City of Fountain

Pure Colorado

CITY COUNCIL HANDBOOK

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WELCOME

Welcome to Fountain's City Council. Our focus is to help our City Council continue to make Fountain the best community that it can be. Our Vision Statement is as follows: "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." This Vision Statement and the City's associated Strategic Plan, adopted in 2009 and updated in 2010, help direct the City staff in fulfilling the desires of our citizens.

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

City Government

The City of Fountain was founded in 1859, and chartered in 1976. It is governed by a Mayor and Council members (3 at-large and 3 by ward). Incorporated in 1903, the City of Fountain is a full service municipality with its own electric and water utilities. (719) 322-2000 is the main phone line. As a Home Rule City, local affairs are mostly directed by local ordinances and resolutions which cannot conflict with State law. Council elections are non-partisan. Organizational structure is Council-Manager.

Advisory boards and committees assist the Council in its work, including Planning Commission, Park and Recreation Board, and the Economic Development Commission. There is also a Municipal Court office and courtroom located at City Hall. All meetings are posted by the City Clerk at the Fountain Post Office, Fire Station #1 on Highway 85, and City Hall.

All departments are administered by the City Manager. Departments include:

- City Clerk
- Code Enforcement
- Court
- Economic Development
- Finance
- Fire
- Human Resources
- Information Technology
- Planning
- Police
- Public Works
- Streets
- Parks
- Utilities
- Electric

Historic Fountain

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, trappers followed, setting up trading posts along the Fountaine Qui Bouille or "bubbling springs."

Trappers and traders. There are many stories about Jimmy's Camp, a trading post said to connect the forts on the Plains to forts on the front range of the Rockies. Some say Jimmy was an Irishman, some say a soldier, and others say a trader. His camp laid along the creek, on "Trappers Trail," Cherokee Trail," or "Jimmy's Camp Trail," depending on whose version is told. All agree Jimmy was killed in his camp around 1842. Every tale tells of different version of "who dun it!"

Oldest church in El Paso County

Now

Then

Pony Express. Fountain is said to have had a Pony Express stop at one of its first houses, which doubled as a post office. Mail later came by rail. The post office moved to Barney's Food Market on Main Street in 1926. The first post office in El Paso County was in Fountain Valley. Fountain's post office remains the oldest one in the County.

Stage coach route. A stage coach road connected Canyon City and Denver in 1873. The Colorado gold rush increased its patronage. Coaches ran day and night, stopping only to switch horses or allow buffalo herds to pass... our first traffic jams! Stage coaches gave way to rail eventually.
Deep roots in ranching. Settlers arrived in covered wagons, farms sprung up and soon the valley was alive with cattle, dairies and merchants. The main crops were sugar beets, cherries, beans, grain, corn, and alfalfa. In 1919 the town was still surrounded by farms, and the irrigation ditches still flow to today.

In 1898 *the Fountain Trading Company* was established and still stands today at 117 South Main Street. This mercantile store provided supplies to miners, traders, ranchers, trappers, and farmers. The oldest church in El Paso County is just two blocks north.

117 South Main Street in 1898

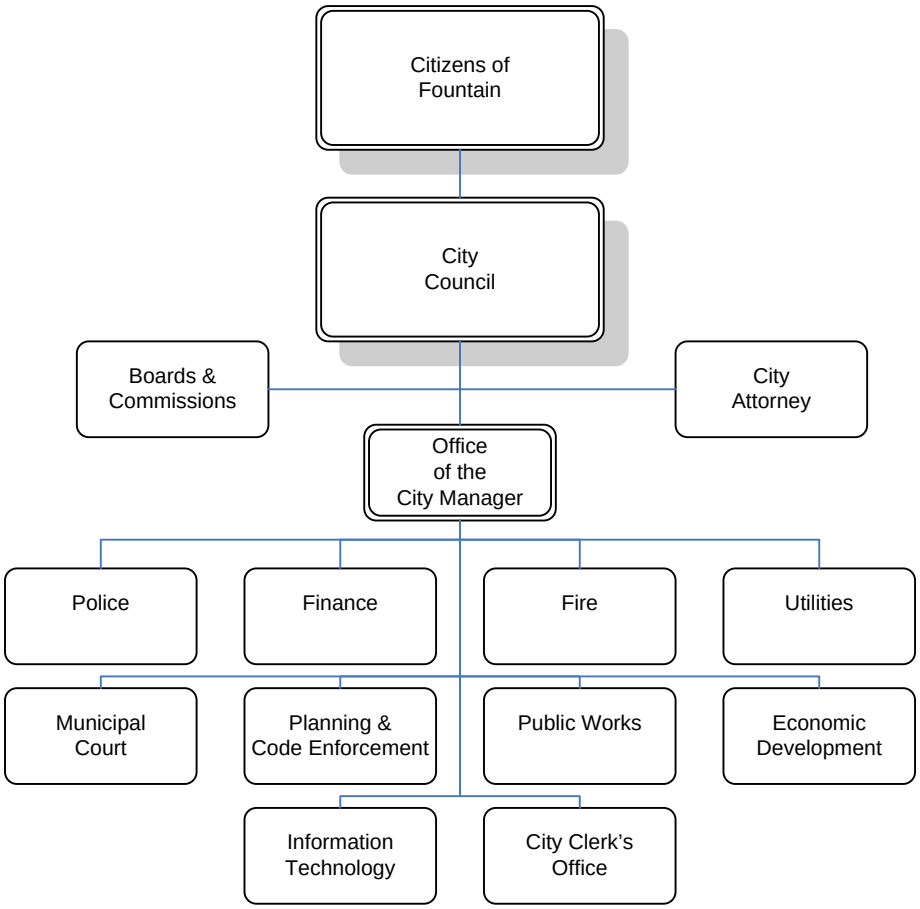
117 South Main Street in 2006

Founded 1859. 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 some day be the biggest city in the state, possibly the state capitol. Even then the town had big ideas! *The BIG Blast*!!! But the big idea went up in smoke, quite literally, in 1888, when a train broke loose in Colorado Springs, gained speed approaching Fountain and slammed into a rail car. The fire spread to a car full of explosives. The blast was felt 13 miles north in Colorado Springs. Residents of Monument, 33 miles to the north, reported it woke almost everyone in town! Today the

annual "Main Street Blast" dance is held in the heart of historical downtown Fountain. Fountain rebuilt itself and was incorporated as a town in 1903. It remains one of the oldest incorporated towns in the Pikes Peak region.

By 1942 the war had arrived and Fountain had a new neighbor. Named after Kit Carson, Fort Carson was founded in 1942 and has played a major role in the community. 1942 and 1956, trains of up to 300 mules were a common sight to carry equipment, weapons and supplies over mountainous terrain. For 13 years the mule Hambone carried supplies for Fort Carson and was buried with full military honors. Today "the Mountain Post" has over 25,000 soldiers.

CITY COUNCIL



Citizens may learn about the way their city runs by attending City Council meetings. Hopefully you have attended Council meetings in the past. Once you have been elected you should be prepared to spend time learning about current issues, past issues, how the City is run and who does what within the City. You will be receiving a lot of information from many different areas to help you in learning about your new position. Attend as many functions as you can in your new role and set up a place in your home where you can organize all of the information (a filing cabinet might be a good idea).

Rights of the City Council

The legislative affairs of the City are vested by the people in a Council consisting of six council members and a Mayor. The Council constitutes the governing body of the City, and has the authority and the responsibilities of the City which are delegated to it by the City Charter, by Article XX of the Constitution of the State of Colorado, by amendments to the Constitution of the State of Colorado, and by General Law of the State of Colorado or the United States.

The Council has the authority to enact and to provide for the enforcement of all ordinances necessary to protect life, health and property; to declare, prevent, and summarily abate and remove nuisances; to establish, preserve, finance, and enforce good government, order, and security of the City and the inhabitants thereof; to enforce ordinances and regulations by ordaining fines or imprisonment or both not exceeding the limitations imposed by the State of Colorado for each and every offense; to provide for the granting of probation and the conditional suspension of sentences by the Municipal Court; and to delegate to boards and commissions and individuals within the limitations of the Constitution of the State of Colorado and the City

Charter such functions and authority of the City as the Council may deem proper and advisable. City Council will need to direct all inquiries or investigations to the City Manager. None of the members of City Council may give orders to any City employee. Individual Council members cannot act on behalf of the City. All authority or actions of the Council will be done as a body not an individual.

No member of Council may become an employee or officer, or be retained in any capacity, for compensation, monetary or otherwise, of the City of Fountain, within one year from the date of resignation from or expiration of term of office.

Qualifications

Each Council Member has to maintain his residency in the City or his Ward (if so applicable) throughout his term of office. If a member of the Council ceases to be a resident of the City or a resident of his Ward during the term of his office, his seat shall be declared vacant by resolution of the Council, and the vacancy shall be filled as provided in the City Charter.

The Council membership, including the Mayor, consists of seven members. The term of office is four years for Council members and the Mayor. No member may serve more than two regularly elected, consecutive terms. The Mayor and three members of the Council are elected at-large and three are elected from the wards in which they live. Council elections are non-partisan. The term of a Council Member begins upon the taking of the oath of office at the first regular Council meeting held after the results of the election have been certified by the City Clerk. The terms shall continue for the period for which the member has been elected and until a successor has been elected and sworn or, in the case of a vacancy, until a successor is appointed and sworn.

Mayor

The Mayor is the presiding officer of the Council and the recognized head of the City government for all legal, dignitary, ceremonial, martial law and disaster emergency purposes. He/She presides at meetings of the Council, and has the same right and obligation to speak and vote as any member. All contracts, conveyances of interest in land, bonds, indentures, evidences of indebtedness, proclamations and all other legal documents will be signed by the Mayor or as delegated by the Council. All resolutions and ordinances of the City will be signed by the Mayor and attested by the City Clerk under the seal of the City. The Mayor will exercise such powers and perform such other duties as are conferred and imposed upon him/her by the City Charter or by ordinance.

Mayor Pro Tem

A Mayor Pro Tem is elected by the City Council from its own membership at the first meeting following the certification of the results of each regular city election by the City Clerk. The Mayor Pro Tem serves until the Council meeting following the certification by the City Clerk of the regular City election, and acts as Mayor during the absence or disability of the Mayor. If a vacancy shall occur in the office of Mayor Pro Tem, the City Council shall choose a successor from its members to fill the unexpired term. In the event of the absence or disability of both the Mayor and Mayor Pro Tem, the Council shall designate one other of its members to serve as Acting Mayor. Any Mayor Pro Tem or Acting Mayor while serving as Mayor shall retain all powers granted to Council Members.

Vacancies

The office of Mayor or Council Member shall become vacant whenever the person holding the office is recalled, dies, becomes incapacitated, resigns, refuses to serve, is expelled, ceases to meet the residency

requirements for the office, is judicially declared to be mentally ill or incompetent, or is convicted of a felony. The person appointed to fill the vacancy shall serve in that office only until the person elected for the office at the next regular election or at any special election held for the purpose of filling vacancies qualifies for the office.

When a vacancy opens, nominations shall be taken until a date set by the City Council. The City Clerk will verify qualifications of nominees and deliver the petitions to the Council members. Once this is done the City Council will vote during a regular or special Council meeting. This appointment must be made within fifteen days of delivery of the petitions. If a qualified candidate doesn't file a petition by the deadline, the Council will appoint a registered elector to fill the vacancy within the fifteen days following the deadline.

If two or more vacancies occur on the Council between regular municipal elections, the Council will call a special election to fill the unexpired terms of the appointed and vacant offices, unless, however, there is a regular municipal election within one hundred eighty days after the most recent vacancy is declared, the vacancies and unexpired terms shall be filled at that regular election.

Compensation

The Council will prescribe by ordinance the compensation for its members, provided that monetary compensation for each member shall not be less than $25.00 for each regular or special meeting attended. Effective with Ordinance No. 1390 compensation has changed to a $400.00 stipend for each full month in office for the Mayor during the Mayor's term of office, $325.00 for each full month in office during the Mayor Pro Tem's term of office and $300 stipend for each full month in office during the City Council member's term of office. Compensation of any member of the Council shall not be increased or decreased during the term for which the member has been elected or appointed. Any member of the Council who has resigned or vacated an office prior to the end of his elective or appointive term shall not be eligible for re-election or re-appointment to their previous position if compensation has been increased. The stipend under this Chapter shall only be paid to the Mayor, Mayor Pro Tem or Council members who have attended at least one regular Council meeting the preceding month. If, during the month preceding the payment of the stipend, the Mayor, Mayor Pro Tem, or Council member has not attended at least one regular Council meeting, the stipend shall not be paid for that month.

Regular Meetings

The Council shall meet regularly at least twice each month at a day and hour to be fixed by the rules of the Council. The Council shall determine the rules of procedure governing meetings and shall open all regular meetings with the Pledge of Allegiance to the Flag of the United States of America. At the first regular meeting following a regular municipal election, the Council shall organize as a matter of business, and shall not be restricted from transacting other proper business.

Special Meetings

Special meetings of the Council shall be called by the City Clerk on the written order of the Mayor or any four Members of the Council. Written notice of not less than twenty-four hours shall be delivered personally to each member of the Council, or in the event he cannot be located, then left at the member's usual place of residence. Written notice of not less than twenty-four hours of the special meeting shall be posted in or on at least three public buildings. The notice of special meeting shall state the place, date, and time of such meeting and shall include the purpose of the meeting, all business to be conducted and why the meeting is necessary. No other item of business shall be discussed or transacted at any special meeting than stated in the official notice issued by the City Clerk. The Mayor, or the four Members calling the special meeting, shall be

responsible for deciding that such special meeting is necessary and shall so state in the written order calling the meeting. Council may, at a regular meeting, set a special meeting

Other Meetings

Executive Session - Colorado statutes as now existing or hereinafter amended applying to open meetings of local governments shall apply to meetings of the City Council and its Boards, Commissions and Committees.

Informal Meetings – The Council may on its own initiative or at the request of the Mayor, City Manager, or any citizen or group of citizens hold informal sessions to discuss matters provided that such sessions are previously announced during a regular or special Council meeting and are open to the public. No final action may be taken at an informal session which would constitute a legal obligation of the City, but the Council may direct work or studies to be performed or agree to consider an item at a regular or special meeting.

Notice of Meetings

Formal notices of regular Council meetings need to be given one time upon direction of the Council acting by resolution at its first organizational meeting after the adoption of this Charter. In the event that the Council shall act to change or alter the time and place of its regular meetings, the City Clerk shall publish notice of the change sufficiently in advance of the first meeting to allow the public to attend.

Public hearings shall be set by Council action at either a regular or special meeting, or as delegated by Council, and shall require publication and posting of notice at least ten days prior to the date of the public hearing. Any notice to be posted shall be placed in the lobby of City Hall, the Post Office and Fire Station #1 by the City Clerk's office.

Meetings to be Public

All regular, special, and informal meetings of the City Council shall be open to the public, and citizens shall have the opportunity to be heard under such rules and regulations as the Council may prescribe.

Minutes of the proceedings of each meeting shall be kept by the City Clerk, and shall be signed by the Mayor and City Clerk upon approval and except for minutes of executive sessions, shall become public record.

Colorado statutes applying to open meetings of local governments shall apply to meetings of the City Council and its Boards, Commissions and Committees.

Quorum: Adjournment of Meeting

A majority of the members of the Council shall constitute a quorum for the transaction of business at all Council meetings. A quorum shall be present at all regular and special meetings before any formal or legally binding action shall be taken by the Council. In the absence of a quorum, a lesser number may adjourn any meetings to a later time or date. In the absence of all members, the City Clerk may adjourn any meeting for not longer than one week.

Oath of Office

Every officer of the City, whether elected or appointed, shall before assuming the duties of the office take an oath of office affirming that he will support the Constitution and laws of the United States and of the State of Colorado, and the provisions of this Charter and the Ordinances of the City, and that he will faithfully perform the duties of the office to be assumed. The City Clerk shall administer such an oath verbally to the

Mayor and each appointed officer individually. Each elected or appointed officer shall also sign the oath form provided by the City Clerk, and the City Clerk shall file each administered and executed oath. The Mayor shall administer the oath of office to the City Clerk.

In the event that a person shall fail to take the oath within thirty days after the date of certification of the election or appointment to office, the City Clerk shall inform the Council which shall at a regular meeting either declare the office vacant due to the failure of the person to accept the office or, in the case of extenuating circumstances, extend the time in which that person may take the oath of office.

Compulsory Attendance, Conduct at Meetings and General Conduct

A majority of the members of the Council may by motion require the attendance of its members and other officers of the City at any meeting of the Council. Any members of the Council or other officer who when notified of such request for his attendance fails to attend such meetings for reasons other than confining illness, necessary absence from the City, or because of the transaction of City business which precludes his attendance shall be deemed subject to appropriate disciplinary action by the Council which may include removal from office.

The Council may by majority vote of its members cause the Mayor, one of its members, or any officer of the City to be censured for actions held by majority vote of the Council to be misconduct, malfeasance, misfeasance, or in violation of the rules, regulations or ordinances adopted by the City Council for the proper conduct of its meetings. The Council may, when confronted with a violation or violations of such rules, regulations or ordinances by an elected or appointed officer, by majority vote, expel the person from office and declare the office vacant under the provisions of this Charter.

City Council Conflict of Interest

The use of public office for private gain is prohibited. The City Council shall implement this prohibition by ordinance, the terms of which shall include, but not be limited to: acting in an official capacity on matters in which the official has a private financial interest clearly separate from that of the general public; the acceptance of gifts and other things of value; acting in a private capacity on matters dealt with as a public official; the use of confidential information; and appearances by City Officials before other city agencies on behalf of private interests.

Penalties for Violation of Charter

Any willful violation of a provision of this Charter shall constitute misconduct, and any person holding an elective or appointive position in the City, or employed by the City, found guilty of misconduct, shall be penalized by the Council as it may determine or as provided by ordinance or resolution.

Agendas/Packets

The agenda for the Council Meetings will be composed by the City Clerk with input from City Council and City Staff. The agenda and all pertinent information will be distributed to Council members in three-ring binders (packets) or electronically the Friday before the City Council meeting so that they may prepare for the meeting. The packets will be delivered to Council members via courier to their home address.

Order of Business

The order of business shall be as follows:

1. Call to order

*The Mayor calls the meeting to order

2. Pledge of Allegiance

*The City Council, staff and the public will stand and recite the Pledge of Allegiance

3. Roll Call

*The City Clerk or one of her representatives will take roll of the Council members

4. Special Presentations

*Any special awards, presentations and proclamations

5. Public to be Heard

*Members of the public may request to speak to the Council about items not on the agenda

6. Consent Agenda

*approval of minutes and other items not public discussion

7. Old Business

*Items from previous agendas that need to be revisited

8. New Business

*New items to be discussed and possibly voted on by Council

9. Correspondence, Comments and Ex-officio Reports

*Time for Council and staff to speak about subjects not covered in earlier discussions

10. Announcement of Executive Sessions

*If executive session will be held it will be announced at this time.

11. Adjourn

How to Vote

Actions taken by the City Council are determined by voting after motions have been made and seconded. The Mayor or Mayor Pro Tem will call for a vote after the motion has been seconded. A majority vote is needed for the action to pass. Voting is done by pressing the "yes" or the "no" button on the console on the table in front of your seat. The City Clerk or her representative will announce the results after voting ends.

Boards

The City Council uses different boards to keep them informed and advise them in decision making. These boards are composed of volunteers who live within Fountain city limits and are appointed by the City Council. Terms run either two years or fours years.

Park and Recreation Advisory Board-consists of five (5) members. This board makes recommendations on issues that pertain to the parks, trails and organized sports. Meetings are held the first Tuesday of each month. The members are residents of Fountain and appointed by City Council. The Board acts in an advisory capacity to the City Council to provide recommendations pertaining to the planning, development, improvement, beautification and maintenance of public parks, open space, trails, green belts and recreational facilities of the City. The Board meets the first Tuesday of each month at 6:00 P.M. at City Hall, located at 116 South Main Street, Fountain, Colorado..

Planning Commission-consists of seven (7) members and two (2) alternate members who are residents of Fountain and appointed by City Council. The Planning Commission meets the first Wednesday of each month at 6:00 p.m. at City Hall located on 116 South Main Street, Fountain, Colorado. A second meeting on the third Wednesday of each month is optional. The Planning Commission reviews and advises Council on all public and private activities involving the physical development of the City and long-range planning for the City and such areas outside its corporate boundaries that affect the orderly development of the City.

Economic Development-consists of 7 members. They meet on the second Wednesday of every month at 4:30pm at City Hall. This group advises the City Council on matters that affect the City's economy and job base as provided by the City's Charter Article IV Section 4.5. The Committee's purpose is to provide for the orderly, progressive and diversified growth of economic base. Their duties are to formulate goals and objectives, adopt economic development plans, implement the economic development plan through strategies, promote economic development, encourage development for current and future residents, diversify the economy for a stable base, fundraise, and perform other economic development activities.
The Commission reports to the Council monthly, through presentations, updates, meeting minutes and materials provided to the Council in their Council packets.
Current activities include revitalization of key gateways to the city to upgrade Fountain's image as a community of quality, desirable to employers; assembling packages to attract new business to Fountain, targeting specific businesses; relationships with other agencies and commercial brokers, like the Colorado Springs EDC and Pikes Peak Area Council of Governments, to maintain business prospecting and funding networks maintain current data critical to attracting businesses to Fountain and making it accessible and easy to use for site selectors and brokers; ombudsman role with the business community, partnering with the Fountain Valley Chamber of Commerce; conduit for community input regarding jobs and businesses desired; retail marketing and promotion, including a signage program and interstate monuments; Fort Carson expansion and Highway 16 upgrade; retention and expansion of key employers; update economic development plan; review best practices for economic incentive packages and recommend to City Council appropriate criteria by which to grant incentives to new and expanding businesses to Fountain; screen requests for assistance to recommend Council action.

Urban Renewal Authority-consists of 7 members. Their primary responsibility will be to execute the Urban Renewal Plan adopted by the Fountain City Council. When redevelopment proposals come forth from developers, the commission will review the proposed plans and financing mechanisms to see if they meet the objectives of the adopted URA plan. Appointment is made by the Mayor with concurrence (majority vote) of the City Council. Only one "official of the municipality" may serve on the board. This "official" is not defined by the statute, but is understood to be any elected or appointed official or City staff. This includes the City Council, Planning Commission, Economic Development Commission, Parks and Recreation Board, Board of

Adjustment or any other City commission or board. Board members have no limits for re-appointment. Appointments to expired terms are made by the Mayor with concurrence of the Council. Unfinished terms are filled by the mayor.

Board of Adjustment-The three (3) member Board meets as necessary upon submittal of a formal application to hear and decide on the following variances from Title 17 (Zoning), appeals from interpretation of the Zoning Ordinance, appeals from Chapter 8.14 (Property Maintenance Code), and modification of the requirements of the International Fire Code as adopted by Chapter 15.16 of the Fountain Municipal Code.

Heritage Maintenance-The purpose and service plan of the District is to provide for the maintenance and security of certain public improvements of general benefit to the residents of the District, whether such improvements are publicly dedicated or privately owned by an organization of District residents, such as homeowners' or merchants' associations. The public improvements to be maintained by the District may include, but are not necessarily limited to, parks, ponds, open space, trails, bicycle paths, greenbelts, storm drainage and other drainage facilities, landscaping, fencing, pillars, medians, boulevards, entry islands, utility rights-of-way, landscape irrigation facilities, theme areas and neighborhood theme signage, including the rights-of-way for Fountain Mesa Road, C&S Road, Descendant Drive, and Legend Oak Drive, and any other street right-of-way, excepting the asphaltic pavement, curb and gutter.

FINANCIAL POLICIES AND PROCEDURES

Financial Management Goals

The following goals and policies for the City are intended to guide the City in its financial matters. The goals consist of five significant goal statements (I through V), which provide the basic guiding parameters for financial management of the City. The policies of the City provide more specific direction on how to achieve the goals and are the basis for consistent actions that move the community and organization toward sound financial management decisions. Goal I: To establish and sustain a community supported service system. Goal II: To have a capital improvement program that adequately maintains and enhances the public's assets over their useful life. Goal III: To provide cost effective services to citizens. Goal IV: To provide financial and other service information to enable citizens to assess the costs and results of City Services. Goal V: To follow prudent and professional financial management practices to assure residents of Fountain and the financial community that our City government is well managed and in sound fiscal condition.

1.1 Resource Planning and Allocation

The purpose of this policy is to establish procedures for resource planning and allocation in accordance with long-range plans of the Council. This policy is applicable to all resource allocation and planning for the City.

1.1.1 The City budget will support the goals and policies of the City Council, Council adopted long-range plans, and service needs of the community. The Mayor and Council have the legal authority and responsibility for the adoption of City goals and policies and an annual budget. The City organization is committed to carrying out Council goals and policies through service delivery. Funding for services should take into consideration whether demand exists for maintaining the service or whether funding is better used elsewhere.

1.1.2 The City will maintain financial systems, which will develop budgets, provide control, and report revenue and expenditures at the line-item detail. Efficient use of public resources requires that budget estimates be developed from a detailed level. This ensures that changes in the cost of individual line items are reflected and are neither over nor under estimated. Upon adoption, the line-item budgets become the basis against which expenditure trends are measured. Spending control at this level provides the ability to measure experience against expectation, and as the budget year progresses, allows program managers to identify positive and negative trends. The evaluation of these trends will then allow for more precise estimates of future budget needs.

1.1.3 Revenues, operating and capital expenditures, and debt service will be projected each year for at least three years beyond the current budget year. Based on assumed circumstances, including various economic, service, and inflationary factors, the forecast will attempt to portray whether community plans can be supported over the designated period. One of the essential attributes of these projections is the capability to project whether a new program or project can be supported over the long-term.

1.3 Revenue and Collection

The purpose of this policy is to establish procedures for resource planning and allocation in accordance with long-range plans of the Council. This policy is applicable to all resource allocation and planning for the City. The City Council will review Staff proposals to establish cost recovery policies for fee supported services which consider the relative public/private benefits received from the services being provided and/or the desirability of providing access to services for specialized populations. These policies will determine the percentage of full service costs to be recovered through fees. The level of cost recovery will be routinely adjusted to ensure that rates are current, equitable, and competitive and cover that percentage of the total cost deemed appropriate. Many services provided by the City directly benefit individuals and not the community as a whole. These services include building permits, provision of utilities, and others. When services of this nature are subsidized by the general taxpayer, scarce resource dollars are not available for other City services. In these user-choice services, the customer has the opportunity to determine whether or how much the service is used, with part of that decision being made through the normal pricing system. In such cases, the City is committed to recovering the full cost of providing the service, including both direct and indirect costs, through a user fee or service charge. It is important for the City to develop broad policies concerning funding of services, review all services to determine if a fee should be charged, set fees that are comparable to other jurisdictions and/or that recover the full costs of providing that service, when appropriate, consider user's ability-to-pay and other social/community benefits of the service.

1.5.5 Reporting Requirements. The Finance Director shall submit to the City Manager, City Treasurer

and City Council a quarterly investment report listing all of the investments held and classified by categories of investment risk. The report will summarize recent market conditions, economic developments, and investment conditions. The report shall also provide the amount of interest earned to date on a modified accrual basis and the cumulative interest earned during the year.

1.6.4 Debt Repayment. When the City uses long-term debt financing, it will repay the debt within a period not to exceed the useful life of the improvements or equipment. Whenever possible, debt shall be self-supporting, and will be revenue debt, or revenue-backed with a general obligation pledge. The general obligation pledge will be used only for projects, which have a general benefit to City residents, which cannot be self-supporting. Pursuant to Section 10.5 of the City Charter, revenue bonds, payable from any or source or sources other than ad valorem taxes of the City, may be issued without an election by Council action.

Local or Special Improvement District Bonds may be issued and debt repayments scheduled pursuant to the requirements set forth in Section 10.8 of the City Charter.

2.1 Governing Laws and Policies

Procurements by the City of Fountain are governed by state law, the City Charter and these Purchasing Policies. The City of Fountain establishes further requirements for the City's purchasing activities in separate sections of this policy. The City's administrative policies and procedures describe basic procurement rocesses: e.g., public bidding, bid opening, bid evaluation and bid award.

2.2 Principles and Ethics.

All employees of the City of Fountain subscribe to the following principles and ethics: We believe in the dignity and worth of the service rendered by government and our own social responsibility as trusted public servants. We consider, first, the interest of the City in all transactions and agree to carry out the City's established Purchasing Policies and applicable law; We will keep the City informed, through appropriate channels, on problems and progress of the City of Fountain that we serve, but keep ourselves in the background, by emphasizing the importance of the facts; We are governed by the highest ideals of honor and integrity in all public and personal relationships in order that we may merit the respect and inspire the confidence of the City and the public, which we serve; We strive to stimulate competitive bidding in order to obtain goods and services at the lowest possible cost, and to provide all interested vendors with the opportunity to offer their products to the City; We strive to accord a prompt and courteous reception, so far as conditions will permit, to all who call on a legitimate business mission; We believe that personal gain or benefit obtained through misuse of public or personal relationships is dishonest.

2.4.4 Purchasing Thresholds.

a. Under $5,000. Small items in this category, used on a day-to-day basis, may be purchased with the approval of supervisory personnel without competitive bidding on each item. However, even on these items, periodic telephone checks should be made to be certain the purchases are secured from a local source at the lowest cost for the quality needed. Items used on a day-to-day basis consist of office supplies and other items that are routinely purchased. For items under $5,000 that are not routinely purchased, it is required to obtain three telephone bids to ensure that the lowest best bid is received. Department Heads may authorize employees to purchase budgeted items by requesting a purchasing card for that employee and assigning a dollar limit. Whenever possible, these items should be purchased within the City Limits of Fountain.

b. $5,000 - $50,000. Purchases or contracts for services for the sum of $5,000 to $50,000 shall be secured on competitive bid basis. This must be accomplished by securing at least three written informal bids or through the formal bid process utilizing advertisement and specifications; whichever is most advantageous to the City.

• When seeking written informal bids, all bids must be tabulated in detail and forwarded to the Department Head and Finance Director. If the recommended bid is not the lowest, a detailed explanation must accompany the bid's submission to the Department Head and the Finance Director.

• Bid award in this category will be made by the Department Head if the funds are available within the approved Budget. If funds are not within the Budget, bid award shall be made by the City Council at a regularly scheduled Council meeting.

• Whenever possible, these items should be purchased within the City Limits of Fountain provided the goods or services comply with bid specifications and are determined to be in the best interest of the City. Preference may be given to vendors located within the City Limits of Fountain when quality of product is equal or better and the difference in the delivered price is negligible (less than 5% difference, up to a maximum of $2,500).

• Change orders to contract amounts may be made by the City Manager or Department Head , provided that funds are available within the Budget and the sum of Change orders does not exceed 10% of the original contract amount. Otherwise, Change Orders shall be approved by Council.

c. $50,000 and higher: Any item for services, projects, or equipment in this category shall be purchased through the formal bid process. Formal bids shall be secured by advertisement. Additionally, a random sample of vendors who qualify, or who have indicated an interest in bidding, shall be forwarded a copy of the specifications, when possible, to insure the best competitive bids for the City. • The responsibility for the advertising of formal bids will be that of the Department Head overseeing the purchase. It is required that an advertisement for formal bid is placed in the newspaper 10 days prior to the bid opening.

• Award of items in this category will be made by the City Manager based on Department Head recommendations if it is an appropriated item. If funds are not appropriated for the item, bid award shall be made by the City Council at a regularly scheduled Council meeting along with the expenditure authorization by motion or resolution. This item will be included in the final budget amendment which is adopted by ordinance before the end of the year. Award shall typically go to lowest and best bidder, but preference may be given to vendors located within the City Limits of Fountain when quality of product is equal or better and the difference in the delivered price is negligible (less than 5% difference, up to a maximum of $5,000).

• Change Orders shall be taken to Council for approval if the sum of Change Orders exceeds 10% of the original contract amount or if funds are not available within the Budget to cover the Change Order(s).

2.4.7 Emergency Purchases. Pursuant to City Charter, to meet a public emergency which jeopardizes public health, peace, safety or property, the Council may make emergency appropriations. Such appropriations may be made by emergency ordinance in accordance with the provisions of the Charter. Furthermore, in Case of an emergency which requires immediate purchase of supplies or services and time is of the essence, the City Manager shall have the authority to authorize such purchase up to $75,000 or secure such services needed without complying with procedures as set out in section 2.4. Examples of emergencies requiring emergency purchase include sewer line collapse, water system pump failures, and weather-related damage requiring immediate repair. For purchases over $75,000, a full report of such an emergency purchase shall be made by the City Manager to the City Council no later than the next City Council meeting. An emergency purchase is an immediate need of a good or service, which was unable to be anticipated, which time is a crucial factor and would be a disservice to the citizens of the community of Fountain if the item were not purchased.

2.8 Contract Authority

The City Manager shall have the power and duty to approve and execute, by signature, all contracts or agreements of, or on behalf of, the City or its enterprises, subject to the following limitations: 2.8.1 No contract or agreement shall exceed $50,000. Contracts or agreement exceeding $50,000 shall be taken to City Council for approval 2.8.2 No contract or agreement shall involve conveyances of interest in land, bonds, indentures, evidence of indebtedness, or proclamations, unless the authority to approve and execute such documents shall be granted by the City Council.

2.8.3 Such contract or agreement does not constitute an "intergovernmental agreement" under Colorado law.

2.8.4 It shall be the City Manager's duty to ensure that all City contracts and agreements are procured in compliance with the requirements of the Fountain Municipal Code and any applicable rules and regulations.

2.8.5 The City Manager may delegate the City Manager's signatory authority for the approval and execution of contracts and agreements to the Deputy City Manager and/or department heads where the contractual matters fall within their area of responsibility. With the City Manager's prior approval, department heads may further delegate signatory authority for limited purposes.

2.8.6 No City contract shall be approved or executed unless funds for the payment of obligations under the contract or agreement are in the budget approved by City Council and the funds have been appropriated by the City Council. This section shall not prohibit approval and execution of multiyear contracts or agreements where such agreements are legally permissible.

3.1.2 Fund Types. All funds are classified into six (6) fund types. These fund types, and the purpose of each:

a. General Funds. To account for the administrative, police and fire protection, parks, recreation, community development and technology functions of the City. Principal sources of revenue consists of property taxes, franchise and occupancy taxes, sales and use taxes, licenses and permits, grants, charges for services, intergovernmental revenue, interest earnings, and operating transfers from other funds. Major expenditures are for personal services, materials and supplies, purchased services, capital outlay and transfers to other funds.

b. Special Revenue Funds. To account for the proceeds of specific revenue sources that are legally restricted to expenditures with specified purposes.
c. Capital Projects Fund. To account for resources designated to acquire and construct capital facilities primarily related to infrastructure, except for minor acquisitions financed from regular operating funds.
d. Debt Service Fund. To account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.
e. Enterprise Funds (also called Business or Proprietary Funds). To account for operations (a) that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user determination of revenues earned, expenses incurred, and/or net income as appropriate for capital maintenance, public policy, management control, accountability, or other purposes.
f. Fiduciary Funds. To account for resources received and held by the City in a fiduciary capacity. Disbursements from these funds are made in accordance with the trust or other agreements or conditions of the trust for the particular source of funds.
3.3.1 Budget Process Timeline. It is the Finance Director's responsibility to develop and distribute a budget process timeline to Department Heads in a timeframe that allows appropriate, responsible development of department budgets. A typical timeline will be as follows:
April Finance Director prepares revenue projections
May Budget work session with City Council
May-June Departments prepare budget requests
July Peer Review Meetings
August-Sept Budget refinement and document production
Oct 1 Draft budget to City Council not later than this date per City Charter
Oct Budget work sessions open to the public
Oct-Nov Public Hearing and First Reading of Budget Ordinance
Dec 15 Budget must be adopted no later than 15 days before the start of the next fiscal year per the City Charter

3.3.3 Budget Adoption. Following internal development and review of the budget, the City Council will hold hearings on the budget, to provide public review of the document and to discuss further budget development. Following review at the Council level, the Council shall provide authority to expend funds through a Budget Ordinance adopted in open meeting.
a. The Budget Ordinance shall authorize the budget at the Fund and Department level.
b. The amount appropriated to a specific fund and/or department may change as a result of subsequent Council actions, as identified in 3.3.4 below.
3.3.4 Adjustments to Budget. From time to time, the budget may require adjustments due to unforeseen expenditures, to recognize unanticipated revenue, or to adjust operating transfers. Adjustments may be made as follows:
a. Budget Resolution. During the year, adjustments that will change the budget at the Fund or Department level may be made by bringing a supplemental budget resolution to the Council for their approval.
b. The City Manager has authority to authorize changes to specific line items within each Fund and Department, provided that the overall amounts budgeted by Council are not changed.
c. At the end of each year, the Finance Department will prepare a Budget Amendment, by Ordinance, to formalize the budget adjustments that were made during the year.
5.1 Conflict of Interest
No employee or official of the City shall have any interest, financial or otherwise, direct or indirect, or have any arrangement concerning prospective employment that will, or may be reasonably expected to, bias the design, conduct, or reporting of a grant-funded project on which he or she is working. It shall be the responsibility of the Grant Project Manager for each particular grant-funded project to ensure that in the use of project funds, officials or employees of the City and nongovernmental recipients or subrecipients shall avoid any action that might result in, or create the appearance of:
1. Using his or her official position for private gain
2. Giving preferential treatment to any person or organization
3. Losing complete independence or impartiality
4. Making an official decision outside official channels

5. Affecting adversely public confidence in the grant funded program in particular and the City in general

5.2.1 City Council. The City Council has sole responsibility for approving grant awards, through Resolution.

DEPARTMENTS

Fountain Municipal Court is a Court of Record and is located at The City Hall Building, 116 South Main St. Fountain, Colorado. The Court handles all Municipal Ordinance and Traffic violations. The Court Staff consists of one Judge, one Alternate Judge, one City Prosecutor, one Court Administrator, one Court Clerk and one Volunteer. The Court Office is opened daily from 8am to 5pm and is staffed by a Court Administrator and a Court Clerk who are full time employees. Traffic Court is on Monday, where the Defendants are offered plea agreements that the City Prosecutor has prepared ahead of time. Regular sessions of Court are on Thursday nights where Arraignments, Pre-trials, Trials and Hearings are heard and scheduled for future dates.

Economic Development Commission/Director-Proactive creation of an economically viable and sustainable community through recruiting primary employers to bring new revenues into the city, retaining critical employers, and expanding current business base. The department also handles urban renewal.

Administration consists of the City Manager's office, as well as Finance, Human Resources, and City Clerk functions. These offices provide support services to all City departments for such issues as oversight of personnel functions, benefits management and financial functions including: cash management and investments, accounting, financial reporting, budget, debt management, payroll, accounts payable and insurance. Additionally, the City Clerk maintains City records, issues business licenses, liquor licenses, serves as the election officer and provides Council support, in addition to other duties.

The City of Fountain's Information Technology Department is located at City Hall, 116 South Main Street. The I.T. Department is responsible for providing support to all City departments for their technology needs, including but not limited to desktop PC support, data networking, Internet access, server and database support, as well as landline and wireless telephone services.

The Planning Department is responsible for administering the policies, programs and regulations that manage the development of the community. The Department ensures the sound management of Fountain's growth and the protection of its quality of life and economic vitality through comprehensive and long-range planning. The Department guides public and private development through comprehensive planning, development policies and review standards in order to create and maintain a balanced community. The Department's primary functions are as follows:

- Implements the policies and programs of the Comprehensive Development Plan; Parks, Recreation and Trails Master Plan; Annexation Plan; Traffic Master Plan; Strategic Downtown Plan; and other locally adopted plans.
- Provides professional planning services in support of the City Council, Planning Commission and Board of Adjustment.
- Administers and implements provisions of the Zoning Ordinance and Subdivision Regulations.
- Reviews development proposals relating to annexation, zoning, subdivision, site plan, building permits and other development applications.
- Provides information services to citizens, neighborhood associations, development and business communities and government partners.
- Represents the city in coordination with regional, state and federal agencies to ensure City issues and needs are considered in project development and funding actions.
- Tracks, analyzes and updates socio-economic data including population, housing and employment estimates and projections.

1. City of Fountain Code Enforcement Department is located in City Hall at 116 S Main St. The Department administrates, supervises, coordinates, and performs activities to ensure compliance with City Ordinances. These activities include housing inspections, business license reviews, and the addressing of nuisances, storage of junk, illegal parking, inoperable vehicles, overgrown weeds, refuse, property maintenance, and zoning violations. Code Officers are also highly instrumental in the development of new ordinances or the amendment of existing ones related to the health, safety and welfare of citizens. Other related activities include coordination and implementation of community projects with other City Departments, other organizations, and local agencies to enhance neighborhoods and other areas of the City. These projects also include educational and safety programs which enhance our citizens' overall health, safety, and welfare.

The Police Department provides public safety to the citizens of the City of Fountain; enforces state, county, and municipal laws, investigates crimes, and conducts crime prevention education programs. The department consists of the following divisions: patrol, support services, investigations, and administration. Each division plays a key role in providing safety to our community from patrolling the streets – residential and commercial, answering emergency police/medical calls, responding to emergency calls for service, records management, crime investigation, traffic enforcement and organizational operations, to providing education to our community on crime prevention.

1. The Administration Division of the Police Department provides overall supervision, direction and accountability for the Police Department. The Chief of Police is the chief law enforcement officer for the city and provides policy and operational direction to the organization. The Deputy Police Chief is responsible for the daily operations of the organization and oversees all three of the other Police Department divisions in those duties. The Professional Standards Unit is responsible for overseeing all agency training, investigating internal and external complaints against employees, conducting background investigations and auditing other divisions and units. The Administrative Assistant provides support to the Administration Division and the entire Police Department, including the processing and coordination of all financial transactions and personnel activities.

2. The Patrol Division makes up the largest section of the Police Department and is responsible for handling all citizen calls for service as well as traffic enforcement, random and directed patrol and officer initiated activities. Officers from each team are assigned to one of four patrol districts and are required to work with each of the other officers assigned to their district to solve problems. Each of the patrol teams is supervised by a sergeant, with assistance of a corporal. The patrol sergeants report to a lieutenant, who is the division commander.

3. The Criminal Investigations Division is responsible for conducting investigations of major crimes, deaths and other complex or long term investigations. A detective is also assigned to the El Paso – Teller Counties Metro Vice Narcotics Investigation Task Force. VNI is made up of detectives from the various municipalities within the two county region, as well as from the El Paso County and Teller County Sheriff Offices. Additionally, CID participates in the regional Internet Crimes Against Children program.

4. The Support Services Division is commanded by a sergeant, who oversees the records Unit, communications Center, community service unit, reserve unit and V.C.O.P.S. (citizen volunteers). Additionally, the Support Services Division is responsible for the following duties and functions: public information, grant administration and procurement, facilities maintenance coordination, vehicle procurement and maintenance oversight, regional homeland security liaison, neighborhood watch and business watch.

The City of Fountain Fire Department covers a city of 22 square miles with a population of 23,000 citizens. The department also covers 16 miles of Interstate 25 from mile post 132 south to the Pueblo County line, mile post 116. The department has 30 career Fire Fighters and 60 Volunteer Fire Fighters and support staff, which work out of three fire stations. The 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. Divisions include: Administration, Prevention Services, and Emergency Services.

1. The Fire Department is administered by the Fire Chief, with administrative support provided through an Administrative Assistant. Fire administration is responsible for the management and leadership of the Department in its entirety. This includes planning, structuring, establishing direction, coordinating, conducting programs, staffing, evaluating, and financial management.

2. The Fire Department Emergency Services provides; Fire Suppression, Basic and Advanced Medical Life Support, Ambulance transport, Hazardous Materials mitigation, Rescue, and Technical Rescue.

3. The Fire Prevention Division is responsible for the implementation, administration and enforcement of fire and life safety codes and the prevention of fires. The Fire Prevention Division includes Fire Inspection, Fire Code Enforcement, Fire Investigation, Public Education, Juvenile Firesetter Intervention Program, Plan Review,

Hazardous Material Management Planning, Issue Permits, Fire Protection Engineering and Pre-Incident Planning.

The Public Works Department is one of the primary operational departments of the City, consisting of 5 divisions:

- Administration/Engineering
- Streets
- Parks
- Fleet Maintenance
- Facility Maintenance

1. The Public Works Department Engineering/Administration Division office is on the first floor of City Hall located at 116 South Main Street. The Engineering/Administration Division has one full-time Director/City Engineer, one half-time Administrative Assistant and one full-time Construction Inspector. The Construction Inspector position time is actually split 50% Public Works Department and 50% Water Department. The Engineering/Administration Division thus has a total of two full time equivalent staff to perform the following responsibilities:

- Customer Service & Inquiries
- City Council Staff Support
- PW Dept Council Report Preparation
- Planning Commission Staff Support
- Parks & Recreation Advisory Board Support
- Heritage Special Improvement Maintenance District Staff Support
- El Paso County Major Thoroughfare Task Force Advisory Board & Committee
- Pikes Peak Area Council of Government (PPACG) Transportation Advisory Committee
- PPACG Fountain Creek Watershed Technical Advisory Committee
- Colorado Dept. of Transportation Permit Coordination
- Railroad/Public Utilities Commission Coordination
- PW Dept. Budget Preparation & Management
- PW Dept. Personnel Management
- PW Dept. Policies & Procedures
- Facilities Management
- Street & Drainage Construction Standards
- Storm Water Management & Erosion Control
- Grading & Drainage Permits
- Subdivision/Annexation Agreements Review
- Subdivision/Development Improvements Review
- Pre-Construction Utility Coordination
- Public Improvements Construction Inspection
- Drainage Basin Planning
- Transportation/Traffic/Transit Engineering & Planning
- Contract Engineering Services Administration
- Parks & Open Space Acquisition & Planning
- Right-of-Way Management & Encroachment Permits
- Grant Administration & Project Management

2. Street & Drainage Division Office/Maintenance Facility is located at 415 West Alabama Avenue. The Division has one full-time Superintendent, one full-time Foreman, six full-time Maintenance Workers and three part-time Seasonal Maintenance Workers. The Superintendent also oversees the Parks Maintenance Division. The Street & Drainage Division currently maintains a total of 92 miles of roads, four bridges, two traffic signals, +/- 420 storm drainage inlets, several drainage detention ponds and miles of storm drain pipes that are currently being inventoried

Over the last decade the Street & Drainage Division infrastructure maintenance responsibilities have greatly increased associated with the very high suburban growth rate of the community. During this same time period construction and maintenance costs have escalated to very high inflationary levels. The City continues to

accept new subdivision infrastructure without adequate long term infrastructure maintenance funding sources. The Street & Drainage Division continues to defer infrastructure maintenance, defer capital expenditures and limit staffing levels in order to balance the budget. This short-term band-aid budget approach will ultimately be very detrimental to the City in the long-term especially for street pavements that generally have 20-year Design Life.

The Street Division operations and capital improvements are primarily funded by City General Funds, State/Federal Gas Tax Revenue and occasional grants. The Street & Drainage Division performs the following major responsibilities:

- Snow Removal & Ice Control
- Street Sweeping – roads, walks, parking lots
- Pavement Management Systems
- Street Paving, Patching & Crack Sealing
- Streetscape, Shoulders & Sidewalks
- Traffic Signals, Striping & Signage
- Drainage Facilities – curbs, culverts, storm sewers, etc.
- Mowing & Weed Control
- Community Special Events including City Spring Cleanup, Thunder In The Valley, Blast Dance, Labor Day Parade, Harvest Moon Festival and Cowboy Christmas
- Support Other Departments with labor, materials and equipment.

3. Facilities Division office contact is administered through the Engineering Division at 116 South Main Street. The Division has one full-time Facility Supervisor and two full-time Custodians. The Division maintains eight major City facilities and supports all City Departments. Some major building repair projects and services such as heating, ventilation and air conditioning (HVAC) repairs and maintenance are contracted out. Facility Division major responsibilities are as follows:

- Building Remodeling & Repairs
- Custodial Services
- HVAC Services

Major City Facility Buildings include: City Hall, Police/Fire Station #1, Fire Station #2, Fire Station #3, Chamber/Museum/Community Center, Water/Streets/Parks, Fleet/Electric and George Samure Building (aka: Walt Fortman Center).

4. Parks & Cemetery Division Office/Maintenance Facility is located at 415 West Alabama Avenue. The Division has one full-time Superintendent, one full-time Foreman, two full-time Maintenance Workers and eight part-time Seasonal Maintenance Workers. The Superintendent also oversees the Street & Drainage Division. The Parks Division currently maintains seven recreational parks, two natural open space parks, five recreation trails, one dancing fountain, one cemetery, three streetscape areas and one park & ride facility. Parks Division operations and facility improvements are primarily funded by City General Funds, Colorado Lottery Conservation Trust Funds, City Development Park Impact Fees and various Public/Private Grants. The Parks Division performs the following major responsibilities:

- Parks including Aga, Conley, Fountain Mesa, Hibbard, Lindamood, Mayors & Metcalfe
- Recreation Facilities & Playgrounds
- Ball Fields
- Open Space including Adams & Heritage
- Trails including Adams, Metcalfe, Hibbard, Cross Creek & Fountain Mesa
- Cemetery
- City Buildings/Facilities Turf & Landscape
- City Buildings/Facilities Sidewalk Snow Removal
- Fountains including City Hall & Mayors Park
- Streetscape & Street Trees
- Park & Ride Landscape
- City Gateway Signage & Landscape
- Mosquito Control
- Heritage Special Improvement Maintenance District

- Parks & Recreation Advisory Board Meetings
- Community Events Including Arbor Day

The Water Fund is a Proprietary, or Business, Fund that accounts for the activity of the Water Utility. All Water charges for services, rate revenues, and expenditures are accounted for in this Fund.

The City of Fountain's Water Department is located at 415 West Alabama in Fountain, CO. The Water Department serves approximately 20,928 people. This number is slightly less than the total City population of 22,422 due to the fact that we do not serve the Southmoor area of Fountain. The City of Fountain receives the majority of its water (77%) from the Frying Pan-Arkansas Project. This Frying Pan-Arkansas (Fry-Ark) Water is treated and delivered to Fountain from facilities owned by the Fountain Valley Authority (FVA). Fountain's water supply is supplemented by five (5) groundwater wells that are owned by Fountain, which pump water (23%) from the Fountain Creek Alluvium. With the exception of the five groundwater wells used to supplement the water supply during peak summer demands, Fountain's water system is primarily gravity fed.

The Customer Service Department is located in City Hall at 116 S. Main St. in Fountain Colorado and serves the Customer Service and Billing needs of approximately 16,000 customers. Customer Service also provides billing services for Fountain Sanitation District and Widefield Water and Sanitation District. We are responsible for all customer contacts regarding their accounts. This starts with initializing the account for the customer; account maintenance; billing (residential and commercial); key account management; meter reading; assisting with any account questions; negotiating payment arrangements; low-income energy assistance (Lighten the Load); utility file maintenance and analysis; cashiering; credit and collections; and financial accountability.

Funding for the Customer Service Division of the Utilities Department comes from the Water Fund (30%) and the Electric Fund (70%). Only that portion of the Customer Service Budget Allocated to the Water Fund is identified herein.

The Electric Fund is a Proprietary, or Business, Fund that accounts for the activity of the Electric Utility. All Electric charges for services, rate revenues, and expenditures are accounted for in this Fund.

The City of Fountain Electric Department serves approximately 16,000 customers (44,600 residents) in the Security, Widefield and Fountain areas south to Nixon Power Plant. Our wholesale purchased power is from MEAN (Municipal Energy Association of Nebraska). 7% of this power is from renewable sources. We have elected to be Dark Sky compliant.

The City of Fountain's GIS Department is split between City Administration Building at 116 S. Main Street and Water Facilities located at 415 West Alabama in Fountain, CO. The GIS Department provides GIS services for all of Fountain's Utility and General City Departments.

These services include creating and updating GIS land-base, orthophotos and utility data; creating GIS maps for in-house operations and general public use; assisting all departments in accessing and plotting GIS to make their operation more efficient.

Fountain Emergency Communications Center operates 24 hours a day seven days a week and is responsible for answering all 911 and non-emergency calls for the citizens of Fountain, Colorado. The Communication Center personnel also dispatch Police, Fire, and Emergency Medical Services for the City of Fountain. The citizens of Fountain are provided quick access to emergency services by a team of 10 personnel.

Even though the Communications Center has multiple functions, there are two primary job functions within the Communications Center:

1. **Receiving incoming calls**. When a telephone call is received by the Center either via 911 or on a non-emergency line, the Telecommunicator collects the information from the caller. The information is then prioritized for dispatching.
2. **Dispatching the call**. The operator then dispatches the call to the appropriate agency or agencies.

The center is equipped with the latest technology in order to maintain Fountains commitment to quality service. The main components include Enhanced 911, Emergency Medical Dispatch, and a Telecommunications Device for the Deaf (TDD). In 2009 the Fountain Communications Center handled over 70,000 incoming and outgoing calls. There were over 31,250 Police calls for service and 3,834 Fire and Medical call for service.

Enhanced 911 (E-911) provides Communications Center personnel with immediate address information on a 911 caller. This information is critical in providing immediate emergency services to citizens in need.

The system allows the Telecommunicator to record the information immediately in case the caller hangs up before the necessary information has been gathered. If that happens, the Telecommunicator can call the person back. If there is no answer, a police officer is sent to the address to investigate.

Cellular calls may be routed to the Fountain Communications Center or to a 911 center in a surrounding area, depending on the caller's location. Your cellular phone must be in a cellular coverage area in order for you to reach a 911 center.

The Fountain Communication Center participates in the Nationally recognized **Emergency Medical Dispatch** program, that is certified through the Association of Public Safety Communications Officials International, Inc. **(A.P.C.O.)** which trains telecommunicators how to provide callers with life saving instructions on various types of medical emergencies, such as how to control bleeding from a laceration, how to free an object from someone's throat if they are choking, and even how to administer CPR.

The TDD is a device, accessed through 911, allows callers with hearing disabilities to seek emergency assistance without delay. Callers can access the Center by typing a request which telecommunicators receive and respond to by typing replies.

Fountain's Strategic Plan

Citizen Future Prospective–*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--

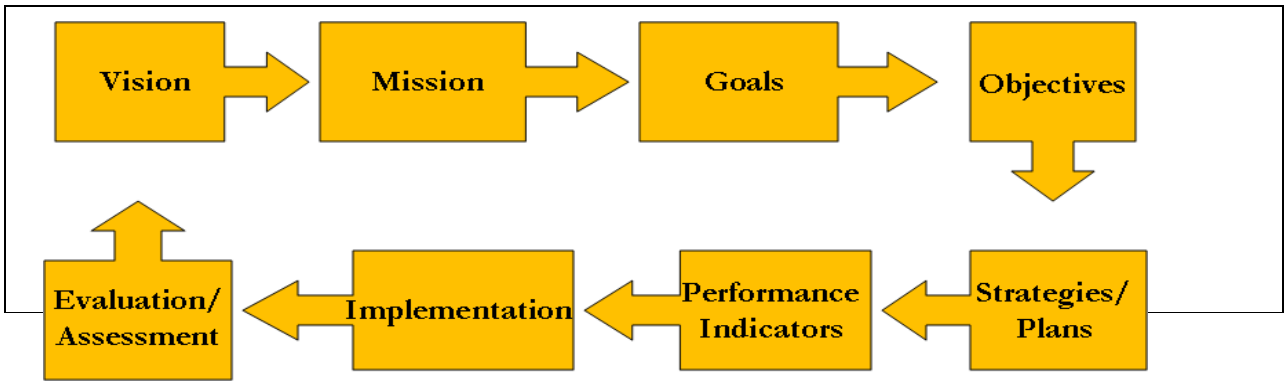
CATEGORIES AND ITEMS	# votes per item	% of votes cast in category	Total votes cast in category
ENVIRONMENT			
a) Restore Fountain Creek	141	48.3%	292
b) Develop recycling & City clean-up programs	78	26.7%	
c) Improve planning to preserve our rural heritage and working landscapes	73	25.0%	
STRENGTHEN FAMILIES			
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%	
ENHANCE OUR COMMUNITY			
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%	
HEALTHCARE			
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%	
INCREASE OPPORTUNITIES FOR HEALTHY LIVING			
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/overdepend-ence 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:



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.

2009-2010 Evaluation/Assessment and Update

In January of 2010, the City Council came together to review the successes of the 2009 Plan and to provide updates to the Plan for 2010. In February, a Public Hearing was held to review the recommended amendments to the 2009 Strategic Plan. The results are contained herein.

Strategic Plan Components--

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 AREAS AND LINKAGES TO COMMUNITY INPUT--

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

	for improvement.	

Goal 2: *Support and promote a healthy community.*		
Objectives:	Strategies:	Key Performance Indicators:
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.

Goal 3: *Support and promote a healthy workplace.*		
Objectives:	Strategies:	Key Performance Indicators:
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.

Goal 4: *A sustainable business community supported by policies and incentives required to grow and retain businesses.*		
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.

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

Goal 6: *Identify long range infrastructure needs.*		
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.

Goal 7: *Develop long range infrastructure plans for high priority needs.*		
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	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.

2010.		

Goal 8: *Implement long range infrastructure development plans for high priority needs.*		
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.

Goal 9: *Establish a Fountain City Transportation Authority.*		
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.

Goal 10: *Increase funding to meet community public safety expectations without adversely affecting other General Fund programs and services.*		
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.

Goal 11: *Improve the City's ability to respond to citizen public safety needs.*		
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.

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

	complete the new fire station by 2012.	

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

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