

# STRATEGIC PLAN

2022-2024





# City of Fountain Strategic Plan 2022-2024

February 2022

## **Introduction**

In 2018, the Fountain City Council launched an effort to update the City Strategic Plan, publishing Strategic Plan 2019-2021. Over the past three years, the City has focused on the priorities identified in that strategy and accomplished over 17 separate objectives that have improved transportation infrastructure, set conditions for improved telecommunications technology, ensured high quality and accessible public safety resources, and elevated the quality of Fountain's parks and recreation programs. Simultaneously, the Council has looked to the future, completing a year long process to determine Fountain's Vision, Priorities, and Objectives for the next three years.

It is my pleasure to introduce Strategic Plan 2022-2024 to our community. Building off our previous efforts, this strategy follows our core principles of providing focused priorities, simplicity in design and layout, and accountability built into the process. This Strategic Plan identifies the essence and vision of the Fountain community, shares the Council's highest priorities through the end of 2024, and identifies specific objectives to address those priorities over the next three years.

Fountain residents can follow the City's progress on the Strategic Plan, through participation in twice a year, scheduled updates at regularly scheduled Council Meetings, by contacting their Councilmembers directly, or by visiting the City of Fountain website at [www.fountaincolorado.org](http://www.fountaincolorado.org) for updates and latest news.

Thank you for joining us in our commitment to making Fountain an even more contemporary, accomplished city, while maintaining its All-America hometown feel and strong sense of community. We are Pure Colorado!

Sharon Thompson  
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 Fountaine 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 capitol! 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 around 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

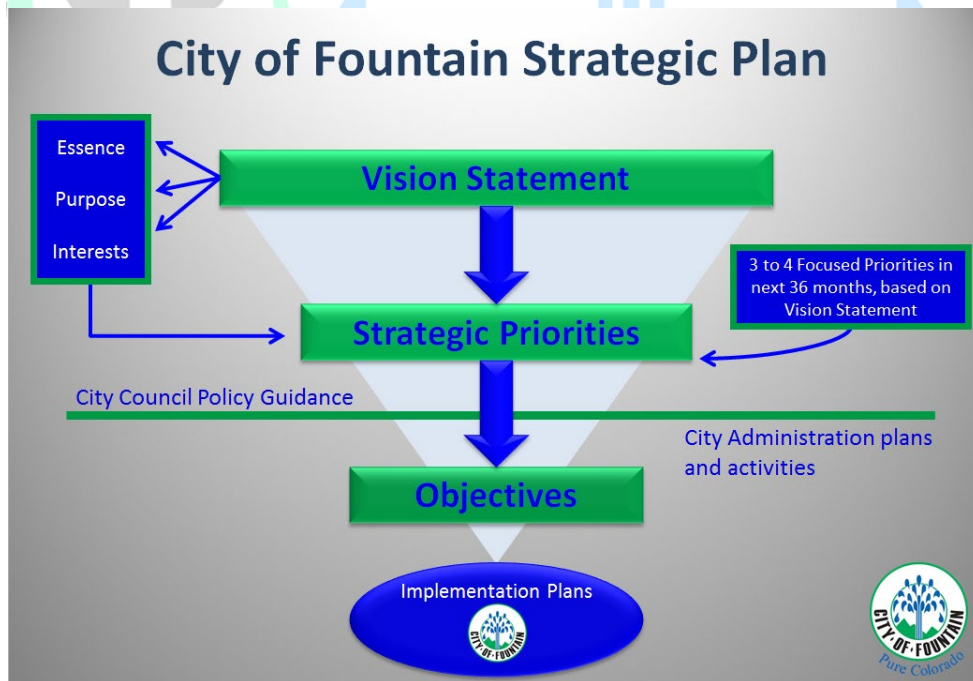
population. With a median age of 29.9 and over 9,800 households in 2020, the Fountain community is young, active, and continues to grow, with a projected addition of over 3000 more residents through 2024.

# Why Does Fountain Need a Strategy?

The City of Fountain is growing fast, and the need for infrastructure and services continues to grow with it. With such a demand, where do you even begin? The Fountain City Council acknowledges that a simple, focused and accountable plan is needed to convey the Council’s principal guidance and meet key requirements of a community that is quickly developing and modernizing. Throughout 2021, 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 2022 and the end of 2024. 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 from 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 adopted a **Vision Statement**, which then shaped their **Strategic Priorities** through year 2024 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 by 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.







# City of Fountain Vision Statement

(Adopted by City Council Resolution 21-072)

## 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 2022-2024

## 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 (2021-2024). **Each priority is equally weighted; one does not take precedence over another.**

**Strategic Priority:** Set conditions and facilitate responsible development and carefully managed city growth, focused on efforts that maintain or improve existing city-wide infrastructure and services, while building reasonable capacity to meet future community needs.

**Strategic Priority:** Develop, coordinate, and implement initiatives and programs, in collaboration with the community, that diversify city financial resources and invest in the Enduring Interests of the City Vision Statement.

**Strategic Priority:** Ensure highly professional, responsive and community focused public safety resources, that provide reliable access to public safety services throughout the city's jurisdiction.

**Strategic Priority:** Improve the quality and availability of parks and recreation opportunities, including athletics, outdoor recreation areas, youth programs and community gathering places.





# Strategic Objectives 2022-2024

## 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 30 initial supporting objectives, forming a "To Do" list that the City will accomplish by the end of 2024, 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: Development

##### **Objective D1:** Complete a 3/6/9 Development Study

No later than December 2022, the City Manager will complete and publish a study related to responsible development, managed city growth and building of reasonable capacity in the next 3 years, 6 years and 9 years (referred to as the 3/6/9 Study). The City Manager will provide briefing to City Council and the public regarding key conclusions of the study.

##### **Objective D2:** Report to Council on discussions to obtain access to treated water

No later than December 2022, the Utilities Department Director will provide a report to City Council on the outcomes of discussions with Colorado Springs Utilities to obtain access to treated water and related infrastructure, as recommended in the 2021 City Water Master Plan, and to build reasonable capacity to meet future community needs.

##### **Objective D3:** Complete construction of a 36-inch water transmission line

No later than October 2023, the Utilities Water Resources Engineer will continue implementation of the 2021 City Water Master Plan and complete the construction of a 36-inch water transmission line from the City Southwest Water Tank to the existing water transmission/distribution system located on South Santa Fe, increasing city capacity to meet future community needs.

**Objective D4: Complete design and permitting for the Fountain Reservoir and Treatment Facility**

No later than December 2023, the Utilities Water Resources Engineer will continue implementation of the 2021 City Water Master Plan and complete design and permitting for the Fountain reservoir and treatment facility, which will increase the city's access to treated water for utilities customers and build reasonable capacity to meet future community needs.

**Objective D5: Complete Construction of electric interconnection points and transmission lines**

No later than March 2024, the Deputy Utilities Director will complete construction of electric interconnection points and transmission lines to the Jimmy Camp Creek Substation and a new Riverbend Substation, in order to establish favorable conditions for future community growth by increasing capacity and improving reliability of the City electric system.

**Objective D6: Develop and present a new Volunteer Management Program**

No later than August 2022, the Neighborhood Services Director will develop and present to City Council and the public a new Volunteer Management Program, in order to facilitate citizen volunteer opportunities throughout the community that maintain or improve existing city-wide infrastructure and services.

**Objective D7: Complete an update to the City Comprehensive Development Plan**

No later than December 2023, the Deputy City Manager will complete an update to the City Comprehensive Development Plan, in order to facilitate and set the conditions for responsible development and managed city growth.

**Objective D8: Complete Moving Fountain Forward Road Construction Projects**

No later than December 2024, the Deputy City Manager will complete the following Moving Fountain Forward road construction projects:

- Indiana crossing and Colorado Department of Transportation (CDOT) Intersection Project no later than December 2022
- The Ohio and Jimmy Camp Intersection Project no later than December 2022
- The Carson and Highway 85/87 Intersection Project no later than December 2024

Completion of these projects will complete the Moving Fountain Forward Initiative road projects, enable a quiet zone at railroad crossings, and build reasonable capacity to meet future community needs.

**Objective D9: Complete engineering and design for the rebuilding of Link Road**

No later than December 2024, as part of the Pikes Peak Area Council of Governments (PPACG) Link Road Rebuild Grant, the Deputy City Manager will complete engineering and design for the rebuilding of Link Road, from Kane Road south to Old Pueblo Road. Completion of this project will improve existing city infrastructure and build reasonable capacity to meet future community needs.

**Objective D10: Complete a project to build a new concession stand with restroom at Aga Park**

No later than December 2022, the Parks and Recreation Director will complete a project to build a new concession stand with restroom at Aga Park. Completion of this project will improve existing city infrastructure and build reasonable capacity to meet future community needs.

**Objective D11: Complete a project to build a new shop building for the City Parks Department**

No later than December 2022, the Parks and Recreation Director will complete a project to build a new shop building for the City Parks Department. Completion of this project will build reasonable capacity to meet future community needs.

**Objective D12: Encourage expansion of the city's retail sector, focused on grocer and medical amenities**

No later than June 2023, the Economic Development Director will present options to City Council and the public on opportunities to encourage expansion of the city's retail sector, focused on grocer and medical amenities in the Fountain area, in order to set conditions and facilitate responsible development and carefully managed growth in Fountain.

**Objective D13: Complete an update to the city Economic Development Strategic Plan**

No later than December 2024, the Economic Development Director will complete an update to the city Economic Development Strategic Plan, in order to set conditions and facilitate responsible development in the Fountain community.

**Objective D14: Be prepared to facilitate a Dual-Service Rail Park initiative**

No later than December 2023, and pending approval of a Rail Trackage Agreement by project stakeholders, the Economic Development Director will be prepared to complete associated city agreements and processes to facilitate a Dual-Service Rail Park Initiative in the Fountain area, setting the conditions and facilitating responsible development and carefully managed city growth.

## Supported Strategic Priority: Financial Resources

### **Objective F1:** Present findings and options of an impacts study on the Tax Payor Bill of Rights

No later than March 2023, the Administrative Services Director will complete a Taxpayer Bill of Rights (TABOR) impacts study and community engagement campaign on TABOR, and present findings and options to City Council and the public, in order to support evaluation of initiatives that could diversify the city financial resources and be invested in the enduring interests of the City Vision Statement.

### **Objective F2:** Expand the City Inter-Governmental Support Agreement Program

No later than December 2022, and pending agreement with local military bases, the Administrative Services Director (ASD) will expand the City's Inter-Governmental Support Agreement (IGSA) program and successfully finalize one additional IGSA agreement for the City, in order to diversify the city's financial resources and facilitate investment in the enduring interests of the City Vision Statement.

### **Objective F3:** Complete an assessment of City financial instruments

No later than April 2022, the Finance Director will complete and present the results to City Council and the public of an assessment of the City's various financial instruments (e.g. debts, investments), in order determine opportunities to achieve cost savings when possible and diversify the city's financial resources.

### **Objective F4:** Present options regarding potentially joining the Pikes Peak Rural Transit Authority (PPRTA)

No later than May 2022, the Deputy City Manager will present to City Council and the public options regarding potentially joining the Pikes Peak Rural Transit Authority (PPRTA), in order to evaluate initiatives that could diversify the city financial resources and invest in the enduring interests of the City Vision Statement.

### **Objective F5:** Develop and present a City Incentive Policy to recruit commercial development

No later than September 2022, the Economic Development Director will develop and present to City Council and the public a proposed City Incentive Policy to recruit commercial development to Fountain, in order facilitate responsible development and diversify the city's financial resources.

### **Objective F6:** Present outcomes of a review and update of the City Fee Schedule

No later than March 2023, the City Manager will present to City Council and the public the outcomes of a review and update of the City Fee Schedule, in order to implement programs that diversify city financial resources and facilitate investment in the enduring interests of the City Vision Statement.



## Supported Strategic Priority: Public Safety

### **Objective PS1:** Publish updates to ethics and leadership in policing policies

No later than December 2022, the Public Safety Director will publish updates to policies and procedures related to ethics and leadership in policing, in order to ensure the availability of highly professional, responsive and community focused public safety resources throughout the community.

### **Objective PS2:** Present plans for a First Responder Mental Health and Resiliency Program

No later than December 2022, the Public Safety Director will present to City Council and the public plans for an enhanced First Responder Mental Health and Resiliency Program, in order to ensure the availability of highly professional, responsive and community focused public safety resources throughout the community.

### **Objective PS3:** Present results of a comprehensive study of public safety facilities

No later than June 2023, the Public Safety Director will complete and present the results to City Council and public of a comprehensive study of public safety facilities, in order to ensure the availability of highly professional, responsive and community focused public safety resources throughout the community.

### **Objective PS4:** Complete a nationally certified accreditation of Fire Department leadership

No later than December 2022, the City Fire Chief will complete a nationally certified accreditation of all Fire Department leadership in the rank of Lieutenant and above, in order to ensure the availability of highly professional, responsive and community focused public safety resources throughout the community.

### **Objective PS5:** Complete review and update of Fire Department Standard Operating Procedures

No later than December 2022, the City Fire Chief will complete a review and update of Fire Department standard operating procedures, in accordance with established national firefighting standards, in order to ensure the availability of highly professional, responsive and community focused public safety resources throughout the community.

## Supported Strategic Priority: Recreation

### **Objective R1: Present outcomes of discussions for utilization of the Ventana Open Space**

No later than November 2022, the Parks and Recreation Director will present to City Council and the public the outcomes of planning, programming, and amenities discussions for utilization of the Ventana Open Space, in order to support efforts to improve the availability of parks and recreation opportunities.

### **Objective R2: Present a recommended plan to partner to build a pool**

No later than July 2023, the Parks and Recreation Director will present to City Council and the public a recommended plan to partner with the YMCA to build a pool, in association with the Dean Fleischauer Activity Center (DFAC), in order to improve the availability of parks and recreation opportunities in the community.

### **Objective R3: Complete the Adams Open Space Trail Bridge Project**

No later than December 2022, the Parks and Recreation Director will complete the Adams Open Space Trail Bridge Project, in order to improve the quality of parks and recreation opportunities in the community.

### **Objective R4: Offer an Inter-Governmental Support Agreement for parks services and joint recreation opportunities with Fort Carson**

No later than November 2022, the Parks and Recreation Director, will develop a proposal to partner with Fort Carson and offer an Inter-Governmental Support Agreement (IGSA) for parks services on post and joint recreation opportunities in the Fountain area, in order to improve the quality and availability of parks and recreation opportunities.

### **Objective R5: Complete a concept design for the Aga Park and Blast Park Pedestrian Corridor**

No later than July 2023, the Economic Development Director, in coordination with City Parks and Recreation, will complete a concept design for the Aga Park and Blast Park Pedestrian Corridor in the city Olde Town Urban Renewal Authority District, in order to improve the quality and availability of parks and recreation opportunities.



# 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 strategy's 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, at 719-322-2000.

<h3>Strategic Priority</h3> <p><b>Priority:</b> The City will take necessary steps to develop, coordinate and implement initiatives and programs that improve citizen access to <b>telecommunications technology and capabilities.</b></p>	<h3>Objectives</h3> <ul style="list-style-type: none"> <li>● <b>TT-1</b> Develop mechanisms that ensure community feedback on options for improvements to telecommunications technology</li> <li>● <b>TT-2</b> Update developer requirements related to telecommunications infrastructure</li> <li>● <b>TT-3</b> Present options for telecommunications service improvements to Fountain</li> <li>● <b>TT-4</b> Be prepared to conduct Marketing and Deployment Planning</li> <li>● <b>TT-5</b> Be prepared to develop additional objectives in support of telecommunications service improvements in Fountain</li> <li>● <b>TT-6</b> Finalize negotiations with a private partner and present P3 Partnership Plan to City Council and the public</li> <li>● <b>TT-7</b> Provide brief to City Council and public on overall improvements to Telecommunications Technology</li> </ul>
<h3>Issues/Comments</h3> <ul style="list-style-type: none"> <li><b>TT-1</b> Completed Statistically Valid Survey Jul 19</li> <li><b>TT-2</b> Completed and approved by Council Dec 18</li> <li><b>TT-3</b> Staff presented options to Council Sep 2019. A P3 Model was selected</li> <li><b>TT-4</b> Broadband provider implementing plans</li> <li><b>TT-5</b> New Objectives approved August 2020</li> <li><b>TT-6</b> Agreement with private partner signed 2021</li> <li><b>TT-7</b> Presented to Council November 2021</li> </ul>	<h3>Way Ahead</h3> <p>All Objectives Completed.</p> 
<p><b>Strategy 2019-2021 Update January 2022</b></p>	

Sample of an update to City Council and the Public of the last Strategic Plan, 2019-2021



## Conclusion

The City of Fountain Strategic Plan is intended to provide residents of Fountain with a simple, focused and accountable document that identifies City Council's vision for Fountain, highest priorities in the coming years and the actions being taken by the City administration to address them. The Strategic Plan is available in PDF format for download on the City website, as well as in printed copy at City Hall, located at 116 South Main St. Fountain Colorado, 80817.

Questions, constructive citizen feedback and contributions are always 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.

Residents can also download the MyFountain CO App, a one stop place for information and services in Fountain. Go to the app store on your phone and search for MyFountain CO, or visit the city website at, [My Fountain - City of Fountain \(fountaincolorado.org\)](http://MyFountain-CityofFountain(fountaincolorado.org)).





# City Services Contact Information

**City Administration-** City Administration consists of the office of the City Manager, Administrative Services Department (Human Resources, Finance, Communications, Military Partnerships) and the City Attorney.

**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**

**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 a 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/>

