

# City of Fountain Annual Update



2017

A brief overview of City operations, issues, and challenges



# City of Fountain Annual Update

*This document represents an annual recap of significant highlights for each of our departments, providing a brief year-in-review summary of major departmental activity from all operational departments of the City. This is not intended to capture ALL departmental activity, but rather to highlight the major accomplishments, projects, achievements, or other issues that consumed a great deal of City resources.*

*We are very proud of the accomplishments achieved by our Departments and the service provided to the citizens of Fountain.*

## TABLE OF CONTENTS

<b>Administration .....</b>	<b>2</b>
City Manager's Office .....	2
City Clerk's Office .....	4
Community Engagement .....	5
Finance .....	6
Human Resources.....	8
Information Technology.....	10
<b>Community Development .....</b>	<b>13</b>
Planning .....	13
Engineering.....	14
Facilities .....	16
<b>Economic Development.....</b>	<b>17</b>
<b>Emergency &amp; Risk Management, and Neighborhood Services .....</b>	<b>21</b>
Emergency Management.....	21
Safety & Risk .....	22
Neighborhood Services.....	23
<b>Legal Services .....</b>	<b>25</b>
City Attorney.....	25
Municipal Court .....	25
<b>Parks &amp; Recreation .....</b>	<b>26</b>
Parks & Cemetery.....	26
Recreation.....	27
<b>Public Safety .....</b>	<b>29</b>
Fire and Emergency Medical Services.....	29
Police .....	35
<b>Transportation.....</b>	<b>43</b>
Streets .....	43
Transit.....	45
<b>Utilities .....</b>	<b>47</b>
Customer Service.....	48
Electric .....	49
Geographic Information Systems.....	51
Water.....	52



## ADMINISTRATION | ONE

The supporting functions that are associated with the overall administration and operation of the City organization include the City Manager's office, the City Clerk's office, Community Engagement, Finance, Human Resources and Information Technology. The City Attorney would normally be included in this as well, but due to a reorganization, the Department of Legal Services was created and is handled elsewhere in this document.

### City Manager's Office

2017 represents another great year where City Departments continued to move forward in the direction set forth by the City Council and to continue to provide quality services for the community. Three primary internal themes for the City Manager included 1.) Cultural Improvement and Identity, 2.) Ongoing support of City Operations, and 3.) Fostering new Networking Opportunities for the City. Each of these are addressed briefly below:

#### *Cultural Improvement and Identity*

This year there was a significant focus on identifying the type of culture that we desire to foster as an organization and then to work towards that change. This focus was primarily designed to improve the overall health of our organization and, therefore, to improve our overall ability to Strengthen and Support the Community at large. The primary components of that cultural focus included the creation of a Diversity Team and the implementation of a Purpose & Values effort. Portions of these two efforts will be highlighted elsewhere in this document, but essentially have the following purposes:

- **Diversity Team.** The best-run and most creative organizations in the world have a diverse set of employees with diverse ideas and backgrounds. The purpose behind the creation of a Diversity Team was not to create a check-box to show that we are meeting legal requirements, but rather to work on concrete steps to identify how we can create the sort of organization that truly values differences and creates a sense of inclusion for all of our employees. We believe these differences are what can help strengthen us as we work for the diverse citizens and needs of our own community.
- **Purpose and Values Team.** Again, most of the best-run organizations in the world have a clearly defined reason for existence. They know "why" they exist and that "why" provides laser focus as they do whatever they do through the "how" and the "what." Our efforts with this team was to identify our "why." Through months of discussion, the team developed the purpose statement, or our "why", as "To Strengthen and Support our Community." This purpose discussion then lead into a discussion on values that our employees espouse and are committed to as they work to create the best City organization we can be. The following logo identifies the purpose and values and is used as an internal tool to keep us focused:



Our organization is committed to those two efforts by revamping our onboarding processes, providing ongoing training to employees, creating events to support those efforts, ongoing communications around the values, and incorporating concepts identified through these teams into any personnel action we take. As part of this process the City Manager has initiated a major overhaul of the City's performance evaluation system and has created a team that is implementing ReviewSnap, a new performance evaluation program for the City.

#### *Ongoing Support of City Operations*

As with every year, one of the City Manager's primary responsibilities consist of helping to align internal operations with the direction that is provided by the City Council and to work with and support those Departments in their efforts. This year was no exception. As identified in every section of this Annual Update document, our City Departments were heavily engaged in efforts to provide quality service and to improve on how those services are provided.

#### *Fostering Networking Opportunities*

One important aspect of creating opportunities for organizational success includes fostering additional relationships and networking opportunities. Sometimes this is accomplished through local opportunities such as support of the Chamber of Commerce or establishing regular meetings with School District officials. Other times it is accomplished through regional relationships such as participation with the Regional Chamber/EDC, sustainability efforts at Fort Carson, or collaboration to solve regional issues such as combining emergency dispatch. Still other opportunities are provided at a statewide level through efforts with State legislators or involvement with the Colorado Municipal League.

This year, multiple efforts were made to foster networking opportunities at all three levels to include: Board membership on the Fountain Creek Greenway Fund; membership on the Key Leader Board of the Communities that Care initiative; Board membership on the Colorado City/County Manager Board; Membership on the National League of Cities Military Communities Council; Membership on ICMA's Sustainable Communities Advisory Board; Organizing the Regional City Manager's group; attendance at the Fountain Community Services meetings, and participation on the Recreation Facility Collaboration team with members of D8, D3, the YMCA, and Senior Center.

#### *Other Efforts*

A few final notable efforts include:

**Siemens Performance Contracting.** The City entered into a performance contract with Siemens, Inc. to conduct an energy audit of City facilities and to implement energy saving improvements that are self-funded through the energy savings. This was initiated through the City Manager's office and the Facilities staff has been implementing it in collaboration with Siemens.

**Conservation & Sustainability.** With the hiring of a new Conservation and Sustainability program manager in 2017, this program has been renewed. A new committee has been formed and is working on developing a new Sustainability Plan for the organization, funded through a \$20,000 grant obtained by the City Manager's office through Siemens. The Committee also has several other initiatives that they are rolling out.

**Community Events.** The City Manager's office coordinates two community events throughout the year. The Community Night in the Park event is a family friendly event at Metcalfe Park that allows Departments to play "show and tell" with their equipment. The Trunk or Treat event is a large Halloween event where participants

park cars along Main Street and hand out candy to thousands of children. Both events were a resounding success.

## City Clerk's Office

The City Clerk's office has been very fortunate to be able to update some of our processes electronically in 2017. We went through a major change with the processing of business licenses and record keeping through the help of staff and with the approval of City Council to implement Laserfiche and Accella. These programs will streamline our process creating a huge savings in staff time and supplies. Most importantly, it will improve our communication and transparency with our citizens.

Laserfiche will allow for our citizens and staff to access all of our ordinances and resolutions. Internally, staff will have access to all agreements and any historical documents. This program also allows for document preservation and destruction of expired documents. Although we may never be completely "paperless" this will get us going in that direction. A big challenge with this project is the time it will take to scan documents into the database. Each item must be scanned, labeled, and tabbed for destruction. Staff will be reaching out for volunteers for help but may need to utilize temporary personnel. The City currently has almost 2,000 ordinances, 2,800 resolutions, and an unknown number of agreements.

Accella is a program that will allow the convenience of applying for a business license online and to accept payment. We were also able to include youth sports registrations online with this program. Accella will work in tandem with Laserfiche to save documents in its database, for future reference. The City had almost 1,000 licenses that were processed in 2017 and over 1,200 youth registered for various sports. The challenge we had with this project is we started with Harris to implement the program and they failed to complete it, therefore delaying the launch. The Clerk's office then decided to move forward with Accella in September 2017. Business owners were not sent a renewal notice for the 2017 license as we anticipated this new program to be up and running by December 1, 2017. We are anticipating a launch by late February or early March, 2018.

The City Clerk's office worked directly with the City Attorney to create and prepare for its first ever hearing to review a business license compliancy issue. We also worked in tandem to complete the requirements to recodify our Municipal Code, which is an extremely long process. The draft code should be complete the first quarter of 2018. The Municipal Code project was challenging in that each section of the code needed to be reviewed for accuracy, relevance, and compliance. 80% of this workload fell on the City Clerk's office and we were fortunate to have hired our City Attorney to complete the review.

The City Clerk's office and the Police Department have also established the process for inspection and guidelines to enforce our non-cigarette tobacco ordinance that allows for penalties and a hearing process.

### *The City Clerk's office 2017 highlights:*

- Standardize the Council packet process electronically
- Establish archive and destruction procedures
- Attendance in 19 training courses
- Successful cancellation of the 2017 election. Establishing an alternate location for the polling place
- Processing of over 2,200 types of permits

- Negotiated a new agreement with a concessionaire to service all of the recreation games at Aga and Metcalfe Park
- Established the first ever “Movie Night in the Park” event

## Community Engagement

The Community Engagement Manager (CEM) position was created in July 2017, with the intention of enhancing the overall capabilities and quality of City communications with the public, improving public information flow abilities in the event of a City-wide emergency, establishing a supportive relationship with surrounding military communities, and leveraging the CEM’s experience and skills to develop City internal communications policies and update to the City’s strategic planning process. Significant movement has occurred in all these areas over the past six months, with the successful development and execution of major communications initiatives such as a new City Website, consolidated and refreshed Social Media Pages, a new mobile emergency management capability, and significantly improved relationships with civil-military organizations and leadership on local military bases, to name a few. Additionally, the CEM has successfully developed and is moving forward with a new strategic planning process that aims to re-focus and concentrate the City’s efforts toward achievable, measurable and accountable results for the Fountain community over the next 4 years.

Below is a list of significant projects accomplished or initiated by the CEM in 2017:

### *Enhanced Capabilities and Quality of City Communications with the Public.*

- Established and currently manage City Communications Team
- Completed development, launched and currently manage a new City Website
- Consolidated, refreshed and currently manage City Social Media accounts
- Installed and currently manage Digital Information Monitors in City Hall
- Developed Digital Survey and Polling Tools for departmental use
- Developed and currently manage Moving Fountain Forward Information Campaign
- Coordinated and synchronized City staff and key leadership for multiple interactions with television and print media

### *Improving Public Information Flow Abilities in the Event of a City-wide Emergency.*

- Executed Public Information Officer (PIO) specific emergency management training
- Planned and coordinated development of a three person PIO Team and initiated a process to develop City PIO Standard Operations Procedures.
- Planned, coordinated and executed the development of a mobile emergency management capability and Emergency Operations Center, in support of the City Emergency Management Team.

- Served as an active participant in the re-write of the City Emergency Operations Plan and development of the emergency preparedness exercises.
- Established relationships with the El Paso County Emergency Response Team and actively participate in county-wide emergency preparedness activities.

*Establishing a Supportive Relationship with our Surrounding Military Communities.*

- Established routine participation in Civil-Military meetings around the Pikes Peak Region, to include the Area Chiefs of Staff (ACOS), Defense Mission Task Force (DMTF) and Community Relations (ComRel) meetings.
- Improved access and opportunities for City leadership to participate in civil-military events on our various military installations.
- Improved opportunities for City leadership to interact and develop personal relationships with key military leaders (for example, the 20th Space Wing at Peterson Air Force Base).
- Initiated and continue coordination of a request to hold a seat on the Colorado Springs Military Affairs Council (COS MAC) for Fountain.

*Develop City Internal Communications Policies and Update to the City's Strategic Planning Process.*

- Developed and implemented a new City Website Policy
- Developed and implemented City online content best practices
- Developed and implemented a new City Social Media Policy
- Continuing development of a new comprehensive City Communications Policy
- Developed and beginning implementation of a new City strategic planning process.

**Looking Forward**

As 2018 progresses, the CEM will continue to focus on further enhancement of City communications tools, standardization and optimization of City communications policies and procedures, execution of the yearlong strategic planning process and continued improvement of emergency management capabilities as they relate to public information activities. The CEM anticipates that as these various tools, projects and initiatives fully develop and grow so too will the demand for resources to adequately sustain tempo, manage communications tools and address the emerging public communications needs of the growing Fountain community.

## **Finance**

The primary function of Finance is, of course, to provide support services for operational departments and to provide oversight of financial assets and policies. While there are not a lot of programs that are public, this has been a very busy and successful year for the Finance Department. Following are some of our 2017 highlights:



### *Awards*

The City received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting (CAFR) again in 2017 for the Fiscal Year (FY) 2016 annual audit, making eight consecutive years that the City has received this award.

Additionally, the City received the Government Finance Officers Association Budget Award for the FY 2017-2018 Biennial Budget document. We have received this award every year since 2010, with the exception of 2016, when we did not apply.

### *Budget/Financial Reporting*

Future Budget Preparation (FY 2019-2020) will be prepared on-line through budget software purchased through Opengov. Staff will be able to input and adjust budget information directly into the software which will be reviewed by the budget team for approval. Once the budget numbers are finalized they flow into a Budget Book document via another software package from Workiva. Staff has been using these two software packages to update the Budget Book to include the recently adopted 2018 Budget. Going forward Finance will be implementing additional Opengov options in 2018 to prepare other financial and non-financial data and present them in a “dashboard” setting.

The Budget Team worked closely with all City departments and the City Council to provide public input opportunities, complete and adopt the FY2017 and FY2018 budgets including property taxes. The filing requirement for the 2017 and 2018 budget with Colorado Department of Local Affairs (DOLA) was presented on-time and accepted by DOLA.

### *Payroll and Benefits*

Staff has been working closely with the Innoprise Software Implementer since August 2016 and was able to go live with the new, more efficient payroll system in 2017.

The City processes a bi-weekly payroll with an average of 260 employees each payroll. The new payroll software has significantly reduced the amount of manual data entry required by the Payroll Technician from an average of 500 exception transactions per payroll in 2016 to an average of 250 exception transactions per payroll in 2017.

There were 277 live payroll checks and 6,507 Direct Deposits issued via payroll in 2017.

The employee self-service HR/Payroll portal was rolled out in phases beginning in August 2017. This new self-service portal allows employees to create and submit their own electronic timesheets and leave requests as well as view individual profiles and reprint duplicate copies of past paystubs and W2s as needed. The first phase included the electronic creation and approval of HR's Personnel Action Forms. Beginning in October 2017, individual departments were trained and migrated over to the portal for the creation and approval of electronic timesheets with the final few departments coming online in early 2018.

Finance and HR are working closely with the software vendor (Innoprise) and other municipalities to create a new employee benefits module within the HR/Payroll portal. This is still in the early beta testing stages with an anticipated wide-spread launch in mid-2018. This will be used for the City's open enrollment for all employee benefits in October 2018 which will switch the current manual process to an on-line process.

*Federal and State Reporting*

Finance met all deadlines for required monthly, quarterly, and annual report filings including:

- Monthly filing of sales tax payable to the State.
- Quarterly filings of payroll 941 reports with the IRS and payroll unemployment reports with the State.
- Annual filings of W2's, New Affordable Care Act 1095 reporting form, and 1099's with the State and Social Security Administration, Conservation Trust Fund report with DOLA, Highway Users Tax Fund report with CDOT, PUC Electric report with DOE, and mill levy certifications with El Paso County.

*Requisitions/Purchase Orders/ Invoice and Check Processing*

Departments enter requisitions using the new Innoprise Financial Software when items are ordered from vendors and the cost is \$50 or greater. An on-line approval process is utilized to allow the Department Supervisor or Department Head to review and approve. Once approved, Finance staff is notified to review and approve. Any Requisition that is greater than \$4,000 also requires the City Manager to review and approve. The next step, once the Requisition is approved, automatically moves the document to Accounts Payable (AP) to generate a Purchase Order (PO). Again, Finance reviews and approves the PO and then the AP Clerk issues a formal Purchase Order which is sent back to the originating department. POs can also be issued via email directly to vendors if needed. Once the order is fulfilled and an invoice is received the Department submits the invoice and approval referencing the PO to the AP Clerk to process. The invoice is then entered into the AP software module to prepare a check run. All invoices are reviewed and approved by Finance prior to the weekly check run being processed.

In 2017, there were 3,175 POs issued and 5,384 checks written.

*Document Management*

Document management (Laserfiche) related to AP was implemented in November 2017. All documents related to a check being issued through AP are scanned in after the weekly check-run and organized by vendor, check number and check date. In the first quarter of 2018, staff will be training Departments on how to access this information through the Innoprise Financial software system. Going forward, Finance is considering eliminating paper copies of AP checks and accompanying documentation, but that will not take place until 2019 at the earliest.

**Human Resources**

Human Resources had a very busy 2017, Strengthening and Supporting our Community through our supporting efforts on behalf of the City organization and employees. Activities ranged from providing assistance with insurance benefits to facilitating future growth plan discussions with supervisors.

There were many good changes in 2017 – changes that come with growth and designed to ensure we have the best processes in place to keep up with the progression. New systems, full involvement in teams, job description

improvement, pay plan updates, moving from COLAs to merit increases, training and tracking just to name a few.

The HR team of three is involved in the following teams: the Employee Advisory Group, Purpose & Values, Handbook, Wellness, Health Fair, Diversity, Communications, ReviewSnap and worked hand in hand with the Management Advisory Group (MAG) through the update of the pay plan and job descriptions.

The MAG process was a big part of our year, the updated development of the Public Safety and Unified Pay Plans has been long needed. With this new plan we were able to update positions descriptions and pay based on the market and our organizational needs.

Through the Purpose & Values committee we were able to work with employees to develop a Purpose Statement (To Strengthen and Support our Community) with a series of Values to help direct our day-to-day interactions and decisions. The Purpose and Values have been prominently displayed in virtually all employee work spaces throughout the organization.

HR is an active member of the Diversity Team. This team began the Shop Talk events in June, hosting one per month until December. These events were designed to give employees a fast, fun safe and comfortable way to meet and get to know other City employees. During an enjoyable structured event there is food, presentations of member's life experience, ice breakers that show how we can have predetermined impression of someone based on a lack of understanding and knowledge of that person and time to speak to the other invited participants. By the end of 2017, 30% of the City's employees had participated. We hope to get closer to 70-80% by the end of 2018. The feedback provided at the end of each event is very positive.

Other major efforts on behalf of the organization include:

- **New onboarding process.** We have significantly improved the onboarding processes for new employees that streamline the time it takes to get onboard and to provide a more comprehensive orientation as they start. Using this process, the Department posted 54 position openings and hired 67 new employees. There were 7 retirements in 2017.
- **New HR processing software.** The Department moved to Innoprise, a new HR processing system, to process all personnel actions throughout the year. This system provides a much more modernized and streamlined system for our employees.
- **Ongoing training for employees.** Partnering with Mines & Associates, we were able to provide 4 Lunch and Learn sessions throughout the year. Additionally, HR staff provided training to employees on such subjects as Reasonable Suspicion Drug Testing, Harassment, and FMLA for Supervisors. Additional trainings for our HR staff included recruitment, ergonomics, FMLA, ADA, Workers Compensation, performance management, and others offered by Employment Council, SHRM (Society of Human Resources Management), IPMAHR (International Public Management Association for HR), PROCOM (provides the City with expert drug testing and compliance support).
- **Wellness Committee.** Ongoing support for the Wellness Committee and assistance in organizing the annual Wellness Fair.
- **ReviewSnap.** Staff worked with the City Manager and a subset of employees from throughout the organization to implement a new performance evaluation system. This system will be finalized and fully implemented in 2018

## Looking Forward

One of the biggest challenges this year has been finding the time to convert to the document management system, Laserfiche. HR has several files on each employee and information that is HIPAA regulated and/or very confidential in nature. This makes it a priority that when the scanning is taking place that the person doing it is able to focus only on the task at hand. This is a luxury that HR very seldom is granted. As we look forward to 2018, this will be a priority for us as well as implementation of ReviewSnap. With this change there will be training for supervisors and employees on how to obtain the full benefits of this new system. These two projects will be time intensive, but time spent at the beginning will be justified in the end by giving the City a useful tool.

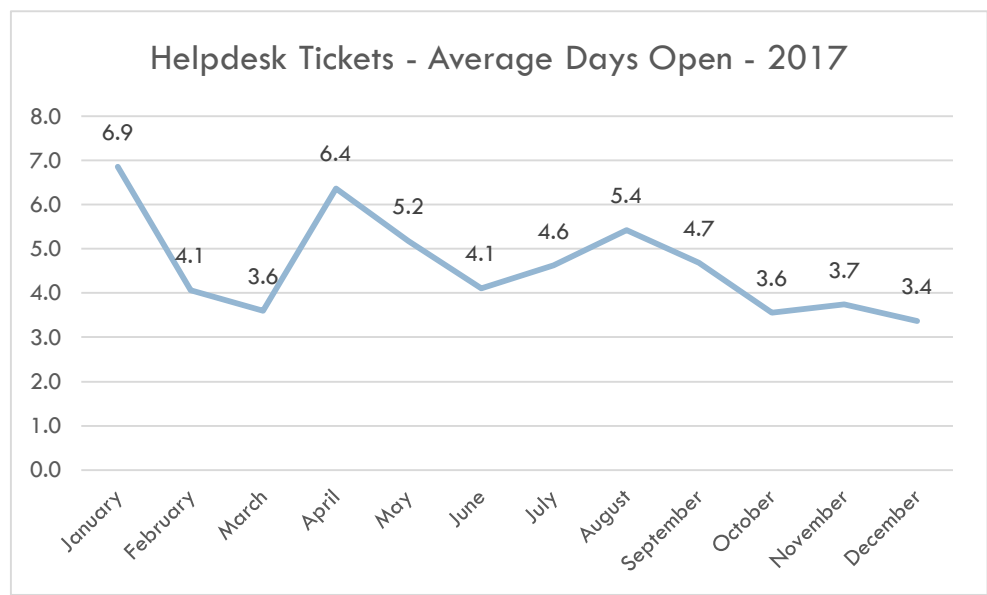
## Information Technology

2017 was a productive and successful year for the IT Department. During the year, IT completed a number of major projects that have a significant impact on City operations.

The most visible project that was completed in 2017 was the implementation of a new public web site. While there were challenges and delays on the part of the selected vendor in completing this project, implementation was completed and the site went live in early October. It has since been performing well, providing a much needed improvement as a means of communication to the public.

In addition, we continue to expand our virtual server infrastructure to accommodate new applications for City departments. The largest expansion this year was to accommodate implementation work that is underway for a replacement customer billing application for Utilities Customer Service, and a companion replacement of the meter data management system for the Electric Department.

The IT Department has also completed a revamp of our entire data network infrastructure this year, replacing aging Cisco hardware that was at end-of-life with new equipment manufactured by Dell. These network switches provide improved speed and performance, as well as enhanced centralized management to ensure that the configuration and firmware on all devices are up-to-date. This

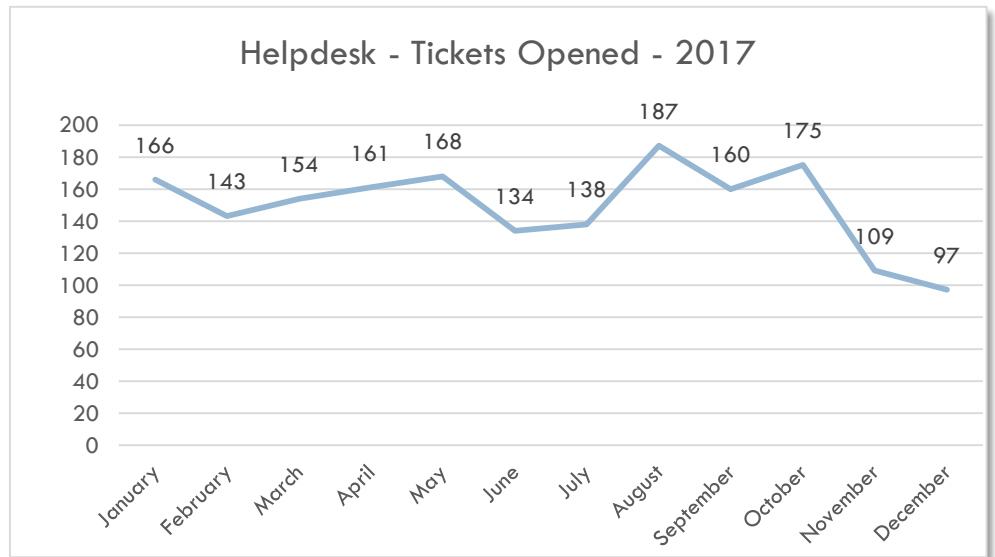


network infrastructure upgrade also includes the replacement of Wi-Fi access points throughout city facilities – existing Cisco devices were replaced with new access points manufactured by Aerohive and provided by Dell.

These new devices are centrally managed and will provide faster, more efficient service than their Cisco predecessors.

During 2017, IT also completed the implementation of a document management system developed by LaserFiche. The initial implementation included the City Clerk's Office, HR, Finance and IT. Each department is currently in the process of utilizing the system to store new documentation based on their need, with a plan to incorporate additional historical documentation into the system as time and staffing permits. Moving forward, additional departments will be incorporated into the system as their needs require.

In the fourth quarter of 2017, the IT Department also began the implementation of improved data backup facilities to more efficiently protect information on the City's virtual server infrastructure. The data backup suite (developed by Dell EMC), when implementation is completed, will provide local and cross-site backup of virtual server instances at City Hall and the Police Department, as well as encrypted offsite storage in a number of data centers throughout the continental United States. The work on this project continues, with an estimated completion date of late February to early March.



A significant number of smaller projects were also completed during the year. Highlights are included in the list below.

#### **Additional Projects Completed**

- Worked with the Finance Department to implement the payroll, central cash receipting and personnel action forms modules for the Harris Innoprise financial management system. The payroll module included electronic time reporting, which has been rolled out to a number of city departments on an operational test basis. Full implementation of time reporting for all city departments to occur in 2018.
- Coordinating with the City Clerk's Office on an implementation of an online business license application system. Implementation of this system is currently underway.
- Purchased and installed a new fingerprint scanning system for the Police Department.
- Migrated service off of the last remaining Blackberry smartphones. All departments who require smartphone devices are either on an iPhone or Android device, depending on their operational needs. Server side resources that were supporting Blackberry devices were decommissioned.



- Assisted the Police Department in the implementation of an agency management system powered by Adventos SmartForce. This system provides for more efficient communication, training management, compliance and reporting for sworn officers at the PD.
- Installed an updated burglar alarm, access control and video surveillance system for both City Hall and Utilities Customer Service.
- Replaced digital audio recorder in the Council Chambers at City Hall. This system is used to record public meetings and sessions of the Municipal Court. It replaces a system that had been in service for 11 years.
- Coordinated with Utilities on the selection of a work order management system. Vendor has been selected and system requirements definition process is being managed through the GIS Department.
- Working with the Community Engagement Manager and the Office of Emergency Management to provide resources and technology for the City's Emergency Operation Center. This includes the build of laptops to be used in an EOC environment, whether that occurs in a City facility such as the Police Department, or in the field, as needed.
- Developed infrastructure to support limited implementation of Apple macOS-based devices. Infrastructure includes device management and remote software updates.
- Beginning work on the replacement of body camera devices utilized by officers at the Police Department. Devices will be replaced by Axon body and vehicle cameras, which will provide more reliable service and better video evidence management. This project will continue into 2018.
- Coordinated with Electric Department and vendor to build a SCADA status and statistics server for use by management and on-call personnel.
- Migrated the main file server at City Hall over to the virtual server environment. This server was the largest of the physical servers that had been in production, with only an email server and a small number of application and database servers remaining to virtualize.
- Statistics of Interest: Total number of helpdesk tickets opened in 2017 – 1792; Average Days Open in 2017 – 4.7

## COMMUNITY DEVELOPMENT | TWO

The Community Development Department consists of Planning, which handles land-use related matters, Engineering, which is tasked with oversight of City infrastructure, and Facilities, which operates and maintains city-owned buildings. With the recent and ongoing growth that our community has been experiencing, 2017 was another busy year for staff.

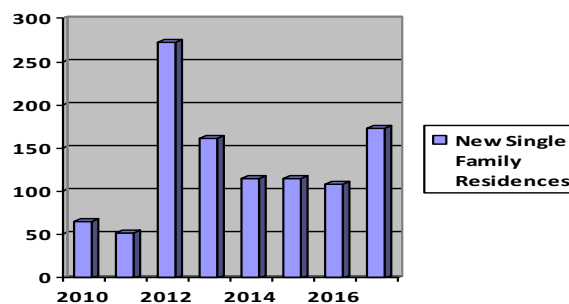
### Planning

The Planning Department is responsible for reviewing all land use and development proposals, including zoning entitlement processing's, technical review of development plans, review of new single family residential plans and field inspections.

#### Accomplishments

In 2017, we provided a variety of services to the public and accomplished the following:

- Approved 80 miscellaneous plot plans
- Approved 1 new commercial plan
- Approved 10 temporary uses
- 70 land use applications commenced
- We provided courteous, professional and responsive customer service to an estimated 1,400 telephone calls for zoning and development inquiries.
- In 2017, we also completed a major overhaul to our Telecommunication section of the Zoning Ordinance to come into compliance with new State regulations and the every changing cell phone technology. In addition to the telecommunication update, we also processed in-house amendments to the Zoning Ordinance and Subdivision Regulations to address inactive files and revised our review timeframes to be consistent with surrounding jurisdictions. This now provides adequate review times to all of our applications.
- Additionally, we updated graphic figures in the Comprehensive Development Plan and Annexation Plan long-range comprehensive plans to comply with Colorado Revised Statutes.
- In 2017, we saw 3 new businesses open: Dunkin Donuts, Windish RV and Jimmy Johns.
- In 2017, 174 new single-family residences were approved. This was a 37% increase over last year.



## Looking Ahead

The Department will be faced in the coming year with undertaking an amendment to the Zoning Ordinance, coordinating with Pikes Peak Regional Building Department on an electronic submittal process and other smaller Code amendments to the Comprehensive Development Plans. The last time the Planning Department updated our Comprehensive Development Plan was in 2005 which reviews future development occurring in the City through 2015; the update is currently past due.

## Engineering

Engineering is responsible for the review and approval of a variety of engineering submittals and the inspection and 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 Divisions as well as the Fountain Urban Renewal Authority.

Specific types of Engineering reviews include:

Drainage Reports	Geologic Hazard Studies
Grading and Erosion Control Plans	Street Improvement Plans
Stormsewer Plans	Traffic Impact Studies
Subdivision Plats	Management of Financial Assurances

Engineers ensure compliance with Engineering Design Criteria and Standards to provide safe grading, drainage and infrastructure construction for the citizens of Fountain. We now have a functioning inspection program with one of our Engineer Technicians acting as the City Inspector. The Engineering Technicians also started street classifications for existing streets throughout the City

### *Accomplishments*

The City Engineer served as the Chair of the Technical Advisory Committee for the Fountain Creek Watershed, Flood Control and Greenway District; implemented Jimmy Camp Creek Drainage Basin fees with the support of City Council; emphasized the importance of underdrains in our existing and proposed subdivisions. The City Engineer is working with Mike Skinner, Director of Pavement Engineering for the Colorado Asphalt Association, to discuss our Street Improvement Program. The City Engineer attends the Citizens Advisory Group (CAG) for the Fountain Creek Watershed District, as she was appointed to be the Technical Advisory Committee's representative on CAG. The City Engineer served as the Second Vice Chair for the Transportation Advisory Committee for the Pikes Peak Area Council of Governments. For the calendar year 2017 the City Engineer served on the Monetary Mitigation Fund Advisory Committee for the Fountain Creek Watershed, Flood Control and Greenway District.

Observed utility's back fill practices at the water leaks throughout the City. The City Engineer is working on a standard operating procedure for the backfilling process in order to maintain future road stability.

Construction was completed for the east leg of C&S Road and the Fountain Mesa and C&S Road intersection was resurfaced and restriped to increase traffic flow and ease congestion.

Monterey Way Public Meeting was held at Mesa Elementary. A notice of 350 postcards was sent out to the surrounding community of Monterey Way. This meeting was to discuss improvements to the C&S corridor from Fountain Mesa to Hwy 85/87. Thirty-nine (39) residents attended to express their input. Mayor Ortega, Councilmembers Thomas and Thompson, the Deputy City Manager, the City Engineer and the Council of Neighborhoods and Organizations (CONO) were in attendance to help answer any questions.



Engineering Technicians revised the fire escape layout plans for City Hall. Met with City of Fountain Economic Development to review development plan sets and discuss plan of action in providing review and submittal schedule.

Coordinated the Bid Opening for the Traffic Engineering Request for Proposal to plan and design the following intersections: Carson Boulevard and Highway 85/87, Comanche Village Drive and Highway 85/87, Fountain Mesa Road and C&S Road and East Ohio Avenue and Jimmy Camp Road. Kimley-Horn was selected to complete the Traffic Impact Studies and construction designs for the four intersections which are all Moving Fountain Forward Projects. The traffic Studies for all four intersections have been complete. The intersection of Carson Boulevard and Highway 85/87 does not warrant a traffic signal.

### *CDBG Grant Program*

The CDBG 2016 Annual Report was completed and submitted. The Request for Bid for the 2016 CDBG sidewalk project was a success and Concrete Experts was selected to complete the 2016 Projects. The cost estimates were re-evaluated and will require the projects to be performed in two phases. The first phase will be funded by the 2016 CDBG; the second phase will be submitted on the 2017 CDBG proposal.



### **Looking Ahead**

Future challenges for the Engineering Department will be the completion of the 2009 Moving Fountain Forward Projects, given that the 2017 construction costs are higher than were anticipated almost a decade ago. The goals for 2018 will be the completion of the Duckwood Road/C&S Road connection from Highway 85/87 to the existing C&S Road/Monterey Way and the completion of the traffic light at Fountain Mesa Road and C&S Road. The completion of the Venetucci Boulevard connection to the north continues to be a challenge given the high construction costs and the proximity to both El Paso County right-of-way and the Colorado Department of Transportation right-of-way. Ground water is appearing throughout the City sump pump discharge pipes as

well as seeping up through the streets, especially Countryside North. This is creating safety issues as well as the continued degradation of the public road infrastructure.

## **Facilities**

The Facilities Staff of two conducts or oversees all construction projects and maintenance of all City-owned facilities.

In 2017 our Facilities Staff completed many exciting projects. The largest and most comprehensive was the Energy Performance Contract, conducted by Siemens, Inc. Their overview of the City of Fountains facility's needs was the first comprehensive energy audit in the City's history. Through this program, we finalized a contract to start addressing energy savings projects in several facilities. These improvements included weather-stripping, insulation, caulking, thermostat setbacks, overhead doors, and the replacement of all the halogen bulbs to LED light fixtures in nearly every City facility. Additionally, multiple heating/cooling units were replaced because of the old ones being broken and the new ones being more energy efficient. All identified and approved energy upgrade projects have been completed.

This past year the Department continued to work on improving ADA compliance at our facilities. One of our projects included a new ramp at the Police Station to improve access from the main parking lot.

With the growth of the City, the overall project load, having 24/7 call out responsibilities, etc. We were pleased to add a Maintenance Aid employee for the Facilities Department. He helps accommodate job completion orders without contracting out.

73 separate facility projects, not including daily maintenance issues, were completed throughout the City. These were on top of emergent call-outs such as flooding damage, alarm activations, opening and closing facilities on weekends, break-in call outs, etc.

## **Looking Ahead**

As our City footprint continues to grow and the inventory of City facilities ages the end result will be increasing time and budget resources spent on upkeep and maintenance. We continue to review our existing maintenance agreements to look for any way that we can either rebid for a more competitive pricing structure or complete the necessary work in-house. Specific challenges for 2018 include: replacing a new membrane for the roof at the Police Station, installing the Salt/Sand dome at Lorraine for the Street Department that can also be moved in the future, generating a new RFP for a HVAC contract, and finalizing the bullet proof glass project at Customer Service.

We have completed a future facilities plan that was presented to city Council in January. The intent of this plan is to utilize the necessary expansion of our utilities facilities to alleviate and get out of our oldest and highest maintenance cost facility (Lorraine). This will allow us to focus on other facilities without draining our resources on Lorraine.



## ECONOMIC DEVELOPMENT | THREE

The primary efforts of the Economic Development Department in 2017 consisted of the following: Southern Colorado Regional Industrial Center (SoCO RIC repurpose/fulfillment); Retail Base Growth; South Academy Highlands development support; Olde Town/Gateway revitalization visioning, and Industrial Rail Park assessment.

By the close of 2017, we reached a 65% fulfillment of the formerly vacated 362,291ft<sup>2</sup> industrial SoCO RIC property located at 702 Bandle Drive. This consisted of two businesses. First, Dillon Companies moved in to occupy 197,000ft<sup>2</sup> to operate a 24/7 transportation & logistics center for its durable “non-perishable” goods. Dillon is employing approximately 30 full-time employees to facilitate end-point distribution to Kroger operations all along the front-range of CO and WY. Second, GPS Source has committed to occupying up to 40,000sf<sup>2</sup> to consolidate its engineering, manufacturing, and admin/management operations. Initial job base is 65 employees at an average wage of \$42.52 per hour with growth plans to include 10 new job per year over the next 5 years. Due to the interior renovations of the property, GPS has a target move in date of April 2018.

The Department invested approximately \$0.43 per ft<sup>2</sup> in time and resources over a 16-month endeavor to achieve the fulfillment of the formerly vacated property. In addition, we grew the City’s affiliation network with property ownership, regional and State alliances, and derived a mining database for continual business attraction to absorb the remaining 125,291ft<sup>2</sup> available within the facility.

2017 represented the second year the City contracted with Retail Strategies as a means to derive manpower services to 1) grow the City’s retail base and 2) market positioning analytics. This provided the City the market accreditation by a third-party service provider with retail industry affiliates to derive targeted goods and services placements on behalf of the community needs and a reduction in the City’s sales tax leakage.

Below is a snapshot of the retail successes achieved; due in part to joining forces with this respected industry resource provider. As a result, the economic development department grew the City’s sales tax base by \$15.87 million.

(Square Foot, Sales and Jobs projections are based on store averages nationally)

Retailer	Location	Square Foot	Sales Projection	Jobs Creation
Starbucks	South Academy Highlands (SAH)	800-2,200	\$1.35M	20
Dunkin Donuts	Mesa Ridge (MR)	1,600-2,600	\$923,000	12
MOD Pizza	SAH	2,200-3,000	\$1.4M	16
7-11 Remodel	Gateway	1,800-3,600	\$1.7M	13
Jimmy John’s	MR	1,000-2,500	\$1.2M	10
Dollar Tree	MR	9,200	\$1.468M	12
O’Reilly’s	MR	6,800-7,500	\$1.826M	10

T-Mobile	N-US85	1,200-2,500	\$6M	6
<b>2017 TOTAL</b> (COO and Operational)			<b>\$15.87M</b>	<b>99</b>
Olde Town Grocer*	S-US85	15,645	\$4.6M	25
Freddy's*	SAH	2,800-3,600	\$1.22M	20
International Hotel Group (1 of 2)*	SAH	14,076	\$2.9M	34
Fuzzy Tacos*	MR	3,600-4,200	\$1.8M	23
Choice Hotels (1 of 2)*	MR	12,096	\$1.9M	25
River Bend Crossing* (fka: FV Shopping Center)	N-US85	85,425 new (80,967 former FVSC)	TBD	TBD
<b>2018 Forecast</b>			<b>~\$12.4M</b>	<b>~127</b>

\*denotes: Real Estate transactions occurred in 2017 with development plans to be realized in 2018

The South Academy Highlands (SAH) project committed to by the City and Fountain Urban Renewal Authority in 2012 continues to attract retail development, as noted above. While at the same time, it continues to tap staff resources to 1) navigate site development complexities and 2) an assurance of optimized retailer placements on behalf of the City's ROI with respect to the remaining 93,000ft<sup>2</sup> development potential within SAH. In turn, this has led to strong partnering with the developer to assess creative/destination placement upsides within SAH. This initiative will roll into 2018 and beyond.

The Fountain Urban Renewal Authority (FURA) invested significantly in time, resources, and visionary planning with regards to the Olde Town and Gateway districts within the US85 urban renewal area. Three key projects in 2017 included: 1) Olde Town and Gateway Aesthetics Design Guidelines, 2) Strategic land assemble for revitalization, and 3) the attraction of a Fresh Grocer operation.

The Olde Town and Gateway Aesthetics Design Guidelines project consumed a majority of the fiscal year through coordination, public and elected official outreach, participation /feedback collection, and next step execution. As of December 12, 2017, the project's findings were presented to City Council and the public with City department level due-diligence on the table for 2018.

FURA invested in the community through an assembly of six land sites valued at approximately \$900,000 toward its long-term goal of blight remediation. It added to the City's park portfolio with the acquisition of Blast Park, supported the catalyst project of a Fresh Grocer placement in the LMI community, and the preservation/re-adaptive use of a historic dwelling. A portion of the Blast Park land has been transacted to the City of Fountain towards the establishment of a green space, promenade corridor that syncs with Aga Park. The four parcels for the grocer site development will start demolition in 2018 to allow for the new construction of a 15,645ft<sup>2</sup> building designed to meet the operational logistics of a lease operation grocer with FURA.

At the cusp of 2017, FURA had established a new urban renewal area, known as Charter Oak. This new area was in light of a proposed 1,632 acre Industrial Railyard (IRY) concept which alluded to further sustainability measures on behalf of the Fort Carson Military base (both located at the southwest quadrant of exit 128 of the I-25 corridor). The rail team made significant strides with both the railways and bridging regional MOU

partnership alliances, as well as, parlayed resources on behalf of gaining ground towards a feasibility study on the conceptual plan. By year end, the City/FURA had successfully orchestrated the transition of the primary land owner into developer at-the-helm of the concept; tagged with an allocation of resources to forge through the regional channel bureaucracy curtailing the development. Forecasted 2018 activities are to include: Site Certification by BNSF Railway – Leveraging Transportation Fund Allocations – Site Plan development by Rail Engineer.

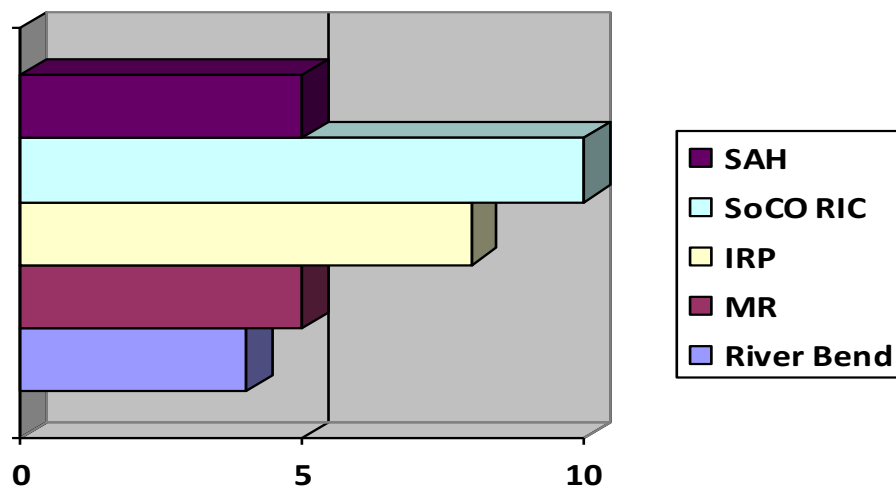
#### *Other Successes:*

##### Business Retention/Expansion

- Cab-Con Enterprises (Gateway)
- Old Dominion Freight Line (Gateway/Bandley)
- Scott's Miracle Grow (N-US85)
- Dillon Companies (Gateway/Bandley)

##### Activism

- Several positive media publishings featuring the potential of and development activity transpiring within Fountain
- Two new marketing collateral pieces created/distributed (About Us and Community Map)
- Revised city ordinances and enhanced enforceable toolkit measures on behalf of blighted commercial properties
- Proactive & personalized outreach and communication with Olde Town/Gateway property owners and businesses
- Number of Site Visits = 31



### *Departmental Challenges:*

Some of the Departmental challenges that we see as we move forward into 2018 and beyond include:

- **Development Patterns.** Shallow lots, ad-hoc parcel development and the lack of land-owner investment potentially impedes the potential to optimize development opportunities for the community. Additionally, with the 20+ year forecast for community growth, the City needs to maintain situational awareness of the impacts of that growth along our corridors with respect to planned and commercial development.
- **Board Representation.** Identifying qualified and knowledgeable talent for the EDC, FURA, and Olde Town Steering Committee remains a challenge as older members begin to rotate off the Boards and we maintain a need to fill their slots with quality candidates.
- **Development cost escalation.** Due to the fact that Colorado remains a hot market for development, we will continue to see development costs escalate.
- **Community input and feedback.** While the City receives input from the well-established community voice, there remains a need to tap into the transitional community void relative to the new populations needs and wants.
- **Community assumptions.** There remains an assumption from a small, but influential and assertive portion of the community that Economic Development is pushing on behalf of all development when it comes to retail and residential impacts, which is not accurate.

## EMERGENCY & RISK MANAGEMENT, NEIGHBORHOOD SERVICES | FOUR

### Emergency Management

The City of Fountain has been busy at work creating an environment that would sustain our Emergency Operation Personnel and the EOC for at least 72 hours in the event of an emergency. The City of Fountain's Emergency Operations Staff has purchased VHF radios to ensure interoperability in the event of an 800 MHz failure, ruggedized Laptops, laser printers, storage boxes, life support for up to 20 EOC personnel, office supplies, PA System and a storage trailer for transporting equipment to offsite locations. This equipment and supplies significantly enhances the City's response capacity, and will allow us to establish and conduct emergency operations anywhere in the City. We also purchased a Mobile Command Unit, which is being build out to The City of Fountain specific needs. When a large-scale police/fire operation needs to respond smoothly and efficiently, the Mobile Command unit will stopgap weak communications while having centralized readily-accessible assets and resources.

While all these improvements are significant, the most important piece of this reorganizing of the Emergency Operations Center is the employees who are being trained and will continue to be involved in the process of managing the Emergency Operations Center (EOC). We want to increase the involvement of all City of Fountain personnel to participate and engage with this process. We are very fortunate to have such dynamic people who are willing to learn and help when needed. In the future, we will be conducting tabletop exercises involving each department with an ultimate goal to execute a Validation Exercise of this new equipment for Council, employees and outside entities. This will provide the opportunity to visit, ask questions and see the progress the Emergency Operation Staff has made towards a fully functional EOC.

We are also in the process of establishing ReadyOps, which is a notification system that will quickly deliver critical information to users via Alerts, SMS, MMS, E-mail, Phone Calls, Conferences and Land Mobile Radio systems, increasing connectivity and decreasing response times.

Some of the accomplishments not mentioned above are:

- Revision of the Emergency Operations Plan (EOP) to emulate the El Paso County's EOP for consistency with our partners.
- Working with the Red Cross for evacuation contingencies.
- ICS online courses completed by new personnel.
- The development of an Emergency Operations Staff
- Creating Table Top Exercises.
- Training seminars
- Emergency Manage Web Page



- Establishment of a part-time Radio Manager position to coordinate radio needs throughout the City of Fountain.

## Safety and Risk

This Department has been in operation for a full year now with great achievements. With its conception the development of a Safety Committee was created. The committee meets on a monthly basis, maintaining written records of all meetings, including meeting agendas and minutes. We have established a safety related report of hazards and information directly from all persons involved in the operations of the workplace environment. We review injury accidents and traffic accidents involving a City vehicle for the purpose of recommending corrective actions necessary to prevent events from recurring. In 2017 safety inspections began of the various departments to locate, identify and document any safety and health hazards. The Committee members have identified problems, using their insights to seek solutions, using their expertise to implement policies and ensure an effective safety program and the scope of oversight necessary to ensure changes made are effective.

The Safety Committee received the Champion award from our insurance carrier CIRSA for going above and beyond the call of duty to foster a positive safety culture and developing an innovative program and process, where the efforts are beyond the normal scope of general safety and health.

The two CIRSA audits performed during 2017 were the highest ratings The City of Fountain had every received. Workmen's Compensations and property causality statistics show a decrease in injuries and damage as shown below:

Property Casualty Claims for 2016 were 22, 6 were at fault accidents. Based on 2015 filings, savings from Workmen Compensation was \$35,000 and Property Casualty savings was \$41,500.

Property Casualty Claims for 2017 were 16, 0 were at fault accidents. Based on 2016 filings savings from Workmen Compensation was \$31,000. Property Casualty increased \$1,000, due to larger claims such as \$60,000 in infrastructure damage to the Electric Department due to the wind storm in 2017.

Workmen Compensation claims for 2016 were 46 claims. For 2017 claims dropped to 29 incidents.

Some of the accomplishments not mentioned above include:

- Monthly Seatbelt Training
- On-line and hands on training
- CPR/First Aid Training
- Poster program
- First Aid Kits and AED's in every City Building
- Shot Program for field workers

### *Emergency Communications*

In 2016, the City of Fountain entered into an IGA with El Paso County relative to Emergency 911 and dispatch services. Because of that Agreement, the City of Fountain was able to disband our Emergency Communications

Center and merge into El Paso County. Emergency 911 and dispatch services are now provided via contract with the County. Following are statistics of interest relative to the workload placed on the County from Fountain calls:

#### YEARLY STATISTICAL REPORT FROM EL PASO COUNTY DISPATCH

911 Land Line	11,821
911 VOIP	2,764
911 Wireless	49,306
Incoming Administration Lines	166,793
Outgoing Administration Lines	100,545
Police Calls for Service	259,832
Fire Calls for Service	49,843

## Neighborhood Services

This past year was quite busy for our department. With the addition of 2 part-time code compliance officers in the summer of 2016 we were able to improve our response time in 2017 to help address citizens' concerns that were reported through the City's online Citizen Response Management (CRM) system. Although these 2 additional officers only work 25 hours each per week, their addition to our work force provided a noticeable improvement. A few citizens took the time to remark that they did notice our increased patrols and quicker action to address and resolve concerns in their neighborhoods. Our average response time to calls for service decreased from 2-4 days, down to 1-2 days. These part-time officers also allowed us to break-up the areas of responsibility further, thereby alleviating the burden on the other full-time officer and supervisor. One initial challenge to this addition involved the lack of radio and vehicle resources. Ultimately, a solution involving rescheduling of shifts allowed each officer to work independently and have the necessary resources, while also providing greater coverage of City neighborhoods and increased officer availability throughout the week.

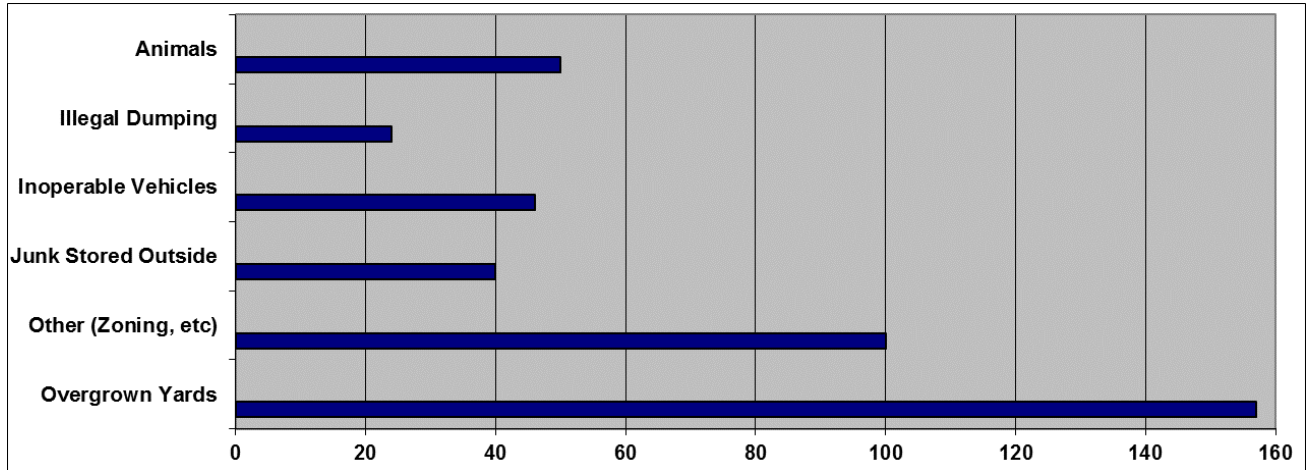
With our small but dedicated Volunteer Division we were able to continue the regular operation of the Fountain Recycling Center at 301 E Iowa Avenue, offering citizens the opportunity to drop off recyclable items on Tuesdays, Wednesdays, Thursdays, and the first Saturday of the month. The Recycling Center continued to grow in usage over the year and we now average 350 customers a month.

Other volunteer projects in 2017 included:

- Old Pueblo Road adoption by a local church youth group that does a monthly clean-up of roadside trash and junk;
- The Welte Education Center Community Service project with over 75 students and staff assisting local residents with yard and home improvement tasks;
- The Great America Clean-Up where we hosted 32 volunteers and collected 3 truckloads of trash from along the banks of Fountain Creek;

- The Fountain Fort Carson Senior Class project with over 100 students and teachers assisting residents in the Country Club Height subdivision with home improvement tasks and also doing fire mitigation in Fountain Mesa Park by thinning out vegetation and removing trash, junk, and dead trees.

In 2017, our Code Compliance Division responded to over 500 service requests by citizens. The most common violations that officers addressed are shown here:



Although, we operated mainly on a response basis, officers still spent as much time as possible patrolling their assigned areas in an effort to maintain them. In addition to regular duties already mentioned above, Code Compliance officers also supported and participated in these other projects in 2017:

- Child Passenger Car Seat Inspections
- Appliance Pick-up for the Recycling Center and Rebate Program
- Dumpster Days
- Senior Citizen Curbside Pick-up

### Looking Ahead

In summary, for a small department we were very busy last year. Officers responded and initiated a great number of Service Requests and were involved in many successful projects. Unfortunately, the year ended with the full-time officer retiring, leaving those duties to be covered by the supervisor and the part-time officers. As Spring is right around the corner we are hoping to fill this position as soon as possible. The greatest fluctuation over the years of the City's code enforcement efforts has been due to lack of manpower. This was helped in 2016 by the addition of 2 part-time officers, but the positive changes we saw in 2017 are sure to be negatively impacted in 2018 due to the time necessary to hire and train another full-time officer; the continued growth of the City and its increasing service demands; more homes, more neighborhoods, more businesses, and the very transitional nature of our huge military population.

## Legal Services | Five

### City Attorney

2017 saw the hiring of a new City Attorney for the City. Ongoing efforts include support of Departmental legal requests; development and review of contracts; research of legal issues for the organization, Council support, and oversight of the Municipal Court, which transitioned to the City Attorney in 2017 as well.

### Municipal Court

Overall, 2017 was an exciting year for Courts. We saw some changes this year that will increase our efficiency and provide better service to our customers.

The Court Security Window was completed in July of this year. The idea was first proposed in July 2016. The project went through a few phases and we ran into some problems along the way, including having a few different project managers. We were able to work through it and the window was completed. Having the window has done wonders for improving the efficiency of the Court process. Court staff has adjusted well and feels much safer without defendants coming directly into the office.

Another change to the Municipal Court has been the implementation of an administrative fee. The idea was proposed to the Deputy City Manager in late 2016. Soon after, staff submitted a Staff Assessment discussing the issues with having an understaffed Municipal Court. Reports of case filing and activity as well as office contracts were submitted as well. The proposal was to add a \$15 fee to all summonses and complaints issued by law enforcement in order to rectify the understaffing problem. The Court Administrator, City Prosecutor, and Municipal Judge presented this proposal in resolution form to the City Council. The resolution was approved and the fee implemented on April 1, 2017. Over the nine-month period since the resolution was adopted, Courts has collected a total of \$9,200.

Based partly on this new fee, the Court was able to hire an additional full-time employee. Yanira Cruz-Pagan began as our Deputy City Clerk in October 2017. She is adjusting nicely and will make a great addition to the team.

We provided excellent service to our citizens this year. No one enjoys having to appear in Municipal Court, but we do our best to make the experience as positive as we can. In doing this, Court staff has:

- Assisted 2,328 individuals with their cases
- Conducted 1,732 arraignments
- Conducted 497 court hearings including:
  - 435 pretrial conferences
  - 20 court trials
  - 3 jury trials
  - 33 bond appearances

### Looking Ahead

The Municipal Court is looking forward to 2018. One of our goals for 2018 is to implement a new computer system that would help integrate with the police system so sharing information would be easier and more efficient. We plan to review the possibility of integrating and implementing E-ticketing into the system as well.

## PARKS & RECREATION | SIX

### Parks & Cemetery

**It is the mission of the Park Division to serve the community by providing safe and clean parks, open space, and trails that improve the quality of life for all citizens.**

The City boasts 10 parks totaling over 151 acres, with an additional 330 acres of open space. The Park Department started the year with the much-anticipated installation of the Mayor Monument in the Mayor's Park. This project was funded in 2016 but was not complete until last year.

There were many challenges in 2017, including the need to update our parks to ADA compliancy. To help us identify where to start and how to fund the efforts, staff met with the El Paso County ADA compliancy office. Fortunately, City Council approved budget funding to begin paving both Aga and Fountain Mesa Parks to allow vehicle access to the ADA path that will be established in phase 2. We worked with the Water Department by requesting partial funding since they will impact the North side of the park to gain access to the new filter tanks and Street Department paid for striping in exchange for the continued paving on Alabama. We also had substandard access from the Metcalfe Park parking area to our ballfields. All of these projects were completed in summer of 2017. Additionally, the City was recently awarded funding by Black Hills Energy for \$15,000 to install an ADA play structure in Aga Park.

Safety concerns were a top priority as well; crews installed lighting and a security chain at the entrance of Hibbard Park to deter illegal activities as well as replaced all of the fencing at the Metcalfe Park Ballfields. The unsafe climbing wall in Heritage Park was removed and will be replaced in 2018.

The Department prides itself on operating within a small budget and being good stewards of tax dollars. To that end, staff installed a Weather Trak metering system in the cemetery and one park to determine the savings on water usage prior to purchasing more units. The Conservation Department donated to help with this project. To save money, the Department also negotiated with the Cumberland Green Metro District to aid in the purchase of new benches that were installed in the Disk Golf Course.

#### **Additional 2017 Park Department Highlights:**

- Install lighting at City Hall
- Installed Pickle ball in Aga Park
- New climbing wall at Lindamood Park was installed (in part by funding from CDBG)
- Install new sand volleyball court in Metcalfe Park/upgrade existing nets and poles
- Install new sidewalk for ADA access to the Splash Pad
- Worked with the Engineer Dept. and Jerry Bryant to complete the Veterans Memorial wall
- Began installation of a new outdoor volleyball pit

## Recreation

**It is the mission of the Recreation Division to serve the community by providing quality recreation programs and activities that enrich and improve quality of life.**

The Recreation Department has also had its share of challenges. Our Recreation Coordinator resigned in August. The position was re-filled in December of 2017.

We continued the season for flag football and began registration for the fall soccer season. The philosophy and guidelines for coaches were revamped and training for referees was established with the help of School District 8. Prior to this, coaches and referees had never received formal training. The programs now require training for all coaches as well. This training is part of their informational coaches meeting prior to the start of each season.

With budget constraints on the Department, we decided to create a sponsorship opportunity for the business community. With this sponsorship, the City would help market these businesses by placing banners or logos on team shirts. This program is brand new and we are hoping it is a successful resource for us in the future.

We are excited to have started the online registration process with Accella software. This will allow a more convenient way for parents to register their children. This program should be available by the end of February 2018.

In years past, the Department has distributed registration forms to each area school in an effort to grow participation in all leagues. In the fall of 2017, School Dist. 8 limited us to the use of the Peach Jar notification software. The use of Peach Jar did not assist our efforts of informing parents of 1st-2nd Grade basketball registration or 3rd-6th Grade Volleyball because of some software issues. Although we have confidence that in the years to come Peach Jar will serve as a great tool for us to provide registration information for the City's youth sports leagues, we are concerned with the long-term adoption of this tool by District parents. Consequently, the LED information boards and word-of-mouth have been our most effective means of advertising.

We have worked hard to develop strong bonds with School Dist. 8 administrative offices as well as the coaching staff. The Parks and Recreation Director worked with the school district to allow City sports leagues limited use of the district's indoor facilities and in return the City allows the school district to use our outdoor facilities for their sports programs. This partnership has been working very well and we hope to grow it even more in the future.

### Looking Ahead

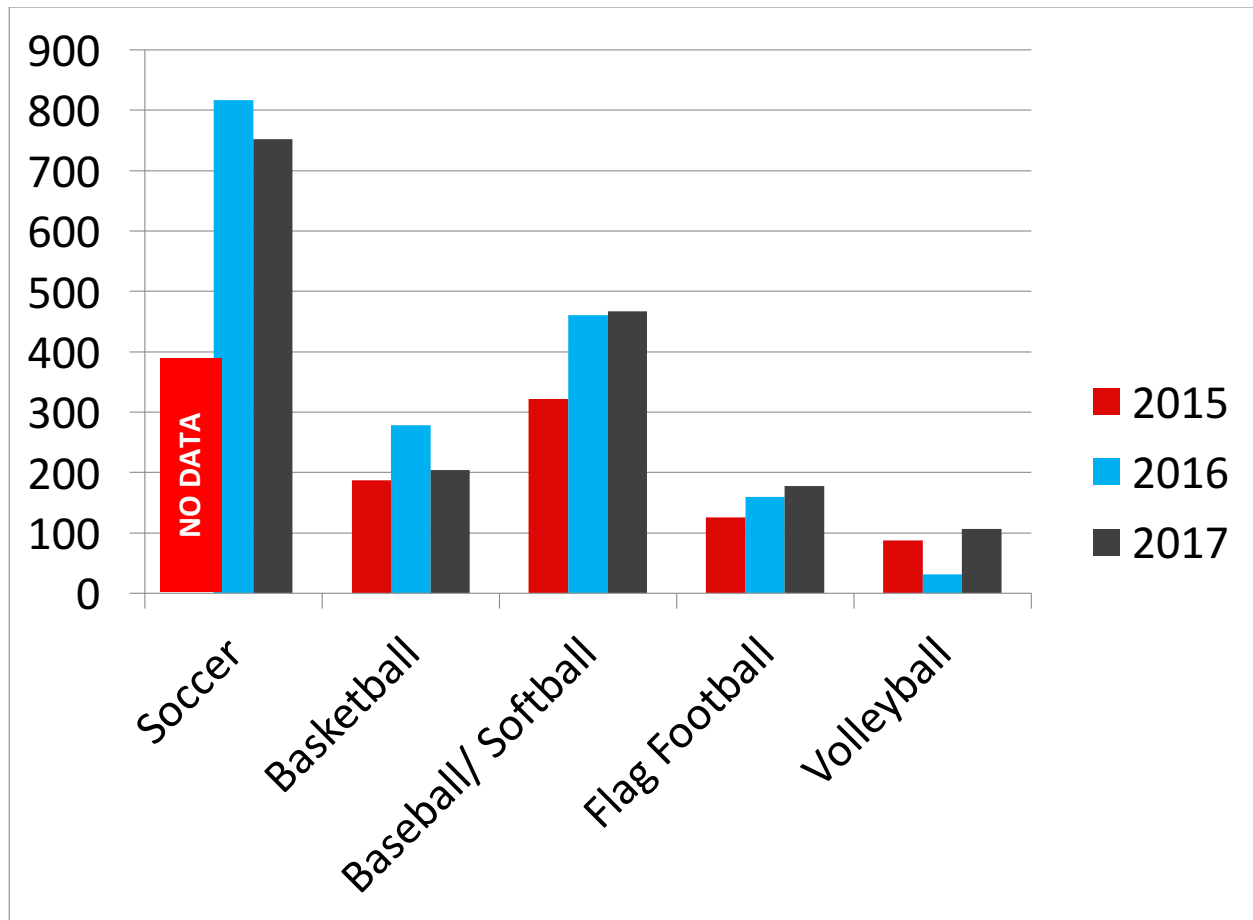
The biggest challenge that the Department has faced in the past year and will continue to face is retaining trained dedicated Sports Officials. Over the past year we have had a total of 16 Sports Officials. Of those 16, only 8 are still employed by the City, and out of the 8 only 3 have been with the City for over 6 months. Some reasons for the high turnover rates include: lack of time and resources to properly train officials, insufficient compensation for certified officials, not understanding the challenges of officiating Recreation Leagues vs Club Leagues, and not realizing the amount of time and dedication it takes to keep coming back week after week while working a full time job. One of the ways we have addressed this issue is adding the

position of Head Sports Officials, and allowing high school students who have taken the sports officiating class to work for the City.

#### Additional 2017 Recreation Department Highlights

- Strategic inventory of equipment was established
- Creation of sand volleyball, flag football, and softball adult leagues

**Youth and Adult Participation**



\*\*\*\* Adult Sport Offered by the City in 2016-2017\*\*\*\*



## PUBLIC SAFETY | SEVEN



Public Safety Director and Police  
Chief Chris Heberer

The men and women of the Fountain Public Safety Department would like to thank our elected Officials, City Council and City Staff for supporting our team mission, goals and achievements on a daily basis. Without your support, leadership, direction and resources we could not have achieved all we accomplished in 2017.

This year we executed our combined budget well under projections for the third consecutive year, reduced the general fund support to the Ambulance fund, converted 1 civilian position to a police officer, hired 3 firefighters and formalized our Battalion Chief (fire) position all while constantly examining our current processes to develop and implement policies and procedures that best safeguard our community with our current resources.

Throughout 2017, we continued to experience an increase in calls for service and at times the severity and frequency of those calls tested our capability and cohesiveness as an organization to meet our high expectations of service. The increase continues to match both national and regional trends in public safety and mirror the current population growth for our City. Throughout this increase, our PSD leaders and employees have done a terrific job managing the risk associated with each call to ensure the safety of our first responders and our citizens, I am extremely proud of them. Safety throughout the workforce has been a top priority as well as establishing a trained peer support group to help our officers and family members deal appropriately with a critical incident after it occurs. We remain steadfast in our first responder's mental, physical and spiritual fitness as a top priority.

2018 will be an even better year in providing enhanced public safety to our community. We have named it the 'Year of the Phoenix'. The Phoenix is a mythical animal that symbolizes duty, honor, strength, courage, compassion and sacrifice. It represents the warrior, the servant and the healer.

The Fountain Public Safety Department stands ready to further strengthen and support our community throughout the upcoming year. Fountain, Colorado remains the best kept secret in Southern Colorado. We in public safety are honored to serve here.

### Fire and Emergency Medical Services

This was the Fire Departments' 104th year of service to our community. The Department continues to provide world class fire and EMS response to our citizens and visitors. The men and women of the Department stand ready to respond to a myriad of emergency situations whenever duty calls them to action. Although they continuously strive for excellence in their daily responsibilities, their motivation to exceed the standard is regularly demonstrated in all aspects of Fire Fighting, Fire Prevention, Public Safety Education, Emergency Medical Services, Ambulance Transport, Technical Rescue and Hazardous Material Responses. These are just a few of the tasks that this team of professionals manages with skill and finesse. Our calls for Fire/EMS response continues to increase annually. In 2017 there were 5,007 calls which resulted in 6,937 fire apparatus responses, 601 more than in 2016.

We were able to add a Battalion Chief, three full time personnel; over 15 part-time and per diem employees and 10 volunteers, which allowed us to maintain a minimum daily staffing of 10 firefighters. We still face the challenge of responding to calls for service simultaneously, occurring 52% of the time. This results in the use of mutual aid from neighboring fire departments. Security FD, Stratmoor Hills FD and Hanover FD handled 112 calls solely in Fountain last year, slowing response times. One issue is staffing, we continue to work with the City Leaders to improve in this area and will request the addition of firefighters in the 2019 budget. A new response protocol and an increase in ambulance fees reduced deterioration on fire vehicles, reduced operations and maintenance cost and increased ambulance revenue. We had requested a 50/50 grant fund match to purchase two new ambulances. The grant was approved by the State of Colorado, and the City Council approved the matching 50%. The two new ambulances should be delivered in the middle of 2018.

The Fire Department staff prides itself on being part of the community, we had the honor of hosting the “Run for the Wall” at firehouse # 1. We also attended over 45 community events. We received a plaque for our “Commitment to Excellence for EMS health care by the CEO of Penrose – Saint Francis hospitals. We also participated in the annual “Denver Stair climb” on September 11th which honors the 323 firefighters killed in the 9-11 attacks, a minimum number of fire departments nationwide are selected to attend this event. Our training is paramount, we attended training in all disciplines of fire and EMS, including active shooter, MCI of a major airline crash.

Five new volunteer firefighters graduated from our fire academy. These five started the academy in February and completed 520 hours of fire and rescue training. Volunteer firefighters are vital to our department and we sincerely appreciate their hard work and dedication. The new certified firefighters are: Kameron Harrod, Samuel Krey, Derek Phillips, Austin Powell and Conner Stewart.

The Training Division is comprised of a Training Captain and a Training Lieutenant. This division researches current training practices in the fire service. This division ensures quality and uniformity of training throughout the membership. In 2017, the Training Division also helped develop a training group with neighboring fire agencies: Security Fire Protection District, Stratmoor Hills FPD, and Hanover FPD. The training officers of each agency met multiple times in 2017 to develop plans for joint training opportunities, to include a joint fire academy starting in 2018. The goals of this group are to improve relations between agencies and share training resources to reduce costs while still providing quality instruction.

Total Training Hours:	2,124.0
Fire Training Hours:	1152.0
Medical Training Hours:	330.0
Hazardous Materials Training Hours:	312.0
Rescue Training Hours:	122.0
Officer Training Hours:	167.0
Other Training Hours:	41.0

**Total calls for service - 2017**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Structure Fire	4	4	2	5	2	4	5	6	3	4	1	3	43
Vehicle Fire	4	0	3	1	3	1	2	2	2	1	0	1	20
Wildland Fire	6	6	3	3	3	4	1	1	4	3	5	7	46
Miscellaneous Fire	0	4	2	3	3	4	2	0	1	3	2	1	25
Overpressure/Overheat	0	0	0	0	1	1	1	0	0	0	0	0	3
Rescue/EMS	192	193	198	240	238	224	191	230	236	250	212	228	2632
MVA W/ Injury	18	10	7	15	24	18	22	27	23	18	26	20	228
MVA non-Injury	36	25	36	33	44	36	29	29	32	34	28	32	394
Haz Mat	11	6	7	4	8	6	4	7	13	6	9	11	92
Service Calls	43	36	48	63	80	65	82	48	53	65	41	41	665
Good Intent Call	41	38	38	35	61	91	62	54	57	37	53	44	611
False Alarms	13	20	11	16	23	19	21	17	23	32	23	22	240
Miscellaneous Calls	0	0	0	0	1	1	4	1	0	1	0	0	8
	368	342	355	418	491	474	426	422	447	454	400	410	5007
		710	1065	1483	1974	2448	2874	3296	3743	4197	4597	5007	
Mutual Aid Given	14	15	14	7	13	18	12	14	4	12	7	7	137
Mutual Aid Received	9	5	4	10	13	17	10	13	10	6	6	9	112
Patients Tx By Fountain	161	141	155	179	202	168	158	188	169	192	169	181	2063
Patients Tx By Other	4	4	4	7	4	8	5	6	8	7	6	3	66

## 2017 Calls for service by fire apparatus:

		Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Totals
Chief	200	8	6	9	7	10	11	10	8	16	6	11	4	106
Battalion	202	12	12	6	20	11	9	5	4	1	6	11	7	104
Engine	211	118	92	91	126	132	122	139	97	123	119	113	91	1363
Engine	212	65	67	78	83	85	84	78	88	8	79	59	78	852
Engine	213	55	43	21	57	56	51	33	24	25	33	65	66	529
Engine	214	3	11	25	5	1	0	1	5	80	21	5	3	160
Ladder	232	17	8	10	4	17	27	16	16	20	0	6	7	148
Brush	241	8	0	2	9	4	7	3	0	7	5	9	6	60
Brush	243	5	10	8	4	2	1	2	3	1	2	4	3	45
Utility	250	0	0	0	0	2	0	7	1	0	0	1	0	11
Squad	251	0	0	0	0	0	0	0	0	0	0	0	0	0
Squad	252	0	0	0	0	0	0	0	0	0	0	0	2	2
Squad	253	2	7	6	6	1	1	0	1	0	3	0	8	35
Squad	255						4	0	7	5	7	10	11	44
Squad	258					2	0	0	0	0	0	0	0	2
UTV	259	0	0	0	0	0	1	0	0	0	0	0	0	1
Rescue	272	1	0	0	0	2	0	0	0	0	0	0	0	3
Ambulance	280	21	42	78	80	173	122	150	146	143	151	144	138	1388
Ambulance	281	149	124	99	172	148	121	44	105	124	142	118	139	1485
Ambulance	283	100	88	87	80	0	0	0	0	0	0	0	0	355
Ambulance	284	0	0	2	0	20	69	101	52	52	28	17	0	341
Investigations	290	11	9	8	5	9	4	7	13	11	8	6	2	93
Hazmat	254	0	0	0	0	0	0	0	0	0	0	0	0	0
		575	501	515	631	654	614	581	558	599	598	557	554	

Total Calls for Service for 2017: 6937

*Fire Prevention Division*

Businesses (Commercial Occupancies) on file – 405

Total Number of Businesses Inspected in 2017 – 216

Total Number of Inspection Activities 2017 – 310

Total Number of Plan Review Activities 2017 – 182

Total Number of Third Party Inspections 2017 – 131

Total Fire Inspection Activities 2017 – 839

In 2016 the Fire Prevention Division implemented a new electronic fire inspection program which reduced the amount of time needed for filing reports and greatly enhanced follow up inspections and compliance. This system

was rolled into the new Emergency Reporting System (ERS) in 2017. The Fire Prevention Division also implemented a third party inspection reporting system (The Compliance Engine). This system has increased fire suppression system code compliance from 45% to 75%.

**We provided fire safety prevention and education to; 3,967 Children and 2,440 Adults, for a total of 6,189 citizens.**

*The 2017 fire department award recipients:*

Fire Officer of the Year: Jared Cass

Employee of the Year: David Lummis

Paramedic of the Year: Eliot Pyles

Firefighter of the Year: Martin Steckiel

Part Time Employee of the Year: Lauren Bachmann

EMT of the Year: Kenda James

Auxiliary Member of the Year: Brittani Cass

Fire Academy Valedictorian: Sam Krey

10 year Award: Jill Grubbs

15 year Award: Rick Daniels, Rob McEntyre, Mike Skeldum



**Other Significant Accomplishments include:**

- Worked with Penrose St Francis Hospitals to create PSA's for citizens to know when to call 911. These will air on television beginning in February 2018.
- Attended EMS day at the State Capitol and interacted with Senators and Representatives to discuss funding for EMS ambulances and lobbied for an increase in medicare and Medicaid reimbursements.
- Attended the conference at the State Capitol to voice our opinion on creating a First Responder Day in Colorado. The House and Senate passed SJM17-003, which identifies September 27th as "annual

First Responder Day” in Colorado. Colorado now joins 25 other states that have this appreciation day in place.

- Dramatically reduced the fire danger in the Rustique area. After an arsonist had burnt two buildings, the fire department worked with the property owner to control burn the remaining buildings so there was no longer a threat of an out of control fire in the area.
- Converted the firefighters pay to an hour for hour basis beginning in January 2017. This was a long time goal to get accomplished, as how firefighters were paid was very confusing for employees, and others that interacted with firefighters pay.
- We responded Georgia, Florida, Montana, and South Dakota assist with large, out of control wildland fires. The expenses we incur responding to these fires are reimbursed by the State and we are paid for our time. After all expenses were reimbursed, over \$50,000 was available purchase items for the fire department that are not budgeted for. Not only do our firefighters gain invaluable firefighting experience, we meet influential people from Federal fire agencies that we would utilize in the event of a large wildland fire in Fountain.

## Police

**Vision Statement:** The Fountain Police Department is the best Law Enforcement agency in the state of Colorado. Through our Character, Compassion, Competence and Commitment, we will respect the human dignity and constitutional rights of all those we serve. We strive to become a model agency across the nation for providing the highest levels of customer service, building strong community relationships and trust with our citizens and regional partners, all while maintaining complete transparency. We instill in our officers a sense of pride in our profession and continuously promote the most proactive strategies in providing police services that enhance public safety measured against our core values. We strive to maintain our physical, mental and spiritual well-being in all areas of our lives and we are committed to doing the right thing, in the right way and at the right time.

**Mission Statement:** 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.

**Fountain Police Department's Core Values (The 4 Cs):** These four words will define us both individually and as an Agency.

### The Fountain Police Department Core Competencies

C H A R A C T E R

C O M P A S S I O N

C O M P E T E N C E

C O M M I T M E N T

We are proud to say that 2017 was an outstanding year for the Fountain Police Department. Our staffing has sustained itself as several new officers joined the force to replace former employees who either departed or retired throughout the year. Along with these new faces comes passion for the profession and new innovative ideas. We are blessed to have them and know they will play a big role in the future of our agency. We also saw the promotions of a new Corporal, Sergeant, Lieutenant and Deputy Chief. We have returned outside resources from ATF, EPSO and FBI back to the Police Department in order to support the Patrol Division and the citizens of Fountain. Through this, a new specialized unit, Special Enforcement Detail (SED), will primarily focus on violent crimes and violent offenders in the City of Fountain. They will support Patrol while sustaining regional collaboration with our sister agencies and federal partners. With the Central Mountain Training Foundation no longer in place, we transitioned our civilian Training Coordinator position into a full-time sworn School Resource Officer. In order to increase resource availability and communication, all of our Police personnel are now working on the ground floor of our building. For the first time ever, the City of Fountain sponsored a police officer to attend the FBI National Academy in Quantico, Virginia.



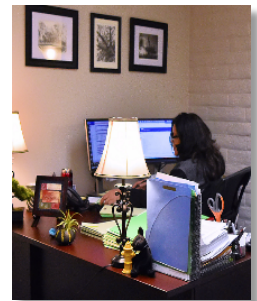
As we transition into 2018, we focus on issues vitally important to the City of Fountain regarding safety, security and overall welfare for our citizens. They include the increasing homeless population which we attributed directly to the legalization of marijuana. The homeless issue needs attention across the region and the Fountain Police Department intends to set the example for others to follow. Also, we recognize the importance of employee retention and are committed to hiring the most qualified, competent applicants available. In 2018, the Fountain Police Department will launch a new recruiting campaign devoted to enlisting the best recruits across the nation interested in becoming part of what we know is the Best Kept Secret in Southern Colorado.

### *Facilities*



With the completion of the Police Department renovation and build out, we transitioned our focus to cohesiveness and enhancement of communications for all operations. This began with minor renovations to relocate the Investigations Division from the second floor to the first floor where the Fountain Dispatch Center previously was located. Simultaneous, we moved our Crime Analyst into the

Investigations Unit. This change has allowed for better interaction with officers throughout the agency ultimately increasing public safety efforts while producing better results with criminal investigations. Our Records Division has also completed its move to the north end of the building allowing them to have the ability to focus solely on records management, which ultimately has increased productivity immensely.



**POLICE BUILDING SECURITY:** The department is strategically planning to upgrade our building security in the near future. The current system is incompatible with the recent upgrade to other city facilities. In addition, the current software and hardware is reaching end of life status.



### *Police Operations*

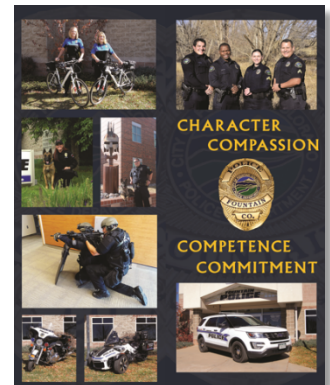
**TRAINING:** In 2017, the Central Mountain Training Foundation (CMTF) officially handed off its training management system, which was headquartered at the Fountain Police Department, to the Pueblo Police Department and City of Pueblo. The new entity was officially renamed Central Mountain Training Region (CMTR). As a result of this move, our team has spearheaded efforts to utilize more of our agency's own instructors who are recognized, certified instructors through the Colorado Police Officers Standards of Training Board, to augment our officers' training, skills and ability. By changing our system of training, we will not only complete all the Colorado POST mandatory skills training, such as Defensive Tactics, Firearms, Driving, along with other classroom based training, we will maintain access to all of the CMTR training opportunities that are available. Through them, we will have access to more scholarships and opportunities to host highly rated canned Law Enforcement programs that will be taught at our agency. By utilizing our own people as instructors, we can create a better training timeline to accommodate our City, our department and our officers. It also allows us to hone our skills to meet the needs of the community we serve. We also initiated more online training through Police One and CIRSA. This training can be completed by officers at their leisure throughout the year. Through

this process, Fountain Police Department officers combined to complete over 4,300 hours of law enforcement related training in 2017.

**LEADERSHIP ROUNDTABLES:** We continue to hold bi-weekly Leadership Roundtables that include Staff members and Sergeants. This provides the opportunity for transparency and for mid-level management to provide command staff with input before implementing any changes. This has proven to be an effective way of getting two-way communications for supervisory personnel as well as “buy in” at all. Our goal is to flatten the organization and allow communication to flow easily, while providing everyone with a voice.

**ANNUAL EVALUATIONS:** We have implemented a new employee evaluation process. The new process allows a maximum 100 total points. The immediate supervisor is responsible for scoring up to 100 points while the second line supervisor up to 40. The immediate supervisor scores the employee in categories based on potential for leadership, while the second line supervisor grades on the department’s core values. Once completed, all are reviewed by the Command Staff with the final review being completed by the Chief of Police.

**RECRUITING:** In the last quarter, the Department made the decision to concentrate on recruiting. Recruiting within the region is extremely competitive and Fountain Police Department is committed to seeking out the best people. Banners were designed and purchased, as well as trade show/recruiting giveaways. Sergeant Missy Reynolds and Lieutenant Sean Hartley are in charge of recruitment and plan on using these new tools to enhance the Department’s appeal. Fountain Fort Carson High School has assisted in providing a recruitment video that not only highlights our Department, but the City of Fountain.



**INVESTIGATIONS DIVISION:** 2017 was a very busy year for the Special Operations Unit. The vision of this unit was to be a multi-purpose team that supported patrol and could be used in any capacity. The unit consists of one Lieutenant, one Sergeant, three Detectives, two Traffic Officers and one K9 Officer. Also included in Special Operations is one officer assigned to EPSO CRU Unite, one officer assigned to FBI Safe Streets, and one officer assigned to CSPD Metro VNI. In May 2017 a multi-agency operation was conducted in the City of Fountain with FBI Safe Streets, where more than thirty law enforcement officers from across the region came to Fountain with the purpose of making it known the City of Fountain will not tolerate crime. Several arrests were made that night, including Chief Heberer’s first felony warrant arrest. Detectives received over 115 referrals for follow up on criminal investigations while the Traffic Unit investigated two fatal traffic accidents and numerous serious injury accidents. The department purchased two brand new speed trailers, which are deployed at various traffic hot spots throughout the city based mostly on citizen traffic complaints. Special Operations participated in several community projects in the city last year such as the local soup kitchen, City of Fountain Fall Festival, Labor Day Parade, Blue Santa, Fountain Police Explorers program and numerous motorcycle runs and funeral escorts. From July until December, Special Operations sent one detective back to patrol to cover staff shortages.

**RAPID RESPONSE TEAM RRT:** The Fountain Police Department RRT operates with 10 members which allow them to function in most any dynamic tactical environment. They are now able to deploy DRONES for various scenarios under the operation of team member Officer Eric Moore. The team’s capabilities include Fugitive Apprehensions, Narcotics Search Warrants, High-Risk In-Progress Calls for Service, Barricaded Suspects, and Vehicle Take-Downs. RRT has assisted federal agencies (DEA, ATF, and FBI) with tactical warrants on several occasions and have a great working relationship with CSPD and EPSO tactical units. The team trains monthly to stay within



NTOA standards and team leaders continue to act as tactical instructors for patrol Officer training. RRT is especially proud of their involvement within the community. Not only did they step up as a team and assist the Make-a-Wish Foundation, but they also took the initiative and visited the Children's Cancer Wing at Memorial Hospital to interact with the kids and their parents. The team felt as though they gained more from the visit than the children did. Finally, as always, RRT is always the most popular display at the numerous community events in which they participate.

**SCHOOL RESOURCE OFFICERS:** We continue to grow the relationship with Fountain Fort Carson School District 8. The district values the importance of police presence in the schools and the relationships that forge between youth and Police. By assisting the City to offset the cost of School Resource Officers, we had seven officers assigned to the schools to include a K9 Officer. Currently, Fountain Police Department has the only full-time K9 working in a school district in the State of Colorado.



**PROMOTIONAL PROCESS:** The Fountain Police Department created a new promotional process made possible through input from line level supervisors. The process is now a five-part system, which allows for a possible 1000 points per candidate. Candidates earn points through a series of assessments that include, Peer Review, Evaluation, Education/Experience, Oral Board and Professional Portfolio. The process best recognizes the candidates' strengths and weaknesses throughout the promotional process. It allows competing individuals to recover from areas of deficiency, ultimately creating a fair and balanced process which rewards the most well rounded applicants.

**BUDGET:** For the past five years, the department budget has seen significant increase. In 2012, the budget was 4.7 million. By 2017, the budget had increased to 7.1 million. There are several reasons for the increase. First, the growth within the department as a result of annexation and the commercial development of South Academy Highlands. Second, the increasing cost of salaries and benefits. Third, a collaboration between police department and Fountain School District 8 to add more resource officers. During this same period, use of the city's web-based financial software, coupled with purchasing cards issued to the level closest to the requesting purchaser, has resulted in better reconciliation.

**OVERTIME:** In 2017, the police department again targeted overtime expenditures to ensure good fiscal management. A schedule change for employees allowed for better coverage throughout the City while limiting the need for overtime expenses. This allowed Staff to continue our expectation of reduced overtime in both Administration and Patrol Divisions. We also focused on ensuring additional duties and responsibilities assigned to officers and supervisors were appropriate after recognizing that many were causing unnecessary overtime expenses which were corrected through proper reassignment.



**GRANTS:** In 2017, Fountain Police Department completed a restorative justice grant, which provided an alternative to prosecution for juvenile cases. Fountain Police Department managed a multi-agency grant aimed at reducing auto thefts and continues to participate in continuing grants such as: ballistic vests, LEAF (DUI), & Click It or Ticket (seatbelt). Fountain Police Department was successful in obtaining a grant from the Colorado POST Board to assist with our in-house mandatory training and to send our officers away on scholarships to further their education in leadership, less lethal, defensive tactics and other training which is necessary in today's Law Enforcement Environment.

**MEDIA RELATIONS:** We are committed to strengthen and grow our relationship with our local media partners. We believe strongly in transparency and providing media with good service whenever possible. The Police Department recognizes the importance of proper messaging and ensuring that we remain accurate and consistent in providing information to the citizens we serve. We are extremely thankful for the positive relationships we have with our media community. In 2017, we completed the build out of a new Media Relations room which can be utilized by all departments throughout the city.



### *Regional Collaboration*

We remain committed to the building on partnerships through the law enforcement region. The Police Department regularly attends the monthly Collaborative Breakfast hosted by Fort Carson or Peterson AFB. This breakfast hosts representatives from every law enforcement entity in the Pikes Peak Region who come together and discuss important issues facing our community. Relationships built through this event have greatly benefited the Fountain Police Department and the City of Fountain. We also attend the monthly Regional Gang Net meeting hosted by the El Paso County Sheriff's Office providing valuable information while linking crimes and offenders in other jurisdictions to crimes in our City. The Fountain Police Department is a participant with the regional Deadly Force Investigation Team (DFIT), which is a team of Detectives from multi-agencies that investigate any deadly force related law enforcement incidents. This ensures a non-bias investigation and complete transparency for our community and those involved.

**PEACE OFFICERS MEMORIAL BALL:** Over 30 members of the Fountain Police Department and family members attended the Peace Officers Memorial Ball to honor the great men and women throughout the



Pikes Peak Region who have given the ultimate sacrifice while serving the law enforcement profession. Fountain Police Officer John R. Lindamood, the only Fountain Officer to die in the line of duty (shot during a bank robbery in 1947) is honored at the event every year.



Pikes Peak Region who have given the ultimate sacrifice while serving the law enforcement profession. Fountain Police Officer John R. Lindamood, the only Fountain Officer to die in the line of duty (shot during a bank robbery in 1947) is honored at the event every year.

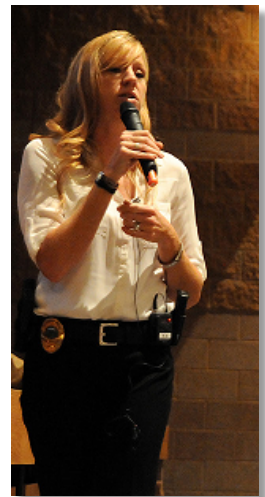
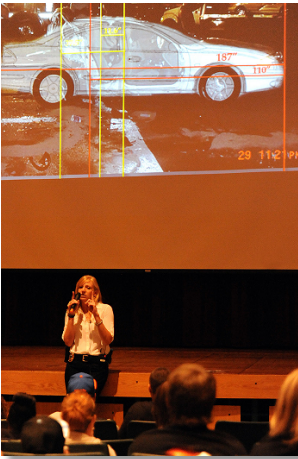
**METRO VICE, NARCOTICS & INTELLIGENCE:** The Fountain officer previously assigned to Metro VNI, rotated back to the police department and was subsequently replaced by another officer. The training and experience these officers get while assigned to a specialized unit is invaluable and passed on to others upon their return to

the department. We wish to contribute and remain a valuable part of this very important regional asset that continues to prove advantageous for the citizens of Fountain.

**BUREAU OF ALCOHOL, TOBACCO & FIREARMS:** In 2017, the Fountain Police Department for the first time was able to create a position with the ATF Gun Interdiction Task Force. By doing so, this gave the City of Fountain many additional resources to fight gun related violence. The ATF is the host of the NIBIN program. A national database for guns and casings collected by law enforcement through investigations are analyzed and cataloged. This allows law enforcement to link those items and suspects to multiple criminal offenses.

**MOTHERS OF MURDERED YOUTH:** Chief Heberer attended the 2017 ceremony for the “National Day of Remembrance for Murder Victims” that took place at the downtown Colorado Springs Pikes Peak Library. Chief Heberer, along with D.A. Dan May, Sheriff Bill Elder and CSPD’s Chief Pete Carey all spoke to honor the victims and their families.

**DRIVE SMART CAMPAIGN:** Sergeant Sheyna Marshall continues to support the Drive Smart Campaign by delivering presentations across the State of Colorado regarding the tragic incident her family endured several years ago which claimed the life of her oldest son, Justin. The incident also severely injured two of her other children. During the 2017 Campaign, she organized approximately 15 presentations to various schools. She presented to the Colorado Springs Municipal Court Restorative Justice (TRIP) Program and a Youth Detention Facility in Arapahoe County. As a result, many teenagers she reaches through this presentation hand write letters to Sergeant Marshall to include messages on our departments Facebook page for Justin. The response of the teens has been very encouraging.



**NOT ONE MORE CHILD COALITION:** Sergeant Scott Gilbertsen participates as a member of the “Not One More Child” coalition hosted by El Paso County Commissioners and 4th Judicial District Attorney Dan May. He attends group sessions along with sitting on a first responder’s panel. We are privileged to have a Fountain Officer on this important coalition.

**DISPATCH CONSOLIDATION COMPLETION:** Following the completion of the dispatch consolidation between the El Paso County Sheriff’s Office and the City of Fountain, we continue to evaluate and make improvements in all areas of communication. These evaluations have allowed us to recognize the benefits the consolidation efforts have yielded. For law enforcement, we now communicate with neighboring Deputies in real-time, allowing for better safety and services for our City and County. Both agencies are now responding to assist one another as needed because they are all hearing the same radio traffic. Previously, a phone request by a supervisor from either agency had to occur in order to request additional support. This has improved police services and response times immensely.

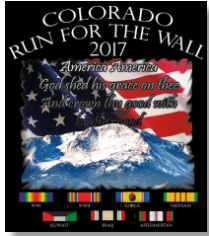


### Special Events

**PIKES PEAK BIKE WEEK SUPPORT:** The Department provided support for the 1st Annual Pikes Peak Bike Week hosted by Pikes Peak International Raceway. The event covered 4 days and included various food vendors, cars shows, drift cars, go-carts and a multitude of headliner bands from across the country and music genres. The bands included Lynyrd Skynyrd, WAR, Midland, Jackyl, and Blue October. The event was a success for Public Safety as there were few arrests or issues related to the event.



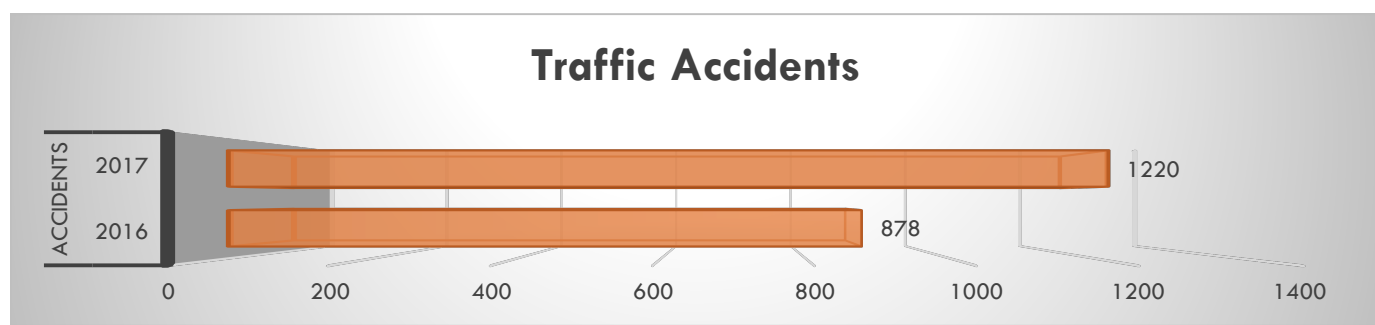
**RUN FOR THE WALL/DEFENDER OF FREEDOM MOTORCYCLE RUNS:** Fountain Police Department provided support for the 27th Annual Run for the Wall for Veterans traveling from the west coast to Washington DC. We also assisted Veterans from our region by providing assistance for the first Defender of Freedom Motorcycle Run for local disabled veterans, which started in Fountain, proceeded into Eastern El Paso County and then to the Pikes Peak International Raceway. This event raised donations to assist Veterans from the Pikes Peak Region. Both events brought in 300 to 500 motorcycles and Veterans.



**COMMUNITY PROJECTS:** Throughout 2017, the Police Department participated in various community projects to include Coffee with a Cop, Soup Kitchen, Thanksgiving Baskets, Pippa's Playground, FFCHS Career Day, and Citizen's Academy. We are always looking for opportunities to join with our community, ultimately strengthening relationships now and for the future.



## Traffic Accidents



## Annual Crime Comparison

CRIMES AGAINST PERSONS			
Type	2016 Cases Taken	2017 Cases Taken	% Change
Assault (Felony Only)	22	29	31%
Child Abuse/Neglect (Felony Only)	5	4	-20%
Domestic Violence (Felony Only)	31	34	9%
Menacing	22	43	95%
Robbery	20	12	-40%
Sex Assault (All)	65	50	-23%
PROPERTY CRIMES			
Type	2016 Cases Taken	2017 Cases Taken	% Change
Burglary (Commercial/Residential)	91	106	16%
Criminal Mischief	108	122	12%
Criminal Trespass Auto	138	155	12%
Motor Vehicle Theft	96	77	-19%
Theft (Includes Shoplifting) (Felony)	25	28	12%
Theft (Includes Shoplifting) (Mis)	465	305	-34%
CRIMES AGAINST SOCIETY			
Type	2016 Cases Taken	2017 Cases Taken	% Change
Drug Activity	63	73	15%
Forgery/Fraud/ID Theft	121	106	-12%
Weapons Violations	28	8	-71%



## TRANSPORTATION | EIGHT

### Streets

The Streets Division provides infrastructure maintenance to improvements within the City's right-of-way. The department currently maintains approximately 108 lane miles of streets, valued over \$55 million dollars (per Federal GASBY report – updating in 2018). The Street Division is tasked with repairs of damaged pavement, pothole repairs, crack filling street sweeping, pavement markings, over 245 stormdrain inlets and outlets, mitigation, traffic control, grading gravel roadways, supporting activities directed by other departments and snow and ice operations during winter months.

2017 Statistics	
Overlay of roads/ SY and centerline miles	58780 SY/ 2.46 centerline miles
Mastic applied / LBS	88,920 LBS
Crackfill Applied / LBS	9000 LBS
Pot holes filled/Cold mix utilized	28,000 lbs
Dig outs / Tons of asphalt utilized	473 tons asphalt used
Street Sweeping /Loads	258 loads/ 1393 Cubic yards
Snow events/tons of salt sand	220 tons Salt/Sand
Striping / Linear feet applied	23,637 Linear Feet
# Traffic signs replaced	193
My Fountain Request completed	135
Other Work Order requests completed	85
Dumpster Days	275 total loads
Senior Citizen trash pick up	163 total loads

### Accomplishments

The 2017 Season saw the following roadway improvement projects, Cape sealing was completed on the following streets: Ohio Ave - Santa Fe to Fountain Mesa. Fountain Mesa – Mesa Road to Lake Ave. These roadways were resurfaced with a process called Cape Sealing. A ¼ inch Chip seal was applied and followed with a slurry seal. We hope this will add approximately 5-7 years of life to these road surfaces, allowing us to focus on other streets in need of more expensive repairs. A number of small paving repair projects were completed throughout the City in an effort to repair failing roadways. Almost 473 tons of asphalt was utilized to conduct these repairs. The Streets Department also took possession of a Mastic Patcher in March of this year. This has given us the ability to start aggressively addressing the many large cracks that plague many of the roadways throughout the City. Almost 90,000 lbs. of mastic were applied to Fountain roadways during 2017.

Through a grant application, the City was awarded \$4,600 by the Timothy A. Greer Endowment Fund (established through CIRSA). This money was used to purchase safety equipment for use by Streets, Water and Parks Divisions.

The Streets Division was fortunate to add three full time employees late in 2017. This increased our full-time employees to eight. The addition of these employees will increase our ability to split crews on a more frequent basis, enhancing our ability to complete more projects throughout the City. This increase in manpower will also

enhance our ability to more effectively split crews during snow events and keep snow plows on the road for longer periods throughout the event if necessary.

### *CDBG Grant Program*

From April 6th through April 17th, Crews worked on tearing out deteriorated sidewalks, corner ramps and curb/gutter and prepping the areas for new ADA compliant Ramps and sidewalks.



### *Dumpster Days*

The City restructured how it conducted dumpster days this year. Instead of going out and picking trash up at residences, Citizens were given three days to bring trash to City locations where it could be disposed of in 40-yard dumpsters. A minimal charge of \$10 per pickup load of trash was collected to help offset costs. Two separate times of the year were chosen to run this event; one weekend in May and one in October. Between the two events, over 275 loads of trash were brought to the drop off sites.



### *Senior Citizen Trash Pickup days*

Three days were dedicated to assist senior citizens in the community dispose of unwanted trash this year. With the assistance of Code Enforcement, Water and Parks, crews traveled to the homes of senior citizens to pick up trash in front of their residences. Over 163 homes were visited during the three day period.



## Looking Ahead

Current aging infrastructure along with planned growth development activity will result in the substantial growth in infrastructure. We will need to expand our resources to handle this new demand while also addressing the challenges of existing deteriorating infrastructure. Unfortunately, initial poor construction methods along with the lack of pavement preservation have considerably accelerated the deterioration of many of the roads throughout the City to the point where options are limited to replacing existing asphalt. A number of neighborhoods including Heritage, Cross Creek, Southmoor area, will require considerable reconstruction to repair the roads in these areas. Reconstruction costs are much higher than conventional preventive maintenance and rehabilitation treatments that will maintain a roadway in good or fair condition. We are now in a position where many of our roadways are in a condition where rehabilitation treatments, i.e. chip seal, cape seal are no longer effective and will not perform properly. With assistance from engineering we will be implementing a Pavement Surface Evaluation and Rating system to assist in prioritizing roadway maintenance in the future. We are continually evaluating cost effective ways to raise the overall condition of our roadways.

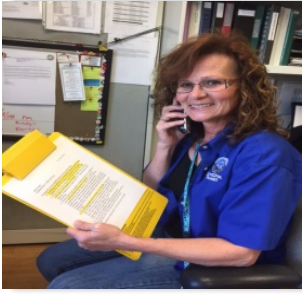
## Transit

The Transit division provides transportation to the citizens of the City of Fountain. The routes extend to Pikes Peak Community College enabling riders to connect with Mountain Metro and access Colorado Springs. Service begins at 4:55 am ending at 8:12 pm., two buses running each shift.



2017 Statistics	
Riders	17,290
Revenue	
Fares	\$16,983.46
Bus Passes	\$4,081.90
Total	\$21,065.36
Miles Driven	114,530

### Accomplishments

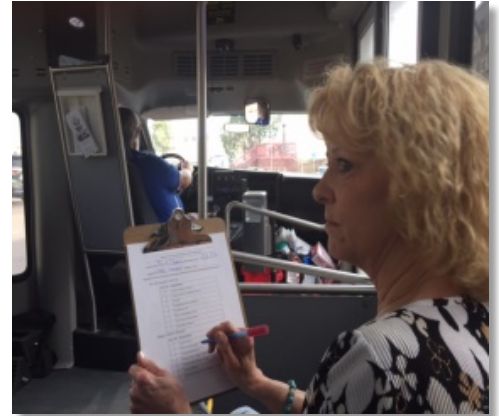


Two new long-awaited buses arrived in the spring. After some tweaking and training, they went into service May 24, 2017. Another part time employee was provided to maintain the bus stops. By June, Transit was fully staffed with part time drivers. Transit participated again in the Fall Festival shuttling attendees. One of the new buses was displayed during the Community Night in the Park and free passes distributed. Transit also provided some trips for the City of Fountain throughout the year. Plans began to add a new bus stop and close two others. A time study was performed to change the route schedule. New brochures were developed; new service began on Oct.17, 2017. Transit had an accident free

year, placing a big emphasis on safety.

### Looking Ahead

Transit is developing a direct service route to Garden of the Gods Citizens Service Center. It will be offered Wednesdays only and will leave the Fountain Valley Senior Center at 9:00 am and return 1:00 pm. The drivers will have the ability to flex the return times based on Riders and their needs. Saturday and some holiday service will also be offered as soon as we add additional Drivers to support the additional days. Two more new buses are on the agenda as well as enhancing several bus stops. Ridership on individual stops is being tracked to offer more efficient service in the future. We are researching the possibility of advertising on our bus stops and buses. One challenge is this may require replacing the vast majority of our bus stop equipment, which may be cost prohibitive.





## UTILITIES | NINE

The City of Fountain Utilities Department's vision is to be recognized as the leader among Colorado utility providers that is best known for being easy to do business with, offering competitive rates, and providing safe, reliable utility services.

*Ease of Doing Business*  
*Low Rates*  
*Safe and Reliable Services*

### *Easy to Do Business With*

Because we want to provide a powerful customer experience, we began a major upgrade of our Customer Information System (CIS) as vendor support for our existing system became difficult and in some cases nonexistent. The new CIS will support our vision through the following service enhancements:

- New, easier-to-read bills
- Online account access containing detailed account information
- Online service requests
- Automated bill-pay
- Pay-by-text and text notifications

### *Competitive Rates*

We successfully negotiated a 30-year renewable contract to purchase one-half of the power produced by the 7.5 megawatt Pueblo Hydroelectric Plant for the first ten years of operation followed by all of the output for the remaining 20 years. The negotiated cost of power from the new plant is 12% less than our current wholesale power, and this renewable source of energy will take care of 5% of our overall needs. And to facilitate the purchase of the hydroelectric power, we worked with our current wholesale power supplier, Twin Eagle Resource Management, on a two-year extension of their ten year contract. Bottom line: our customers greatly benefit from stable, low wholesale power costs over the ten years (including the extension) that remain on our contract.



### *Safe, Reliable Utility Services*

This year included a trip to the Pentagon and Capitol Hill with our Mayor and representatives from Security and Widefield to gain support from the Air Force to address the PFC water contamination. The trip set us on a positive course to access funding from the Air Force to implement the necessary water treatment to remove the contamination.

### *Department Highlights*

Our business is about service, and the following highlights represent the many incredible accomplishments from each of our departments. And we recognize our success is due to our greatest asset – our employees and their commitment to provide safe, reliable utility services to our community.



## Customer Service

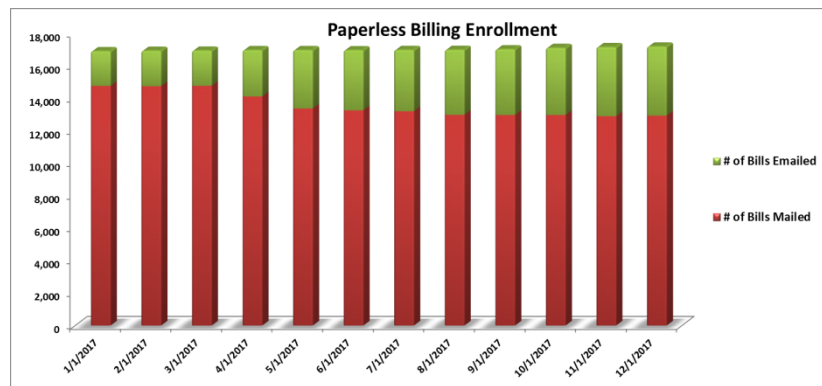
We aspired to really enhance the customer experience, which involved a great deal of transformation in 2017. Due to strategic business needs, Conservation & Sustainability and Field Services were merged into Customer Service. And, though it took up much of our focus, the identification of NorthStar as our vendor and the resulting discovery period for the Customer Information System and the Meter Data Management System was a worthwhile endeavor.

### Addressing Water Concerns

Because one of the most important issues facing our community and region is water quality and the treatment of Perfluorinated Compounds (PFCs) in our groundwater supply, we continuously engaged our customers with information via social media posts and videos, newsletters and public outreach events. We posted ten videos covering topics related to water supply, voluntary water restrictions, rain gauges and water efficiency, GAC filter delivery, and irrigation tips; published/mailed twelve *UtiliNews* issues; and issued three press releases: Water Curtailment Plan, joint agency open house, and delivery of GAC filter #2.

### Operations

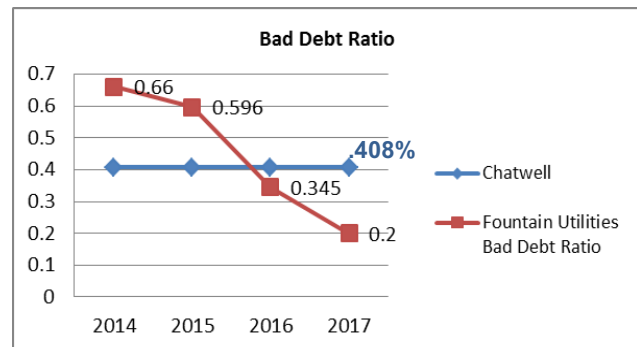
In assessing our lobby operations, we identified a challenge involving a drop in our service levels due to the number of phone calls and customer visits received the first week of the month. After determining the issue was

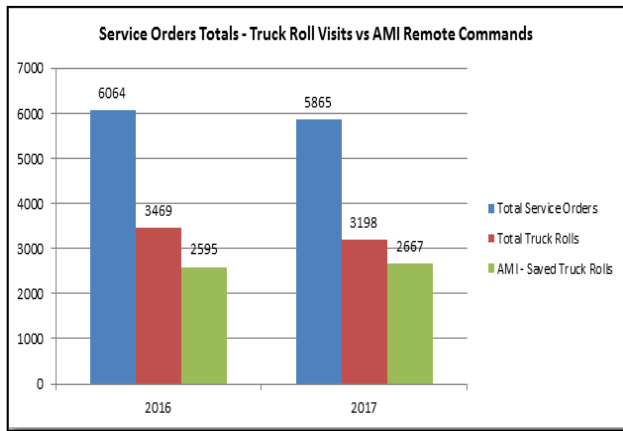


tied to customer billing, we normalized the work flow by changing due dates for 9,762 customers. And due to our extensive outreach efforts, we received only 39 phone calls – less than 0.5% of those affected by the change – with questions or concerns. Additionally, we identified several trends showing a decrease in the use of our lobby and in phone calls received and an increase in eBill and drive-thru traffic. In 2017, 2,512 customers utilized the drive-thru service and, through improved billing

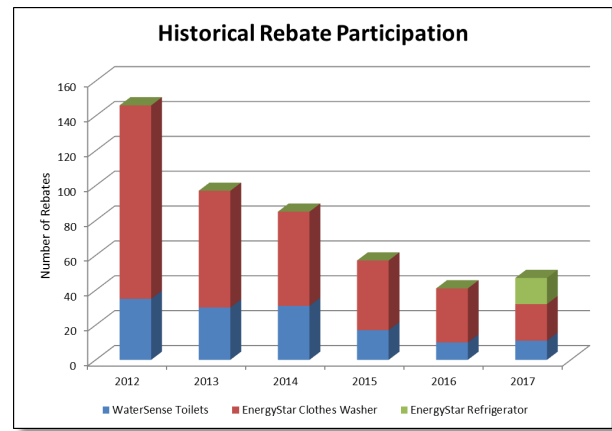
platforms, an average of 20% of our customers enrolled in eBill since 2016. When the new customer information system is launched mid-2018, we will offer new and enhanced eServices to offer additional conveniences to our customers.

As we enhance our communication with customers, we are focusing on pre-delinquency management and concentrating our efforts on communicating ahead of time with the right message utilizing the right channels so that we can change behaviors before they have a service interruption related to delinquency. The Bad Debt Ratio is a picture in time of how we are doing with revenue and collections, since an increase in bad debt indicates high risk in accounts receivable and possible future collections.





By embracing technology, we continue to save truck rolls, which saving on expense and ensuring employees are not put in harm's way.



Participation in our new Conservation and Sustainability rebates program is on the rise.

### Conservation

Mandatory reporting for the Colorado Water Conservation Board for years 2012-2017 and the 2018 Water Efficiency Plan Draft was completed, which will be presented to Council in February 2018. A lower tap fee was awarded to 76% of new build properties for committing to install a low turf landscape, which equated to 127 landscape inspections.

### Community Outreach

The Fountain Utilities *Lighten the Load* program continues to be a vital resource for individuals and families throughout our community who face financial hardships, as we assisted 235 customers with \$70,699 in assistance funds. Through strong partnerships with REACH Pikes Peak and the Salvation Army of the Fountain Valley, these customers are able to alleviate their financial hardship and seek additional assistance for food, rent, clothing and other items.

## Electric Services

We strived to enhance the overall infrastructure and relationships in our community, which involved dedicated employees providing exceptional customer service to achieve several significant milestones, and celebrated a year of continued growth and development throughout our electric service territory.

### Weathering the Storm

We started the year with an immense challenge when hurricane force winds wreaked havoc across the entire region, causing debris and large trees to fall onto overhead lines that created multiple power outages and caused several power poles to be replaced. Crews worked effectively and efficiently to restore power within 16 hours to all of our customers, allowing only minimal interruptions in their service. And as part of a mutual aid agreement with the City of Colorado Springs, once all power was restored on our service territory, a crew was





sent to assist with restoring power to their customers as well. Additional infrastructure repairs and debris clean up continued the week following the storm.



As we recovered from this event and crews returned to business as normal, our focus shifted to completing not only our daily system improvements and maintenance functions but also to major projects that enhanced our ability to ensure the reliability of and respond to the increases in demand on our system. We strengthened Fountain's transmission system development to support growth within our electric service territory and completed distribution system upgrades that helped decrease maintenance costs, increase personnel safety, and achieve more ampacity for emergency situations.

Reliability Statistics	2015	2016	2017
<b>CAIDI</b>			
Customer Average	36.343	0.985	1.523
Interruption Duration Index			
<b>SAIDI</b>			
System Average Interruption	26.651	0.448	0.561
Duration Index			

#### *Control System Improvements*

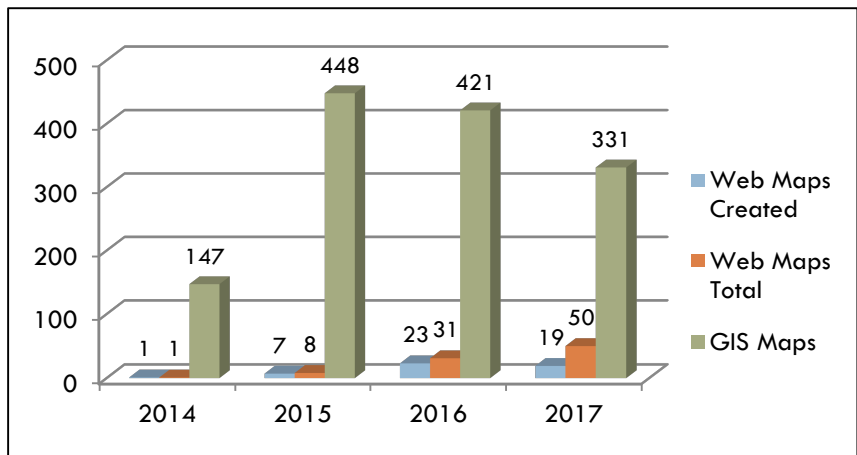
We also improved our SCADA by updating to a webpage that displays current and historic substation data on any device, provides near real-time updates on breaker status and system and device load, enables verifying and switching load during outages, and allows us to monitor deficiencies in the SCADA system.

### Community Partnerships

Our partnerships with Fountain Valley School and Fountain Fort Carson School District 8 also furthered our system growth and development. The new tie line with Fountain Valley School enhanced service to existing and future customers by reinforcing our infrastructure backbone, and the new service to District 8 allowed for overhead lines in the area to be converted to underground for safety and aesthetic purposes, which was just one of many overhead to underground conversions we completed this year. We supported the City and our community by relocating electric infrastructure to accommodate new roads and a railway crossing, which also increased aesthetic value and addressed safety concerns with overhead lines in a local park.

### Geographic Information Systems (GIS)

We continued the trend of becoming a data clearinghouse for the City, concentrating on creating web applications; updating databases; participating in the Customer Information System and the Meter Data Management System Project; releasing a Request for Information for asset management and work order management; assisting with business continuity for Customer Service; and taking GPS data points. We utilized more of the ESRI ArcGIS technology, including online surveys, web and mobile map applications, and story maps, as design tools for combining text, maps, images, and multimedia content in a creative and artistic format for Parks and Open Spaces, Electric, Purpose and Values, and Conservation.



The GIS maps trend shows a continual decrease in formal map requests as more online mapping applications are created.

### Updated Equipment

We replaced our GPS units, and with the increase in new construction, new initiatives in public works and streets, and the addition of collecting traffic accident information, we collected almost three times the amount of data points over 2016. We can walk with the unit and specify it to collect at a certain interval, which is particularly helpful when collecting road and intersection data. We loaned our old unit to the Police Department and provided training so they can use it to gather data after traffic accidents.

From being short staffed due to medical leave to projects taking longer than expected, we experienced several challenges but learned a lot in the delays and worked closely with IT to troubleshoot and make the necessary adjustments.

### Additional Accomplishments:

- Started to prep data for the Census update
- Represented Fountain on the Creek Week Steering Committee, which involved running the Registration Committee and recruiting employees from Code Enforcement, Water, Economic Development and Communications to help clean up under the South Santa Fe bridge
- Set up applications on a tablet for Stormwater to collect information in the field

## Water Services

We demonstrated resiliency in a year marked with challenges, as we adapted to changes in operations, infrastructure, and personnel. Retirements posed a significant change to leadership, and we faced operational and community challenges, particularly regarding PFC remediation and the ensuing community education.

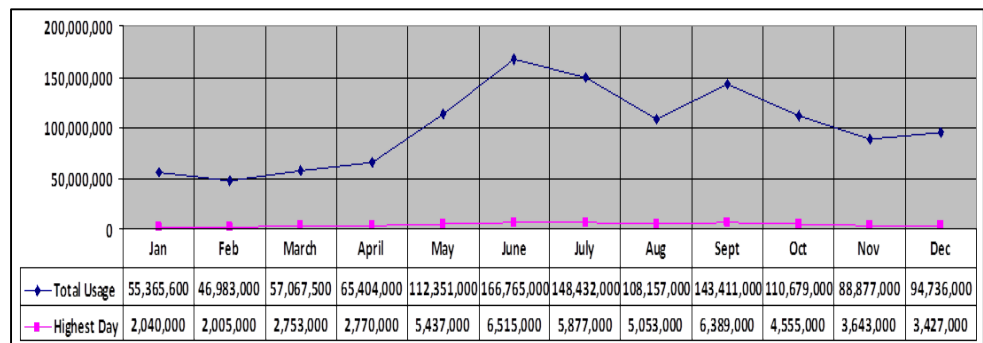
### Personnel Turnover

The most impactful internal events were the exits of our long-time Superintendent, Foreman, Administrative Assistant, and an Operator. However, this unprecedented flux in personnel provided an exceptional opportunity for growth in department leadership and prompted adding another layer of structure that allowed for us to more expediently respond to customer needs. Additionally, five of our staff members secured higher state licensing as we continued to foster employee development.

### Distribution System Updates

From completing necessary upgrades for augmentation flow-control and measurement systems to the design of a permanent water operations building that will serve our growing community for decades to come, we sought improvements that would ensure we provide the highest quality service to our rate-payers. Collaboration with the Colorado School of Mines and the United States Air Force on PFC remediation resulted in granulated activated carbon (GAC) filtration systems being installed at Well #3 and Aga Park. Additionally, infrastructure improvement designs were completed, including the South Santa Fe Avenue and South-West Link water mains, and we began the extensive work of integrating legacy water systems (Chancellor's and Crest Mobile Home Parks) into the City's water system.

Still, we met our challenges head on, accommodating record breaking peak day usages and record high monthly usage all while not being able to utilize four municipal groundwater wells, which sometimes required around-the-clock hourly adjustments to balance demand without dangerously depleting water pressure throughout large portions of the service area.



### Community Engagement

We had a high level of interaction with our community, participating in several informational meetings regarding PFC contamination and conducting demonstrations at local school career days. We contributed to many City community events by promoting water conservation and building customer relationships. Additionally, management served on a variety of local, regional, and state associations.

### Looking Ahead

For 2018, we look to expand our staff with three full-time positions, deliver well water that meets or is below the Health Advisory Levels in the summer, complete the design phase and begin construction of the Comprehensive Ground Water Treatment Plant, and find a permanent home in our new Water Operations Center.