly unique place that stands out from its neighbors in the Pikes Peak Region. Comprising a vibrant, friendly and growing community, Fountain still maintains at its core a genuine and welcoming All-America hometown feel, a place that never loses its “feeling of being home” for its over 30,000 and growing residents. Fountain remains mindful of its roots in ranching and agriculture, while proudly embracing a strong military presence and the amenities of modern family living. It is a city of diverse ideas, is independent and inclusive, friendly and safe. Fountain remains the region’s best kept secret, a place that is truly “Pure Colorado.”

## What does Fountain want to be in the future?

The Fountain City Council recognizes that a healthy economy, lower cost of living, and a young, educated population are all contributing to a city that is on the rise. As Fountain continues to grow, current conditions now provide for responsible development in ways that have not been possible in the past. Through careful planning, citizen and local government collaboration, and a strong, focused vision for the future, Fountain will purposefully embrace the growth occurring throughout the region and continue developing into an even more contemporary, accomplished city, while maintaining its All-America hometown feel and strong sense of community. This will be accomplished through adherence to the Fountain community’s enduring interests, which are articulated below.

## What are the Enduring Interests of the City of Fountain?

- ✓ Responsibly implement improvements to City infrastructure and services that facilitate and enhance safety, accessibility and steady economic development for all citizens.
- ✓ Provide conditions that improve the City’s aesthetic appeal and attract quality business and residential growth, while always maintaining Fountain’s hometown feel.
- ✓ Always honor and include Fountain’s many military residents, supporting their mission to defend our nation, through provision of quality City services and a welcoming sense of home for service members and their families.
- ✓ Capitalize on opportunities that conserve our natural open spaces and recreation options that the Fountain community enjoys.
- ✓ Deliver local governance that is collaborative, inclusive and engaging on topics important to the Fountain community.





# Strategic Priorities through Year 2021

(Adopted by City Council Resolution 18-074)

## Definition of a Strategic Priority

Strategic Priorities are statement(s) or theme(s) which adequately focus the collective efforts of the City in order to address the purpose and enduring interests identified in the Vision Statement under current or near-term conditions.

In support of City Council's Vision Statement, the Council has identified the following Strategic Priorities to be accomplished in the next three years, in accordance with the completion of this four-year strategic plan cycle (2018-2021). Each priority is equally weighted; one does not take precedence over another.

## City of Fountain Strategic Priorities, 2019-2021

**Priority:** Improve the conditions of City-wide **transportation infrastructure** in order to support enhanced road safety, encourage economic development and improve traffic flow, focused principally on major City transportation corridors, then residential areas.

**Priority:** The City will take necessary steps to develop, coordinate and implement initiatives and programs that improve citizen access to **telecommunications technology and capabilities**.

**Priority:** The City will re-assess the **distribution of public safety resources** and develop, coordinate and implement necessary plans and initiatives to ensure equal access to such services throughout the City's jurisdiction.

**Priority:** Complete necessary coordination and initiate plans to **improve the availability of venues which support a variety of community activities** to include athletics, recreation, youth programs and gatherings. Whenever possible, pursue funding for these activities that leverage a variety of resourcing opportunities, minimizing cost to the Community.



# Strategic Objectives through Year 2021

## How will the City of Fountain Administration address City Council's priorities?

In support of the City Council's Strategic Objectives, the City Administration has developed 17 supporting objectives, forming a "To Do" list that the City will accomplish by the end of 2021 in order to address the Council's focused guidance. These objectives have been developed by the various departments within the City, and have been approved by City Council for implementation.

## Definition of a Strategic Objective

Strategic Objectives are Statement(s) that identify and describe specific actions or activities to be accomplished within a defined timeframe, which aim to achieve a measurable end-state (a point at which it can be declared that the objective is accomplished) that directly supports a specific Strategic Priority.

## Objectives

### Supported Strategic Priority: Transportation Infrastructure

#### **Objective:** Completion of Link Road/Squirrel Creek Improvement project (TI-1)

By the end of 2021, the Public Works Department, in coordination with the Fountain Landfill, will complete phase 1-3 of the Link Road/Squirrel Creek Improvement Project, which includes the complete rebuilding of Link Road from the intersection of C&S/Marksheffel to the intersection of Squirrel Creek Road (Phase 1); Rebuilding of the intersections of C&S and Link Road and Squirrel Creek Road and Link Road (Phase 2); and rebuild of Squirrel Creek Road to the Fountain Landfill (Phase 3), in order to improve the safety and accessibility of this major North/South transportation corridor.

#### **Objective:** The Roadway Focus Group presents options to City Council and public (TI-2)

No later than the first City Council Budget Work Sessions of 2019 through 2021, the Streets division and the citizen-led Roadway Focus Group (RFG) will present to City Council and the public resourcing options and potential financial solutions for roads projects, in order to support City efforts to improve transportation infrastructure throughout the community.

#### **Objective:** Create a process and procedures to address failing concrete curbs and gutters throughout the City (TI-3)

By the end of 2021, the Public Works Department will present to City Council and the public revised processes and procedures for identifying, prioritizing and resourcing curb and gutter projects throughout the city in order to increase safety and preserve critical transportation infrastructure throughout the municipality.



**Objective:** Complete the extension of Venetucci Boulevard from its current end point to B Street (TI-4)

By the end of 2020, the Public Works Department will complete and open the road extension of Venetucci Boulevard in the South Academy Highlands area from its current endpoint just north of the Walmart parking lot to the intersection with B Street. This road extension will improve the accessibility north and south in the Highlands area, improving traffic flow, facilitating economic activity, and providing quicker access for public safety resources in the area.

**Objective:** Complete the Duckwood Intersection and C&S Extension Project (TI-5)

By the end of 2019, the Public Works Department will complete the Duckwood Intersection and C&S Road Extension Project, linking C&S Road to Highway 85/87, opening a major east/west mobility corridor, increasing safety and improving overall traffic flow.

**Objective:** Produce a Pavement Management Study and Plan (TI-6)

By the end of 2021, the Public Works Department will complete and present to the City Council and the public a City-wide Pavement Management Plan for all 110 miles of city road infrastructure, in order to support economic development, improve traffic flow and increase road safety in Fountain.

**Objective:** Replace remaining service lines in order to allow for repaving of portions of Fountain Mesa Road (TI-7)

By the end of 2020, the Water Utility Department will complete repairs to aging water service lines and then repave portions of Fountain Mesa Road that have been impacted by the utilities work. This effort will improve City infrastructure and improve traffic flow along a major City transportation corridor.

### **Supported Strategic Priority: Telecommunications Technology and Capabilities**

**Objective:** Develop mechanisms that ensure community feedback on options for improvements to telecommunications technology (TT-1)

The Technology Services Division will develop and implement mechanisms that ensure community input into the development of options for improvements to telecommunications services no later than March 2019, in order to facilitate the improvement of citizen access to broadband technologies. The Technology Services Division will brief outcomes of these mechanisms to City Council no later than August 2019.

**Objective:** Update developer requirements related to telecommunications infrastructure (TT-2)

By the end of February 2019, the Utilities Director will provide updated requirements for developers in regards to conduit and or fiber-optics over buildings or build outs in order to address infrastructure needs in

the Utilities Service Territory and improve citizen access to telecommunications technology and capabilities.

**Objective:** Present options for telecommunications service improvements to Fountain (TT-3)

No later than August 2019, the Utilities Director will present to City Council and the public options for changes and improvements in telecommunications services in the Fountain Utilities Service Territory. These options will be presented as the result of a multiple month effort to study service territory needs, feasibility and alternatives available for consideration. City Council will provide direction to City staff based on the options provided no later than the end of September 2019, in order to continue progress on efforts to improve citizen access to telecommunications technology and capabilities.

**Objective:** Be prepared to conduct Marketing and Deployment Planning (TT-4)

The Utilities Director will be prepared to develop, conduct and report the findings of a Needs Marketing and Deployment Plan for telecommunications services in the Fountain Utilities Service Area, based on guidance received from City Council on the options presented to Council and the public. Findings will be reported to City Council and the public no later than the end of November 2019.

**Objective:** Be prepared to develop additional objectives in support of telecommunications service improvements in Fountain (TT-5)

No later than December 2019, The Utilities Director will be prepared to develop and submit for City Council approval additional Strategic Objectives that identify next steps and deliverables to the Fountain community as they relate to improving telecommunications services in the Fountain Utilities Service Territory.

### **Supported Strategic Priority: Distribution of Public Safety Resources**

**Objective:** Establish new analysis program to improve public safety access (PS-1)

Beginning in February of 2019, the Fountain Police Chief will initiate a new criminal/fire/EMS based information initiative called CompStat, utilizing the Fountain Police Department's Computer Statistics Program, to statistically analyze calls for service and other relevant data in order to enhance public safety areas of focus, inform training of public safety staff, improve response times to calls for service and advance equal access to public safety resources throughout the City's jurisdiction. The Police Chief will provide a report to City Council on the progress, key findings and recommendations of the CompStat initiative no later than December of 2019.



**Objective:** Increase access to public safety resources throughout the City jurisdiction (PS-2)

By December 2021, the City Manager will complete a series of initiatives that increase overall capacities and improve equitable access to public safety services in the City's jurisdiction. These initiatives include:

- ✓ No later than December 2019, complete a remodeling project of Fountain Fire Station #2.
- ✓ No later than November 2019, hire three additional Fire Fighter/Paramedics to work in the newly remodeled Fountain Fire Station #2.
- ✓ No later than June 2020, begin employment of a third ambulance operating out of Fountain Fire Station #2.
- ✓ No later than January 2021, hire four additional Fire Fighter/Paramedics to operate third ambulance and improve abilities to respond to calls throughout the service area.

**Supported Strategic Priority: Improve the availability of venues which support a variety of community activities**

**Objective:** Achieve cost savings for additional investments in recreation activities (RF-1)

Beginning in 2019 and through the end of 2020, the Utilities Department will initiate and complete a variety of projects and initiatives that increase engagement with customers, foster community-wide partnerships, save on water usage and free up financial resources for investment in locally accessible recreation activities, minimizing cost to the community. Projects and initiatives include:

- ✓ In 2019 and 2020, development of low water landscaping demonstration gardens throughout the City to save on water usage.
- ✓ In 2019 and 2020, Utilities Customer Service sponsors community-based events that free up Parks and Recreation resources for investment in locally accessible meeting places.
- ✓ No later than January 2021, the Utilities Water Department will complete a project to irrigate Aga Park with non-potable water resulting in a cost savings that can be reinvested in locally available recreation opportunities.

**Objective:** Develop a City-Wide Events Calendar that synchronizes public engagement efforts with community events (RF-2)

No later than the end of February 2019, the Fountain Community Engagement Manager will publish an annual calendar of events occurring in the Fountain area, in order to better inform the public of various opportunities to gather and enjoy recreation and to provide opportunities for community engagement. This calendar will be posted on the City's internet venues (website and social media) as well as at the City Hall information Kiosk and local newspapers.

**Objective:** Set the conditions for construction of a local Recreation Facility (RF-3)

Pending citizen approval, no later than December 2021 the City of Fountain Recreation Department will be fully prepared to complete planning and architectural design of a local Recreation Facility, to begin construction in 2022, in order to improve the accessibility of locally available meeting places. Beginning in 2019, the City will initiate a series of prerequisite steps that will set the conditions necessary to commence with such planning, to include:

- ✓ The City will be prepared to secure a location for a Recreation Facility by December 2019.
- ✓ No later than the end of 2020, complete a Ballot Measure seeking citizen approval to fund a future Recreation Facility, in collaboration with other partner organizations.
- ✓ The City will be prepared to complete the bonding process and initiate architectural design and planning by December 2021.
- ✓ By December 2021, the City will secure an intergovernmental agreement with neighboring school districts and other interested entities to facilitate construction, operations and maintenance of a Recreation Facility.



## Accountability Mechanisms

As directed by City Council, the City Manager will conduct quarterly in-progress reviews with City Staff to monitor progress in accomplishment of the Strategic Objectives contained in this strategy. On a bi-annual basis, the City Manager will present to City Council and the public a report on the strategies implementation including updates, observations and recommendations to Council for consideration. These reports and presentations will be made available to the public via the City's website, [www.fountaincolorado.org](http://www.fountaincolorado.org), or by request through City Hall, 719-322-2000.

## Conclusion

As the City of Fountain continues to move forward and develop, it will remain important to maintain focus, to prioritize, to effectively communicate and most of all work together as an entire Fountain community to responsibly grow and modernize, while at the same time maintaining the All-America hometown feel that defines Fountain's character. This strategy can serve as a valuable tool to assist in that effort. The City website, City Facebook page and City Hall information boards all post updates on a variety of initiatives and activities going on in the Fountain area, to include information on the progress towards accomplishing the Vision, Priorities and Objectives contained in this City Strategic Plan. Constructive citizen feedback and contributions are welcome and encouraged, and residents can always reach their City Councilmembers through attending a bi-monthly City Council Meeting, or reaching out to Councilmembers via phone or email. City Councilmembers contact information can be found on the City website, [https://www.fountaincolorado.org/government/city\\_council](https://www.fountaincolorado.org/government/city_council), or by calling City Hall at 719-322-2000.

## City Services Contact Information

**City Administration-** City Administration consists of the office of the City Manager, Finance, Human Resources, City Attorney, Community Engagement Manager, and Information Technology. **719-322-2020**

**City Clerk-** City Clerk administers to the City Manager and City Council, and serves as the official record keeper for the City. **719-322-2000**

**Economic Development-** Economic Development for the City of Fountain is chaired with the retention of existing business for growth and attraction of new business development; on behalf of providing job creation and life-style services for the community. **719-322-2056**

**Emergency Management-** The City of Fountain Office of Emergency Management (OEM) provides coordination and support of activities relating to disaster prevention, preparedness, response and recovery to protect the lives of the citizens in our City. **719-382-6930**

**Engineering Services-** Engineering is responsible for the review and approval of a variety of engineering submitting and the inspection/acceptance of public streets sidewalks and drainage facilities constructed by land developers. Engineers are also involved in the conceptual designs of internal projects for Utilities, Parks and the Public Works Departments as well as the Fountain Urban Renewal Authority. **719-393-4930**

**Fire-** The City of Fountain Fire Department provides; Fire Suppression, Fire Prevention and Education, Basic and Advanced Medical Life Support, Ambulance Transport, Hazardous Materials Unit, Heavy Rescue Unit, Technical Rescue Team and Wildland Fire Team. **Non-Emergency: 719-382-7800**

**Fountain Municipal Transit-** Fountain Municipal Transit provides safe, clean, reliable, efficient and courteous transportation services to the residents of Fountain. **719-392-3500**

**Geographic Information Systems (GIS)-** GIS produces variety of geographic data, maps, and applications in support of operations like electric and water utilities, public safety, economic development and planning. **719-393-4905**

**Municipal Court-** The Municipal Court handles violations of Fountain Municipal Code / Ordinances and traffic and criminal violations. **719-382-5561**

**Neighborhood Services - Code Compliance Division-** Neighborhood Services Code Compliance Division provides fair and comprehensive enforcement of City Codes, which includes the regulation of junk, debris, trash, nuisance, weeds, zoning, and rental/leased property maintenance. **719-322-2032**

**Parks & Open Space-** The Parks and Open Space Department provides safe, clean, well maintained and attractive public environments for the use of all visitors of the parks in Fountain. **719-322-2000**

**Planning Department-** The Planning Department provides prompt, accurate customer service and promotes the health, safety and prosperity of residents by effectively planning for the physical development of the community. **719-322-2015**



**Police-** The Fountain Police Department provides our community with the most effective and efficient customer service available in order to reduce crime and increase public safety with the ultimate goal of improving the quality of life for all of our citizens. **Non-Emergency: 719-390-5555**

**Recreation Programs-** The City of Fountain Recreation Department offers numerous youth sports and co-ed adult sports for ages 16 and older. **719-322-2026**

**Utilities-** The City of Fountain Utilities provides reliable, clean and safe drinking water and electric utility service to the community. **719-322-2010**

**Website:** <https://www.fountaincolorado.org/>

**Facebook:** <https://www.facebook.com/cityoffountain/>