



CITY COUNCIL WORK SESSION
Monday, July 14, 2025 - 10:00 AM
City Council Chambers, Elks Civic Building - 107 S. Cascade Ave.

Public participation for this meeting will be in person in the City Council Chambers. The meeting can be [viewed online via livestream](#) and video recordings of the meetings can be viewed on our [YouTube page](#).

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1) INTRODUCTION OF NEW CITY EMPLOYEES

Dominique Gonzalez - Police Officer
Feliberto Lemus - Parks and Special Projects Worker
Shadrach Salazar - Utilities Division Worker
Benjamin Frudenthal - Utilities Division Worker
Latecia Orinick - Police Officer
Corie Brandt - Municipal Court Administrator

2) DISCUSSION ITEMS

- A) 2025 Private Activity Bond Allocation (5 minutes)
Staff: Community Development Specialist Christopher Ottinger
- B) VALE Grant Authorization (5 minutes)
Staff: Police Chief Blaine Hall
- C) 6600 Road Waterline Extension Project Contract Award (10 minutes)
Staff: City Engineer Scott Murphy
- D) City of Montrose Master Continuity of Operations Plan (15 minutes)
Staff: Emergency Manager Paul Eller
- E) Draft Ordinance for Proposed Charter Revisions (20 minutes)
Staff: City Attorney Chris Dowsey



3) GENERAL CITY COUNCIL DISCUSSION

4) STAFF COMMENTS



CITY OF MONTROSE
Community Development Department

MEMO

TO: City Council
FROM: Christopher Ottinger, Community Development Specialist
DATE: July 14, 2025
RE: Allocating Private Activity Bonds to CHFA

INTRODUCTION

For the past seven years, the City of Montrose has assigned our allocation of Private Activity Bonds (PAB) to the Colorado Housing and Finance Authority (CHFA), and CHFA in turn puts the PAB to use in our community. We ask the City Council to again consider assigning this year's PAB allocation to CHFA.

BACKGROUND

The IRS allocates a per capita bonding authority annually for housing to each state, also known as PAB Volume Capacity or "Cap". Colorado in turn allocates this authority to statewide authorities and local governments. We have seen our cap steadily increase as our population has grown. The allocation for 2025 is \$1,396,014, a 5% increase from last year.

The City of Montrose has not desired to issue bonds directly, as there is risk and administrative burden in doing so. Allocating the PAB directly to CHFA allows our community to benefit from the PAB allocation without the City directly issuing bonds. Examples of PAB at work include in 2020, CHFA worked with the City of Montrose to use the City's PAB allocation to support Steele Properties, LLC's rehabilitation of San Juan Apartments, which serves Senior (62+ years old) Section 8 and residents with disabilities. In their single family homeownership program for 2023, CHFA funded 21 loans that amounted to \$6.0 Million, averaging \$304,385 per loan that housed 52 people at an average Area Median Income of 107% or \$69,385. For 2024, 19 loans were funded that amounted to \$6.3 Million with the median loan amount of \$ 330,896 that helped 52 people buy a house at an average Area Median Income of 144% or \$97,319.

RECOMMENDATION

City staff this year again recommends that City Council consider assigning our PAB allocation to CHFA, and request that CHFA use the PABs if there is the opportunity to support a multifamily affordable housing project, and/or use the allocation to support CHFA's homeownership program known as First Step or the newest program to support Coloradans who have not previously owned a home, and whose parents or guardians were not homeowners. CHFA FirstGenerations and FirstGeneration Plus offer up to \$25,000 in down payment assistance and a fixed-rate 30-year home mortgage loan to eligible borrowers. The

program also serves those raised in the foster care system who have not previously owned a home. If the City Council allocates PABs to CHFA, it will ensure funding will continue to benefit the residents of the City of Montrose.



RESOLUTION 2025-11

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF MONTROSE, COLORADO, as follows:

WHEREAS the Montrose Police Department continues to see an increase in the need to employ two Victim Services staff.; and

WHEREAS the Montrose Police Department has seen an increase in Victim Rights cases by 37% within the last 5 years; and

WHEREAS we continue to see a steady number of crime victims that we assist annually with 524 victims served in 2024; and

WHEREAS the Victim Services staff have assisted 7 times the number of victims obtain emergency financial assistance from this time last year to June 30th of this year; and

WHEREAS, the State of Colorado has passed legislation in 2021 requiring suspects to be Advised within 48 hours of arrest, beginning in April 2022, which requires Victim Services to contact crime victims on Weekends to discuss their rights, inform them of the protective order, and ensure they have the ability to exercise their right to be present and speak; and

WHEREAS the Montrose Police Department wishes to continue to improve upon the services provided to include Victim Services availability 7 days a week in the office, Weekend Advisement coverage, helping victims with obtaining civil protection orders, apply for Crime Victim Compensation or access other community resources, regular follow up with crime victims; and

WHEREAS the Montrose Police Department wishes to reduce the burnout caused by vicarious trauma and maintain longevity with future advocates and employees within this type of position; and

WHEREAS the Montrose Police Department is mandated by the Colorado Constitution to guarantee certain rights to victims of violent crimes, employs a full time Victim Services Coordinator and one full time Victim Advocate to ensure compliance and to provide services to crime victims, and wish to apply for a portion of the Victim Services Coordinator's in the amount of \$30,150 and Victim Advocate's salary in the amount of \$25,000.00;

NOW, THEREFORE, the City Council of the City of Montrose:

- Authorizes the City of Montrose Police Department to file a Victim Assistance Law Enforcement (VALE) Grant through the 7th Judicial District Victims Assistance Board for the total of \$55,150.00, to cover a portion of both the current Victim Advocate's Salary and a new Victim Advocates salary.
- Authorizes the Chief of Police to act in connection with the application and to provide such additional information as required.
- Authorizes the City Manager, Chief of Police and Finance Director to sign the grant application and reporting documents.

ADOPTED this 5th day of August, 2025, by the Montrose City Council

CITY OF MONTROSE, COLORADO

By _____
Dave Frank, Mayor

ATTEST:

Lisa DelPiccolo, City Clerk

CONTRACT AWARD CONSIDERATION



TO: Honorable Mayor and Members of the City Council
FROM: Scott Murphy, *City Engineer*
DATE: July 10, 2025
RE: 6600 Road Waterline Interconnect Construction Contract Award
CC: William Bell, Shani Wittenberg

Action

Consider the award of a construction contract to Hayes Excavation in the amount of 757,318.89 for construction of the 6600 Road Waterline Interconnect Project.

Background

In response to continued development within the area, the City of Montrose and Tri-County Water recently entered into a service area modification agreement that will changeover select parcels located alongside 6600 Road from Tri County water to City of Montrose water. Changing over to City service will provide the fire protection necessary to support continued urban development anticipated within the area, will allow for an emergency interconnect to be constructed in support of both water systems, and will provide a backup water feed to areas north of San Juan Avenue as recommended in the City's water master plan.

Following completion of the service area modification agreement, the City then worked on civil design of system modifications necessary to physically change over the waterline service. This includes the construction of new missing-link mainlines, reconfiguration of water services, and construction of the emergency interconnect. An excerpt from the project plans is included as an attachment to this memo.

Project Bidding and Associated Expenditures

Construction of the 6600 Road Waterline Interconnect Project was put out for bid on June 19th and bids were publicly received on July 10, 2025 from four contractors as summarized in Table 1 below. Bid totals presented include a 10 percent contingency.

Table 1
Summary of Bid Results

Contractor	Location	Base Bid Total	Value Engineering Proposal (see note)
Young Construction	Montrose, CO	\$597,570.43	
Hayes Excavation	Grand Junction, CO	\$874,320.72	\$757,318.89
Ridgway Valley Enterprises	Montrose, CO	\$1,060,235.00	
Williams Construction	Norwood, CO	\$1,304,886.20	

Note: The project bid documents include a provision allowing for value engineering proposals from potential bidders. This allows contractors the ability to propose potential variations on the project design that would provide the same intended functionality at a lower cost. For this particular project, the value engineering alternative proposed to install waterline components by conventional open-cut trenching in lieu of trenchless technologies designed for a portion of the project design.

In this instance the low bidder, Young Construction, failed to provide the required project bid form, bid bond, and work plan proposal. As a result, the submission is considered ineligible for award. It is therefore recommended that the contract be awarded to the lowest eligible bidder, Hayes Excavation in the proposed value engineering amount of \$757,318.89. The City's local preference policy would not change the outcome of bidding in this case.

Traffic Control and Project Schedule

6600 Road and its intersection with Locust Road will be closed to through traffic during periods of active work for the project. Once work is completed within a reach (for example, south of Locust Road) the reach will be reopened temporarily until final paving is completed.

The proposed contract documents require completion of the project by June of 2026 but will require that once 6600 Road is closed that all work be completed and the roadway fully reopened within 65 calendar days.

Project Outreach

Following award of a construction contract for the project and finalization of the proposed contractor schedule, the City will work to notify affected utility customers of the upcoming project/water service change and will hold a neighborhood open house. As outlined in the previously-approved service area modification agreement with Tri-County Water, any water customers within the service area change that are within City limits will be changed over and become City water customers; any existing Tri-County customers that are outside of City limits within the service area change will remain Tri-County customers (at Tri-County billing rates) serviced by the new City of Montrose mainline. Tri-County will pay the City wholesale water rates to account for water usage on these select accounts.

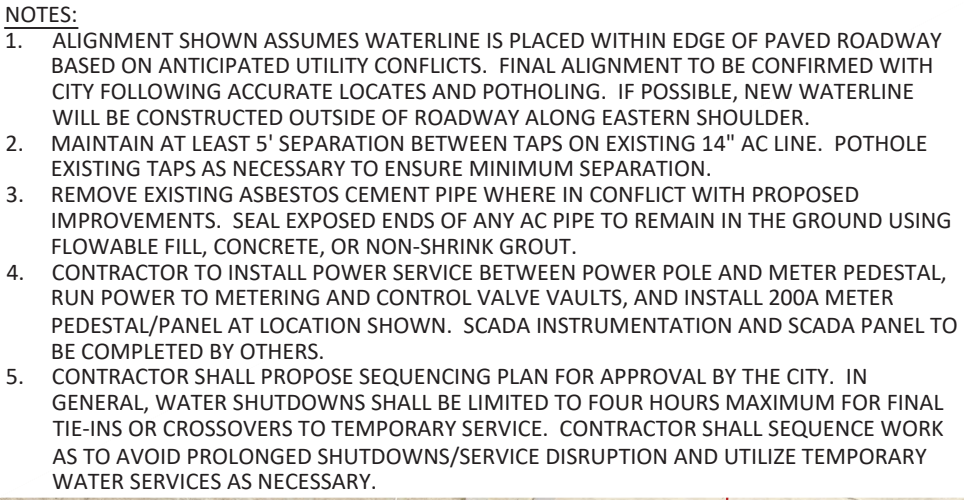
Contract Administration and Project Financials

Contract administration, project management, and inspection will be performed by the City of Montrose engineering department.

The City budgeted a total of \$900k for this project out of the water enterprise fund. However, \$600k of the recently-awarded *More Housing Now* grant from the Colorado Department of Local Affairs grant was allocated to this waterline project in support of continued housing development. This leaves the City's share for the project at \$157k.



SCHEDULE OF PIPE	
Identifier	Description
P6	6" (ID) AWWA C-900 Class 235 (DR18) PVC Pipe
P8	8" (ID) AWWA C-900 Class 235 (DR18) PVC Pipe
P12	12" (ID) AWWA C-900 Class 235 (DR18) PVC Pipe
P14	14" (ID) AWWA C-900 Class 235 (DR18) PVC Pipe
P8D	Directionally Drilled 8" (ID) AWWA C-900 Certa-Lok Class 235 (DR18) PVC Pipe
P12D	Directionally Drilled 12" (ID) AWWA C-900 Certa-Lok Class 235 (DR18) PVC Pipe
L0	0.75" OR 1" Pure-Core Service Lateral - Directionally Drilled, Pipe Burst, or Moled. Contractor to verify size prior to ordering of materials and installation.

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PLAN APPROVAL RECOMMENDATION

July 7, 2025

To: Honorable Mayor, City Council
From: Paul Eller, Emergency Manager
Date: July 7, 2025
Subject: Recommended approval of the 2025 City of Montrose Master Continuity of Operations Plan (COOP)

Recommendation

Council approval of the 2025 City of Montrose Master Continuity of Operations Plan (COOP) and Promulgation Signature by, City Manager, William Bell.

Background

Continuity of Operations Plans (COOP) are a crucial process for local governments to ensure that they can maintain essential functions, services, and governmental operations during and after a wide range of disruptive events.

Continuity of Operations Plans ensure that the City will maintain and provide essential services and critical functions to the community regardless of the disruption, hazard, or threat. Maintaining a Continuity of Operations Plan ensures that the City of Montrose is prepared for such disruptions, thus minimizing the effects and downtime associated with these types of disruptions.

Over the past year, City of Montrose Staff have developed Department specific Continuity of Operations Plans culminating in the City of Montrose Master Continuity of Operations Plan. The 2025 City of Montrose Continuity of Operations Plan provides the authorities, policies, and procedures, for continuity of operations planning, preparedness, devolution, reconstitution, training and exercising, during disruptive events.

Financial Impact

Approval and implementation of the 2025 City of Montrose Continuity of Operations Plan has no fiscal impact to the City of Montrose.

A handwritten signature in black ink, appearing to read 'Paul L. Eller', written in a cursive style.

Paul L. Eller
Emergency Manager



City of Montrose Continuity of Operations/ Continuity of Government Plan

July 2025

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Promulgation Statement

Continuity of operations ensures the continuation of government and the performance of essential functions during and after a disaster, or other disruption to normal government operations. As the county seat for the County of Montrose, the City of Montrose plays an integral role in determining the needs of the public and in providing essential services on a day-to-day basis. Through continuity planning, the City of Montrose will further demonstrate its steadfast commitment to the continuation of these services during an emergency or disaster, and the safety and protection of its citizens, employees, and visitors.

Continuity programs and operations are fundamental practices that allow critical services to remain operational under all conditions. Continuity planning establishes the framework to ensure that each City of Montrose department or division has the ability to carry out its critical mission, regardless of the circumstances that may result from any natural, technological, or intentional disaster.

The City of Montrose's governing body has reviewed and approved this plan, verifying its content to ensure it contains required information and guidance for the City of Montrose to sustain its essential services and to minimize potential impacts during and following an emergency.

William Bell, City Manager

Date

Distribution List

Department Division	Date
City Manager's Office	
City Clerk	
City Council	
Information Services	
Community Development	
Engineering	
Finance	
Human Resources	
Legal	
Municipal Court	
Pavilion	
Police Department	
Animal Control	
Public Works	
Utilities	

Record of Changes

Date	Change	Page Number

Basic Plan Introduction

The goal of the all-hazards approach to continuity of operations / government planning is to maintain the City's ability to operate and provide vital services regardless of the emergency. This approach includes preparing for natural emergencies such as earthquakes and flooding as well as technological emergencies and intentional incidents, such as acts of terrorism.

Plan Purpose

All participating City departments and divisions have the responsibility to plan for and respond to disasters. During a COOP/COG activation, departments may be required to operate from a continuity location and may overextend their resources.

The purpose of the COOP/COG is to provide the framework for City departments and divisions to restore mission essential functional operations if an emergency disrupts operations. In doing so, the COOP/COG establishes the City's COOP/COG program for addressing three types of disruptions:

- Inaccessibility to a facility (for example, due to building damage)
- Inability to provide full services due to a reduced workforce (for example, due to Pandemic influenza)
- Inability to provide services due to equipment or systems failure (for example, due to IT systems failure)

The City's COOP/COG program also provides policy and guidance to implement actions to continue mission essential functions within the recovery priority time frames established by the COOP/COG Planning Team and to maintain mission essential functions for up to 30 days.

The City is committed to the safety and protection of its employees, operations, and facilities. This COOP/COG provides the City's departments and personnel with a framework that is designed to minimize impact during an emergency. Further, the City COOP/COG establishes procedures that the City leadership can use to strategically minimize risk to its employees, operations, and facilities.

Applicability and Scope

COOP/COG planning ensures the preservation and reconstitution of the City's mission essential functions. An emergency (such as a fire, loss of critical infrastructure, natural disaster, or hazardous materials incident) may require the evacuation of one or more department locations with little or no notice. Building evacuation, if required, is accomplished via implementation of the standard operating procedures for each location. This COOP/COG is not an evacuation plan or an emergency management plan. The purpose of this plan is to facilitate the restoration of daily functions.

The COOP provides the foundation for continuity of critical services and functions across its jurisdiction and is augmented by departmental COOP plans developed by key department and division personnel. The following plans are a component of the City's COOP/COG:

- City Manager's Office
- City Council
- City Clerk
- City Attorney's Office
- Community Development Department
- Engineering Department
- Finance Department
- Human Resources Department
- Information Technology Department
- Municipal Courts
- Police Department
- Public Works Department
- Utilities Department

COOP/COG Organization

The City of Montrose COOP/COG overarching plan provides the framework for City departments to restore mission essential functions for their staff and citizens if an emergency affects its operations. The COOP/COG plans provide a guide for each department and division to maintain mission essential functions if an emergency denies access to or destroys the department's or division's primary location, or significantly reduces the capacity to provide services because of workforce reduction or failure of equipment or critical systems. The department COOP plans supplement this document.

Situations and Assumptions

Situations and assumptions are documented to describe current operating conditions and to establish the parameters under which the plan may be activated.

Situation

- The City of Montrose is a city in and the county seat of Montrose County.
- Montrose is the second largest city on the western slope of Colorado.
- Montrose is the regional hub supporting the surrounding rural and frontier communities.
- The City of Montrose occupies 18.48 square miles of land mass.
- The estimated population of the City of Montrose is 21,000 as of 2023.
- The City of Montrose is vulnerable to several hazards, including natural, technological, and human-caused.
- The major traffic arteries in the City of Montrose are U.S. Highway 50 and U.S. Highway 550.
- The City of Montrose is served by the Montrose Regional Airport.
- The City of Montrose is in FEMA Region 8.

Assumptions

- The COOP/COG may be activated as a result of an emergency response and implementation of the Emergency Operations Plan. Activation of the COOP/COG will occur at the level necessary to resolve the situation.
- During COOP/COG activation, full or partial, the impacted Departments will defer all non-mission essential functions, as directed by the City Manager.
- During a COOP/COG activation, full or partial, the impacted Departments will perform only the mission essential functions outlined in their respective plans.
- Some members in COOP/COG positions serve in other roles during disasters, such as the Emergency Operations Center (EOC) or department operations center during an activation.
- During multiple activations, COOP/COG activities will be coordinated through the EOC.
- The City has mutual aid agreements with surrounding jurisdictions that can be activated in the event the City needs assistance in providing critical services in emergencies.
- The City will continue to be exposed to the hazards and risks identified in the COOP/COG as well as other hazards or risks that may develop in the future.
- In the event of a disaster, departments and divisions may rely on each other for assistance.
- In the event of a disaster, resources and personnel may be extremely limited. Resumption of essential services may need to be prioritized, and time phased.

Roles and Responsibilities

During COOP/COG activation, key positions have been identified to fulfill important roles and responsibilities. Each City Department has a COOP plan that highlights the specifics for their program, with the big-picture response being summarized in this COOP Overarching Plan.

COOP Assessment Team

In the event of a crisis, the City Manager will notify key department directors and/or management personnel to convene the COOP Assessment Team (CAT). The CAT initially analyzes the situation and determines if the City COOP/COG, or a departmental COOP/COG plan will be activated. The CAT may also provide further support through management of the crisis or COOP/COG activation, identifying additional risks and exposures, providing direction and guidance to departments and the organization, and protecting stakeholder interests in response to the incident or disaster. The CAT primarily focuses on:

- Detecting the early signs of an expanding crisis.
- Identifying the problem areas and appropriate solutions.
- Preparing a crisis management plan for the immediate emergency situation.
- Determining what internal/external resources are needed in order to continue essential functions for the City or affected department(s).

The CAT may also be disbanded due to the establishment of ICS in the field and the appropriate emergency response department assumes management of the incident. During a disaster of such magnitude that the Emergency Operations Center (EOC) has been activated, the CAT may convene to determine if the COOP activation will be managed through the EOC, or if separate operations would be beneficial.

COOP/COG City Manager Responsibilities

- Approve overall policy directions, guidance, and objectives for COOP/COG planning and activation.

COOP/COG Coordinator Responsibilities

- Coordinate the COOP/COG planning process.
- Serve as the principal representative to internal and external stakeholders and groups during implementation of the COOP/COG.
- Initiate COOP/COG maintenance meetings.
- Coordinate test, training, and exercises of the COOP/COG.
- Serve as the COOP/COG program point-of-contact.
- Facilitate the COOP/COG Planning Team.

COOP/COG Planning Team Responsibilities

- Provide overall recommendations and objectives for COOP/COG planning.
- Coordinate with leadership personnel on policy, development, approval, and maintenance of the COOP/COG and integration of other emergency plans.
- Provide departmental information on essential functions, systems, personnel, and records for COOP/COG planning.
- Conduct reviews of COOP/CPG documents, materials, and the plan.
- Keep the organization informed of any changes to the COOP/COG.
- Establish, coordinate, and participate in the COOP/COG test, training and exercise program.
- Identify issues that may affect the frequency of changes required to the COOP/COG.
- Develop an improvement plan for addressing risk mitigation recommendations to mitigate continuity-specific risks.

Reconstitution Manager

- A reconstitution manager may be assigned as needed and has the following responsibilities:
- Report to the COOP/COG Administrator.
- Form a reconstitution team.
- Develop space allocation and location requirements to meet occupancy regulations.
- Coordinate with regional partners to find suitable space if the primary locations are unusable.
- Develop a plan for reconstitution listing functions and projects in order of priority.
- Assign appropriate staff to ensure the buildings are structurally safe.

Responsibilities of Department Leadership

- Identify those functions that can be deferred or temporarily stopped during a COOP/COG activation.
- Consult with and advise appropriate officials during implementation of the COOP/COG.
- Provide direction, guidance, and objectives during an incident for the implementation of the COOP/COG.
- Aid continuity efforts at the continuity facility.
- Participate in training, testing, and exercises of the COOP/COG.
- Initiate appropriate notifications during COOP/COG implementation.
- Provide input on the execution of essential functions.
- Initiate recovery of the organization as part of reconstitution.

- Designate personnel to assist security officials in securing office equipment and files at primary facilities when implementing the COOP/COG.
- Coordinate with leadership personnel for movement of key personnel to continuity facilities when the COOP/COG is activated.

Concept of Operations

A Continuity of Operations / Continuity of Government (COOP/COG) plan must be maintained at a high level of preparedness and must be ready to be implemented without significant warning. The City of Montrose COOP/COG is designed to be fully implemented no later than 12 hours after activation and provides guidance to sustain operations for up to 30 days.

The broad objective of the City's COOP/COG is to provide for the safety and well-being of City personnel and the general public. In addition, this plan will facilitate the execution of mission essential functions during any crisis or emergency in which one or more department locations are threatened or inaccessible. Specific plan objectives include the following:

- Enable staff to perform mission essential functions to prepare for and respond to all threats or emergencies, including natural, technological, and human-caused disasters.
- Identify essential employees and support staff who will relocate.
- Ensure the continuity facility can support the operations.
- Protect and maintain essential records and databases.

Objectives

Emergencies often occur with little or no warning, requiring immediate activation of the COOP/COG and commitment of resources. The COOP/COG planning concept of operations is expressed in four operational phases:

- Readiness and Preparedness
- Activation and Relocation
- Continuity Operations
- Reconstitution and Recovery

Readiness and Preparedness

Readiness is the ability of an organization to respond effectively to any event that threatens its ability to continue mission essential functions. It is the responsibility of an organization's leadership to ensure that an organization can perform its mission essential functions before, during, and after all-hazards emergencies or disasters. Readiness and preparedness activities develop the response capabilities needed during an emergency. Planning, training, and exercising are among the activities conducted under this phase. Feedback from these activities should be focused on improving and maintaining the COOP/COG. Mitigation is also a viable part of this phase. Mitigation activities lessen the impact of unavoidable hazards. The Montrose County Hazard Mitigation Plan guides and prioritizes mitigation activities that the City will need to undertake.

The City of Montrose is establishing a continuity readiness posture through the development of this continuity plan, assigning COOP/COG Leads and Alternates, forming a Continuity Planning Team, a COOP Assessment Team, conducting COOP/COG planning and training, and other continuity readiness and preparedness activities. These activities include the review and revision of COOP/COG related plans, conducting tests, training, and exercises, and risk management.

COOP/COG Activation

Activation occurs after a disruption to business operations triggers the need to activate COOP/COG.

An executive decision must be made after a quick and accurate assessment of the situation to determine the best course of action for the City. Each department has identified a procedure to notify personnel during on-duty emergencies, off-duty emergencies and for ongoing communications in their COOP/COG plan.

COOP/COG Activation Triggers

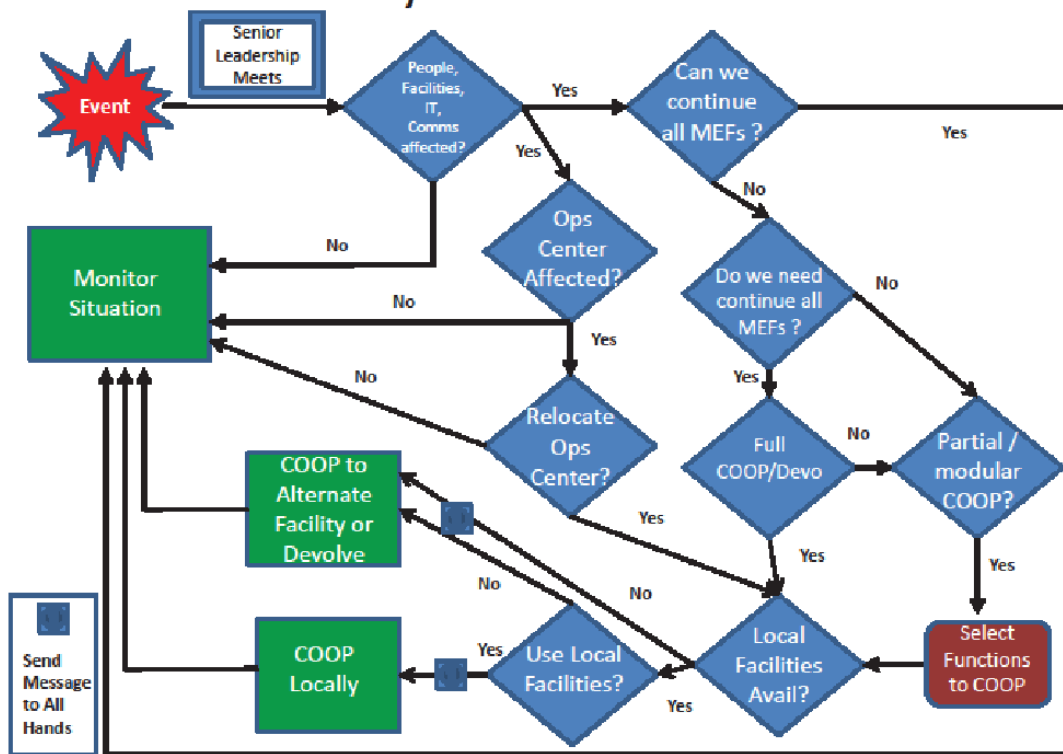
The following criteria should be considered when determining the level of COOP/COG activation required for each City Department. These criteria allow for scalable levels of COOP/COG activation, when a full COOP/COG activation focusing on only the City Mission Essential Functions is not warranted. Each criterion may be assessed individually or in combination with the impact they may potentially have on each City Department's services. Use these when evaluating which services may need to be limited or temporarily discontinued.

Decision Process

The decision to activate this Plan, all or in part, will be made by the City Manager and COOP Activation Team. This decision will be made based upon the following factors:

Category	Description	Potential Event	Impact to Essential Services	Decisions
Alert	Normal day-to-day operations. Identified as a non-emergency situation.	An event with notice, such as severe weather forecasts to impact the area; scheduled software upgrades to essential systems or essential equipment maintenance / upgrades.	An actual or anticipated event that might have an adverse impact on a portion of the department, staff, or equipment / systems for a period of time that exceeds recovery time objectives but does not require any specific response beyond what is normally available.	Continuity Plan implementation not required.
Stand-by	Controlled emergency situations without the potential of serious threat to life, health, or property. The event requires some action from the response organization and may require assistance from the facility management	A winter storm event approaching the area; system or equipment failure expected to last less than 24 hours; possible public health emergency reported with minimal impact to staff.	An actual or anticipated event estimated to have a minimal impact on operations that might require minimal assistance beyond what is normally available.	Limited Continuity Plan implementation depending on individual division requirements.
Partial Activation	Limited emergency situation with some threat to life, health, or property, but confined to limited area or system. This situation can be mitigated by local emergency response personnel.	Small fire localized to one wing or floor of the building; system or equipment failure expected to last more than one day; public health emergency declared with moderate impact to staff.	An actual event estimated to disrupt the operations of essential functions for more than the established recovery time objectives or 24 hours.	Partial Implementation of the Continuity Plan.
Full Activation	Full emergency situation with major threat to life, health, or property, involving the majority of the facility and staff. This is a potential catastrophic event with serious consequences.	Extensive structural damage: system or equipment failure expected to last for an extended period of time; public health emergency declared with significant staff impact.	An actual event that significantly disrupts the operations of multiple MEFs for a period of time exceeding the MEF recovery time objectives.	Full implementation of the Continuity Plan approved by the City Manager's Office.

Continuity Executive Decision Tree



Continuity Executive Decision Flowchart

Factors Affecting COOP/ COG Activation

	During Duty Hours	During Non-Duty Hours
Event with Warning	• Essential staff is alerted via on-duty notification procedure prior to activation. • Partial activation with notification and deployment of key personnel. • Dissemination of messages to City staff and the public. • IT issues guidance to City staff for protection of data and equipment. • Essential staff will assemble essential records, software, hardware, and other documents and equipment to perform essential functions to prepare for potential activation. • Essential staff will back up essential automated databases and prepare designated essential equipment for possible activation.	• Essential staff is alerted via off-duty notification procedure prior to activation. • Recall of key personnel to report to work for partial/full activation. • City staff are provided a briefing on the situation once they arrive at work. • IT issues guidance to City staff for protection of data and equipment. • Essential staff will report to primary work location to assemble essential records, software, hardware, and other documents and equipment to perform essential functions for potential activation. • Essential staff will back up essential automated databases and prepare designated essential equipment for possible activation.
Event without Warning	• Depending on systems status, essential staff is notified of activation. • Depending on the status of primary facilities, staff may evacuate and relocate to a continuity facility. • Depending on the status of primary facilities, essential staff may be sent home. • IT will take whatever measures possible to protect data and equipment. • If possible, essential staff will take essential records, software, hardware, and other documents and equipment in order to perform essential functions if activated. • If time permits, essential staff will back up essential automated databases and prepare designated essential equipment for activation.	• Depending on systems status, essential staff are notified to report to work for partial/full activation. • Depending on the status of the primary facilities, essential staff may report directly to a continuity facility. • Depending on the status of primary facilities, nonessential staff may be sent home. • IT will report to the City to take whatever measures possible to protect data and equipment. • If possible, essential staff will report to the primary facility to retrieve essential records, software, hardware, and other documents and equipment in order to perform essential functions. • IT will report to the City to back up databases and prepare designated essential equipment for activation.

COOP/COG Relocation

Relocation to an alternate facility occurs when a primary facility is damaged and rendered inoperable or unsafe and staff must evacuate. Each department plan lists potential alternate continuity facilities in the event relocation is necessary.

Continuity Operations

The operations phase focuses on continuing mission essential functions:

- Accounting for all personnel
- Performing essential functions
- Establishing communications
- Preparing for reconstitution of all functions

Once the incident has ended, normal business functions can be resumed.

Reconstitution

Reconstitution is the transition back to normal operations in the primary operating facility. Leadership may designate a reconstitution manager to deal with the complexity of reconstitution issues. Reconstitution focuses on restoring business operations to normal or improved services. This phase is initiated once all mission essential functions have been restored. Activities associated with reconstitution include:

- Supervising an orderly return to the normal operating facility, a move to another temporary facility, or a move to a new permanent operating facility.
- Verifying that all systems, communications, and other required capabilities are available and operational, and ensuring the capability to accomplish all essential functions and operations at the new or restored facility.
- Identifying if any records were affected by the incident and ensuring the effective transition or recovery of essential records and databases.

The table below lists the departments that will lead reconstitution efforts.

Situation	Lead Reconstitution Department
Loss of Building	Public Works/ Facilities/ Engineering
Loss of Personnel	Human Resources
Loss of network infrastructure	Information Services

Alert and Notification Process

Alert Procedures

Depending on the situation, essential staff may be put on alert. Procedures for alerting and notifying staff are in each departmental plan.

Notification Procedures

During an event that triggers COOP/COG activation, each department plan contains the procedures to notify personnel for on-duty emergencies, off-duty emergencies, and ongoing communications.

Mission Essential Functions

Mission essential functions enable each department to provide vital services for staff and citizens. Each COOP/COG plan is centered on the department's mission essential functions. It serves as an operational guide to facilitate the relocation of department staff to a continuity facility and the backup of critical systems and vital records so that mission essential functions may continue. The level and manner of support needed to continue mission essential functions depends on the nature of an incident. Each plan includes a list of the department's mission essential functions. For each mission essential function identified, the list also identifies personnel required to execute the function, the level of priority assigned to the function, and the resources required to support the function. Appendix A includes a matrix of the City's essential functions.

Guidelines and Criteria for Prioritization of Mission Essential Functions

In addition to identifying which functions are necessary to support City operations, the recovery time objective (RTO) should be determined for each mission essential function. The RTO is the maximum amount of time the function can be interrupted before it must be restored to an acceptable level of operation after an incident. To ensure that mission essential functions are restored in the order of their time criticality, functions should be categorized using a tier classification system. The following system has been established to prioritize the City of Montrose mission essential functions according to time criticality.

Recovery Time Objective Matrix

Tier	Ratings	Priority
1	IMMEDIATE: These functions have a direct and immediate effect on the organization to ensure the safety of individuals and protect property. These functions must be established within the first 12 hours up to 24 hours.	0-12 Hours
2	CRITICAL: These functions can be delayed until Tier 1 functions are restored but must be operational within 72 hours.	12-72 Hours
3	NECESSARY: These functions can be delayed until Tier 1 and Tier 2 functions are restored but must be operational within 1 week.	72Hrs -1 Week
4	IMPORTANT: These functions can be delayed until Tier 1, Tier 2, and Tier 3 functions are restored but must be established within 30 days.	1 Wk-30 Days

If a function is necessary to keep another function operating, then it should have a shorter priority RTO. Such functions include IT systems, building maintenance, and human resources.

Orders of Succession

Orders of succession are activated when leadership is unable or unavailable to execute their duties during an emergency. Departments must establish, disseminate, and maintain their orders of succession by COOP/COG critical positions. Orders of succession are addressed through internal policy or City Charter. Key personnel for City of Montrose leadership and their successors have been identified in each plan.

Delegations of Authority

Delegations of authority are specified by City Charter, policies, and position descriptions. Certain incumbents in positions specified in the orders of succession are delegated authority to perform all duties and responsibilities of the department head or leadership when this is required. Delegations of authority for each department are listed in the Department COOP Plans. Delegation of authority should be exercised only when immediate action is required, and a superior is unable and unavailable to exercise the authority. An individual acting as successor should be relieved of his or her authority once a superior on the list becomes available, is able, and assumes the role of the successor. An individual exercising the authority of a superior should record important actions taken and the period during which the authority is exercised. Planning for delegations of authority involves the following:

- Identifying which authorities can and should be delegated.
- Describing the circumstances under which the delegation would be exercised, including when it would become effective and when it would be terminated.
- Identifying limitations of the delegation.
- Documenting to whom authority should be delegated.
- Ensuring designees are trained to perform their emergency duties.

Each departmental plan has identified the authority to be delegated, position holding authority, and limitations to their authority. Delegations of authority for key leadership for the City of Montrose are identified in each plan.

Critical Resources

Critical resources are the staff, equipment, and systems required to support mission essential functions. During the planning process, the designated COOP Lead coordinated the evaluation of mission essential functions and listed the corresponding equipment and systems. COOP Planning Team members must ensure that unique critical equipment and critical information system requirements are considered in planning and, if appropriate, identified as capabilities to be provided by support functions at the continuity facilities. Departments and divisions should maintain all necessary and up-to-date files, computer software, and databases required to carry out mission essential functions. Each plan lists the critical systems and critical equipment necessary to reestablish the department's mission essential functions.

Essential Records

Essential records are records that, if damaged or destroyed, would disrupt operations and information flow and require replacement or re-creation at considerable expense or inconvenience. In continuity of operations planning, vital records are those records that are necessary to carry out mission essential functions. Content, not media, determines their criticality. Essential records are frequently in one of the following three formats: paper, electronic files, or microfiche. The City of Montrose COOP Planning Team has identified systems to protect and recover essential records during emergencies and normal operations. Through the planning process, the departments and divisions documented and detailed their vital records. The departments assessed the existing essential records maintenance program and continue to address deficiencies.

The following maintenance strategy has been identified by the COOP Planning Team for departments and divisions to protect essential records:

- There are currently 2 data centers in the City that provide redundancy in the back up of data.
- Server and application backups are performed nightly.
- The City uses backup servers and data, then mirroring to save backups from one datacenter to the other, as well as pushed to offsite cloud storage.
- Information Services performs a backup of the City's financial system to the Cloud, nightly.

City of Montrose personnel are advised to:

- Save data to Google Drive or network drives.
- Scan hardcopy documents to Google Drive or network drives.
- Manage and retain records as required by state law.

Continuity Facilities

Each department recognizes that normal operations may be disrupted and that there may be a need to perform mission essential functions at a continuity facility. Each department will coordinate with the Crisis Assessment Team to establish suitable continuity facilities.

Continuity Facility Assumptions

Selecting continuity facilities is one of the fundamental elements of a COOP/COG. However, the potential costs for ensuring that a continuity facility is available and ready when needed can be significant. Due to the criticality of the continuity facility and the possible costs associated with the site, it is important that the COOP/COG provide departments and divisions with a consistent set of planning assumptions for use in planning for and assessing the viability of continuity facilities.

The following considerations should be made when planning for continuity facilities:

- Ensure that only mission essential functions are performed at the continuity facility.
- Pool resources among departments and divisions to acquire space for a continuity facility.
- Co-locate with another department while providing each with individually designated space to meet continuity facility needs.
- Offer work from home, if the essential function allows, as a short-term solution.

The following conditions are necessary for relocation to a continuity facility:

- The department's primary location has been destroyed or will be unavailable for an extended period.
- Staff are available to perform mission essential functions defined in the COOP.
- Off-site storage facilities and materials survived the event.
- Surface transportation in the local area is possible.
- Staff can be notified and can report to the continuity facility to perform recovery and reconstruction activities.
- Like and kind essential resources have been pre-positioned or are available at the continuity facility.
- An adequate supply of critical supplies and provisions is available at the continuity facility or offsite storage.

- Manual processes are documented for mission essential functions where Recovery Time Objectives will not be met due to delays in restoring mechanized systems.
- IS services for a particular mission essential function may not be available.
- The City has control over the continuity facility and/or has pre-positioned contracts to use the location/resource.

Communications

Communications, or the ability for personnel to communicate internally and externally, is critical during emergencies. The list below identifies communications systems available to the City to communicate with other departments, emergency response units, the media, and external stakeholder agencies and organizations:

- Land line phone (voice/fax) system
- Cell phones
- Google Chat
- Gmail
- City website
- Social Media
- Two-way radios (public safety.)
- Amateur radios.
- Genesys Alert.
- Emergency Alert Notification System.
- Alerts on radio stations or television stations.

Critical information systems used to accomplish mission essential functions during normal operations at the primary location must be accessible at the continuity facility. In addition, City personnel should make sure that critical data is stored in such a way that it can be backed up regularly. Each department will coordinate with the IT Department on the specific technical support needed during COOP/COG activation.

Access to critical information systems used to accomplish mission essential functions. The following chart describes each of the communication systems that might be used, the department responsible for maintaining the system, and the key personnel responsible for updating and implementing these systems when needed.

City Communication Matrix

Communication System	System Description	Responsible Department
Land Line Phone	Office Phones used as primary source of communication	Information Services
Cell Phones	Cell phones used as primary source of communication	Information Services
Gmail	Access through City IS System (Computers/Internet)	Information Services
Google Chat	Access through City IS System (Computers/Internet) Can be used for group emergency messaging	Information Services
Public Safety Radios	Two-way Radios	OPSC/ WestCo/ PD
City Website	Access through City IS System (Computers/Internet)	Information Services
Genesys Alert	County emergency notification system. Free subscriber-based notification system for emergency notifications.	Montrose County Office of Emergency Management
Emergency Alert System	National emergency alert system for emergency messaging.	Montrose County Office of Emergency Management
Radio & Television Alerts	Part of EAS and can be used for community informational messaging.	OEM/ PD
Amateur Radio	The use of radio frequency spectrum for purposes of nonpublic safety commercial exchange of messages.	City Office of Emergency Management

Devolution of Command and Control

Devolution is the transfer of legal and statutory obligations from one entity to another entity at a continuity facility or devolution site. The devolution option may be used when the organization's primary operating facility, alternate site, and/or staff are not available. Devolution requires the transition of roles and responsibilities for performance of essential functions through pre-authorized delegations of authority and responsibility. The authorities are delegated from an organization's primary operating staff to other employees internal or external to the organization in order to sustain essential functions for an extended period. Devolution supports the overall COOP/COG and ensures the continuation of mission essential functions. In this situation, management and leadership responsibility, and mission essential functions will devolve to the designated devolution department or agency.

Risks, Vulnerabilities, and Mitigation Strategies

The FEMA Continuity Guidance for Non-Federal Governments recommends a risk assessment of the vulnerability of the organization and its essential functions to the identified hazards be completed (CGC 1 Annex B, Page B-5). The City of Montrose vulnerability depends on the probability of an event occurring and the impact the event could have on personnel, facilities, infrastructure, operations, and the performance of essential functions.

The City of Montrose Community Profile Plan conducts a quantitative assessment of how each hazard affects the city and critical facilities. A vulnerability and risk assessment can be found in the City of Montrose community Profile Plan.

The hazards that pose a threat to the City of Montrose include:

Natural Hazards	Technological Hazards	Human Caused Hazards
• Severe Weather Event • Flooding • Conflagration Fire • Wildland Fire	• Cyber Attack • Extended Power Outage • Water Outage • Natural Gas Outage • Internet Outage	• Aircraft Crash – Off Airport • Active Attack Incident • Hazardous Material Incident

Creating viable options for managing risks and vulnerabilities is done through deciding on and implementing risk management strategies and actions. Continuity elements related to hazard risk and vulnerabilities include human capital, alternate facilities, interoperable communications equipment and systems, vital records and databases, and other vital equipment and systems.

To prepare for a continuity event, each department in the city must be prepared to handle three types of emergencies:

- A localized emergency requiring relocation to an alternate site.
- A widespread emergency requiring relocation to an alternate site.
- A widespread emergency NOT requiring relocation to an alternate site.

The indicators for the types of emergencies and corresponding COOP/COG relocation activities are listed below:

1. Localized Emergency Requiring Relocation to Alternate Site:
 - A city government facility sustained damage.
 - All other city government facilities are not affected.
 - COOP/COG alternate sites are available.
 - The facility is currently closed for normal business activities, but the incident has not affected surrounding buildings, utilities, or transportation systems.
 - Operations can shift to an alternate COOP/COG location in the jurisdiction.
2. Widespread Emergency Requiring Relocation to Alternate Site:
 - A city government facility sustained damage.
 - The surrounding area is affected.
 - COOP/COG alternate sites may or may not be available.
 - Parts of major infrastructures (power, sewage, transportation, etc.) may have sustained damage.
 - Operations can shift to an alternate location within the jurisdiction or a neighboring jurisdiction.
3. Widespread Emergency NOT Requiring Relocation to Alternate Site:
 - A city government facility did not sustain damage and remains open.
 - One or more departments of the city government experiences high levels of employee absenteeism.
 - COOP/COG operations will be conducted from the primary location and/or via work from home.

Multiyear Strategy and Program Management

City leadership and the COOP/COG Planning Team will develop standards to help departments and divisions implement the COOP/COG program. While the plan and department COOP plans serve as the guide during activation and recovery, the COOP/COG program involves the framework for operational decisions to promote continuity planning. It involves making continuity planning a part of day-to-day operations through initiatives like monitoring protection methods for essential records, inventorying critical systems and equipment, implementing cross-training for critical employees, and establishing agreements for facilities and personnel, etc. The COOP/COG program ensures that the plan reflects the current environment and that staff members are prepared to respond during an activation. Plan revisions due to changes in the structure, mission essential functions, or mission of participating departments should be made promptly. Long-term plan maintenance should be undertaken carefully, planned for, and completed according to an established schedule.

During the development of this plan, the COOP/COG Planning Team identified the following plan maintenance strategies:

- Distributing and communicating the COOP/COG to City departments and divisions.
- Allowing departments and divisions to develop and maintain their own COOP/COG plans, provided that they do not conflict with the City's strategy and maintenance processes.
- Ensuring departmental review of the overarching plan and department plans.
- Identifying issues that affect the frequency of changes required to COOP/COG.
- Establishing a review cycle.

Plan Maintenance Strategy

Activity	Tasks	Frequency	Responsibility
Update and Certify Department COOP Plan	- Review plan for accuracy. - Incorporate lessons learned, changes in policy, changes in MEF's	Annually by February 1 st .	Departments/ Divisions.
Update and Certify City COOP/ COG Plan	- Review plan for accuracy. - Incorporate lessons learned, changes in policy, changes in MEF's	Annually by March 1 st .	Emergency Manager/ City Manager
Maintain orders of succession and delegations of authority.	- Identify current incumbents. - Update rosters and contact information.	Annually by February 1 st .	Departments/ Divisions.
Maintain continuity location readiness.	- Check all systems. - Verify accessibility. - Cycle supplies and equipment as necessary.	Monthly	Departments/ Divisions.
Monitor and maintain essential records program.	- Monitor volume of materials. - Update/remove files.	Ongoing	Departments/ Divisions.
Update contact information for key personnel.	Confirm/update key personnel information.	As changes occur, or no less than Quarterly	Departments/ Divisions.
Make new staff aware of COOP.	Conduct COOP awareness training for new staff.	First 60 days of employment	By Department
Orient new senior leadership.	Brief senior leadership on their responsibilities under the COOP overarching plan and each departmental Plan.	First 30 Days	City Administration
Plan and conduct exercises.	Conduct internal COOP exercises.	Annually	Emergency Manager/ Departments

Test, Training and Exercise

The test, training and exercise program will ensure that department employees are aware of their roles and responsibilities in COOP/COG implementation. Regularly scheduled exercises are critical to ensure that the plan can be implemented during an emergency. Exercising is one of the most effective ways to discover and document necessary modifications. The test, training and exercise program should be progressive in nature, building from simple, individual tasks to complex, multi-organizational interactions. The program should contain activities that include build-on training and improve capabilities through a series of tests and exercises.

Training

The following subject matter should be considered for the COOP/COG training program:

- Mission essential functions and operations.
- Operational elements of the overarching COOP/COG and departmental plans.
- COOP/COG triggers, activations, and decision-making.
- Continuity facilities and resumption of normal operations.
- Leadership during a COOP/COG activation.
- Safety strategies and policies including proper use of personal protective equipment.

New Personnel

All new personnel working for the City shall receive COOP/COG awareness training as part of their new employee orientation from their individual department and/or work location. The training will be conducted within 60 days of an employee's first day of employment. If a new employee is designated as essential, his or her contact information will be updated on the department's internal call list. Each department is responsible for providing job-specific COOP/COG and safety training for all new employees in their department.

Testing Program

Testing is demonstrating if the equipment, procedures, processes, and systems that support the local government's mission essential functions are operating correctly. Testing reveals whether equipment and systems conform to specifications and operate in the required environments. Testing validates or identifies for correction specific aspects of COOP procedures and processes. Periodic testing also helps ensure that equipment and procedures are maintained in a constant state of readiness.

Testing Schedule

It is recommended that testing and exercise plans provide for the following elements:

- Testing staff as part of the City's exercise program to ensure the ability to perform mission essential functions.
- Periodically testing alert and notification procedures and systems for all types of emergencies.

Exercises

Individual and collective exercises that vary in size and complexity will be conducted to validate elements of the COOP/COG. Exercises will realistically simulate an emergency so that individuals and departments and divisions can demonstrate fulfillment of tasks expected of them in a real incident. Exercises promote overall preparedness; validate plans, policies, procedures, and systems; determine effectiveness of command, control, and communication functions; and evaluate preparation for incident scene activities.

After Action Report

The evaluation of exercises or actual incidents will identify areas for improvement and provide recommendations to enhance local government preparedness. Following the exercise or actual incident, a comprehensive debriefing and after-action report will be completed. The Emergency Preparedness Coordinator, or a designee, will be responsible for coordinating the debriefing and developing the after-action report. All data collected will be incorporated into an improvement plan that provides input for annual COOP/COG revisions.

Glossary

Acronyms

CAT - Crisis Assessment Team
COG - Continuity of Government
COOP - Continuity of Operations
CGC - Continuity Guidance Circular
EOC - Emergency Operations Center
FEMA - Federal Emergency Management Agency
FOUO - For Official Use Only
ICS – Incident Command System
IS – Information Services
IT - Information Technology
LAN - Local Area Network
NIMS - National Incident Management System
RTO - Recovery Time Objective
SEMS - Standardized Emergency Management System

Definitions

- **Activation** – When all or a portion of the COOP has been implemented.
- **Continuity of Operations/Government** – The activities of individual units and agencies and their subcomponents to ensure that their mission essential functions are continued under all circumstances. This includes plans and procedures that delineate mission essential functions; specify orders of succession and delegations of authority; provide for the safekeeping of vital files, records, and databases; identify continuity facilities; provide for interoperable communications; and validate the plan through tests, training, and exercises.
- **COOP/COG Administrator** – Responsible for approving overall policy directions, guidance, and objectives for COOP planning and activation. This position is fulfilled by the City Manager.
- **COOP/COG Coordinator** – May be responsible for overall recovery of a department. This person also provides overall project management to ensure the quality and timely delivery of the business impact analysis, vulnerability/risk analysis, and BCP.
- **COOP/COG Essential Personnel** – Personnel designated by their department as critical to the resumption of mission essential functions and services.

- **Command and/or Control Center** – A centrally located facility with adequate phone lines to begin recovery operations. Typically, it is a temporary facility used by the management team to begin coordinating the recovery process and is used until the continuity facilities are functional.
- **Communications Failure** – An unplanned interruption in electronic communication between a terminal and a computer processor or between processors because of a failure of any hardware, software, or telecommunications components comprising the link. See also: network outage.
- **Communications Recovery** – The component of disaster recovery that deals with restoring or rerouting a department's telecommunications network or its components. Similar terms: telecommunications recovery, data communications recovery.
- **Continuity Facility** – A facility, other than the primary facility, used to process data and/or conduct mission essential functions in the event of a disaster. Similar terms: alternate processing facility, alternate facility, and alternate communication facility.
- **COOP Assessment Team** – A team developed to conduct an initial analysis of the situation to determine if the COOP/COG or a departmental plan will be activated.
- **Critical Equipment** – Includes specific equipment required to reestablish a mission essential function.
- **Damage Assessment** – The process of assessing damage to computer hardware, vital records, facilities, etc., and determining what can be salvaged or restored and what must be replaced following a disaster.
- **Delegations of Authority** – Specifies who is authorized to act on behalf of the department head and other COOP/COG critical officials for specific purposes.
- **Department Backup Personnel** – A list of alternate personnel who can fill a position when the primary person is unavailable.
- **Disaster** – An incident that renders a department unable to provide critical business functions. Similar terms: business interruption, outage, and catastrophe.
- **Emergency Preparedness** – The discipline that ensures an organization's readiness to respond to an emergency in a coordinated, timely, and effective manner.
- **Essential Records and Databases** – Files, records, or databases that, if damaged or destroyed, would cause considerable inconvenience and/or require replacement or re-creation at considerable expense. For legal, regulatory, or operational reasons, these records cannot be irretrievably lost without materially impairing the department's ability to maintain mission essential functions.

- **Facilities** – A location containing the equipment, supplies, and voice and data communication lines to conduct transactions required to conduct business under normal conditions. Similar terms: primary site, primary processing facility, and primary operating facility.
- **File Backup** – The practice of copying a file stored on disk or tape to another disk or tape. This is done for protection in case the active file gets damaged.
- **File Recovery** – The restoration of computer files using backup copies.
- **File Server** – The central repository of shared files and applications in a computer network
- **Internal Call List** – Standard format for an emergency call tree for employees within the scope of the project.
- **Interruption** – An outage caused by the failure of one or more communications links with entities outside of the primary location.
- **Key Personnel** – Personnel designated by their department as critical to the resumption of mission essential functions and services.
- **Local Area Network** – Computing equipment, in proximity to each other, connected to a server that houses software that can be accessed by the users. This method does not use a public carrier. See also: WAN.
- **Local Area Network Recovery** – The component of disaster recovery that deals specifically with replacing equipment and restoring essential data and software following a disaster. Similar terms: client/server recovery.
- **Logistics Manager** – Staff member who has the skills and authority to coordinate the provision of resources and services during an incident.
- **Mission Essential Functions** – Activities, processes, or functions that could not be interrupted or unavailable for several days without significantly jeopardizing the operation of the department.
- **Mutual Aid Agreements** – A signed agreement to provide a service, which includes the method of performance, the fees, the duration, the services provided, and the extent of security and confidentiality maintained.
- **National Incident Management System** – Provides a consistent nationwide template to enable federal, state, local, tribal governments, private sector, and nongovernmental organizations to work together effectively and efficiently to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.
- **Network Outage** – An interruption in system availability because of a communication failure affecting a network of computer terminals, processors, or workstations.
- **Non-mission Essential Function/Data** – Business activities or information, which could be interrupted or unavailable indefinitely without significantly jeopardizing a department's mission essential functions.

- **Nonessential Records** – Records or documents that, if irretrievably lost or damaged, will not materially impair the department's ability to conduct business.
- **Off-Site Storage Facility** – A secure location, remote from the primary location, at which backup hardware, software, data files, documents, equipment, or supplies are stored.
- **Orders of Succession** – Identifying alternates for senior and other key positions during an emergency in the event any of those officials are unavailable to execute their legal and/or essential duties.
- **Reconstitution Manager** – Appointed based on nature and type of emergency. Reports to COOP/COG Administrator.
- **Record Retention** – Storing historical documentation for a set period, usually mandated by state and federal law or the Internal Revenue Service.
- **Recovery** – Includes all types of emergency actions dedicated to the continued protection of the public or to promoting the resumption of normal activities in the affected area.
- **Recovery Strategies** – Alternative operating method (platform location, etc.) for facilities and system operations in the event of a disaster.
- **Recovery Time Objective** – The period of time that a function can be suspended before its impact on the department is unacceptable.
- **Repository** – A storage place for object models, interfaces, documents and files.
- **Response** – Those activities and programs designed to address the immediate and short-term effects of the onset of an emergency or disaster.
- **Risk** – An ongoing or impending concern that has a significant probability of adversely affecting a department's ability to maintain mission essential functions.
- **Risk Assessment/Analysis** - The process of identifying and minimizing the exposures to certain threats that a department may experience. Similar terms: risk assessment, impact assessment, corporate loss analysis, risk identification, exposure.
- **Risk Management** – The discipline that ensures that a department does not assume an unacceptable level of risk.
- **Standardized Emergency Management System** – The cornerstone of Colorado's emergency response system and the fundamental structure for the response phase of emergency management unifying all elements of Colorado's emergency management community into a single integrated system and standardizes key elements. SEMS incorporates Incident Command System (ICS), Multi/Inter-agency coordination, Mutual aid, and the Operational Area Concept.
- **Vulnerability** – The susceptibility of a department to a hazard. The degree of vulnerability to a hazard depends upon the risk of the hazard occurring and potential consequences.

Authorities and References

Authorities

- Homeland Security Act of 2002 (6 U.S.C § 101 et seq.), November 25, 2002
- Executive Order 12472, Assignment of National Security and Emergency Preparedness
- Telecommunications Functions, April 3, 1984, as amended
- Executive Order 12656, Assignment of Emergency Preparedness Responsibilities, November 18, 1988, as amended
- National Security and Homeland Security Presidential Directives 20 and 51
- Presidential Decision Directive 67, Ensuring Constitutional Government and Continuity of Government Operations, October 1998
- Federal Continuity Directive 1, Federal Executive Branch National Continuity Program and Requirements, February 2008
- Comprehensive Preparedness Guide – 101, V.3, 2021
- Robert t. Stafford Act – 2013
- HSPD-5 Management of Domestic Incidents
- PPD-8 National Preparedness

References

- National Continuity Policy Implementation Plan, dated August 2007
- Federal Emergency Management Agency (FEMA) Continuity Guidance for Non-Federal Entities (States, Territories, Tribal, and Local Government Jurisdictions), July 2010
- FEMA Continuity Plan Template and Instructions for Non-Federal Governments, September 2013.
- FEMA Continuity Guidance Circular 1 (CGC 1), Continuity Guidance for Non-Federal Governments (States, Territories, Tribes, and Local Government Jurisdictions), FEMA, July 2013
- FEMA Continuity Guidance Circular 2 (CGC 2) Continuity Guidance for Non-Federal Governments: Mission Essential Functions Identification Process (States, Territories, Tribes, and Local Government Jurisdictions), October 2013
- 36 Code of Federal Regulations, Part 1234, Electronic Records Management, Part 1236 Management of Vital Records
- National Incident Management System (NIMS), December 2008
- National Fire Protection Association (NFPA) 1600 Standard on Disaster/Emergency Management and Business Continuity Programs, 2013 Edition

State Authorities

- Colorado Revised Statutes, 24-33.5-1609 Continuity of State Government operations
- Colorado Revised Statutes, 24-37.5-404 Public Agencies – information security plans
- Colorado Revised Statutes, 24-33.5-700 et al, Colorado Disaster Emergency Act, 2018

Local Authorities

- City of Montrose Ordinance 1-22 "Response to Emergencies, Civil Emergencies, or Local Disasters"
- Montrose County Emergency Management Resolution 25-99

Appendix A: City Mission Essential Functions

Mission Essential Functions must be performed during a disruption to normal operations and must continue performance during emergencies. Mission Essential Functions are both important and urgent. Functions that can be deferred until after an emergency are identified as Non-Essential.

Mission Essential Functions for the City of Montrose were determined based off the following criteria:

1. Any function that could directly impact the life-safety of the public and/or city staff if not continued.
2. Statutes, laws, executive orders, or directives that charge the organization with responsibility to perform missions.

The following table lists the Mission Essential Functions identified by each City Department in priority order for Recovery Time Objectives (RTO). The RTO is the maximum amount of time the function can be interrupted before it must be restored to an acceptable level of operation after an incident. The following system has been established to prioritize the City of Montrose's Mission Essential Functions according to time criticality.

Mission Essential Function Priority – Recovery Time Objectives

Tier	Ratings	Priority
1	IMMEDIATE: These functions have a direct and immediate effect on the organization to ensure the safety of individuals and protect property. These functions must be established within the first 12 hours up to 24 hours.	0-12 Hours
2	CRITICAL: These functions can be delayed until Tier 1 functions are restored but must be operational within 72 hours.	12-72 Hours
3	NECESSARY: These functions can be delayed until Tier 1 and Tier 2 functions are restored but must be operational within 1 week.	72Hrs - 1 Week
4	IMPORTANT: These functions can be delayed until Tier 1, Tier 2, and Tier 3 functions are restored but must be established within 30 days.	1 Wk–30 Days

Prioritized Mission Essential Functions By Department

Department/ Division	Mission Essential Function	Responsible Position	RTO
City Manager Office	Ensure continued governmental operations, (City Council, DART, MURA, Planning Commission, Historic Preservation, Municipal Elections, Public Information Operations.)	City Manager	1
City Manager Office	Ensure continued operation of essential City services.	City Manager	1
City Manager Office	Maintain communication with City Council, Department Heads, and Public.	City Manager	1
City Clerk	Maintain administration and processes for public meetings. (City Council, Planning Commission, Historic Preservation Commission, Montrose Urban Renewal Authority)	City Clerk	1
City Clerk	Maintain administration and processes for all municipal elections.	City Clerk	2
City Clerk	Maintain custody of all City records to include Cedar Creek Cemetery records.	Deputy City Clerk	3
City Clerk	Maintain custody of City Seal.	City Clerk	3
City Clerk	Maintain Notary Public responsibilities and processes.	City Clerk	3
City Clerk	Maintain administration and processes for licensing and permitting (Liquor, plumber, gas fitter, pawnbroker, mobile vendor, rights-of-way, etc.)	Senior Deputy City Clerk	3
Community Development	Maintain essential City Building/Planning functional support (construction support, inspections, project reviews, etc.)	Com. Dev. Director (Planning) & Building Official (Building)	3
Community Development	Maintain Grant functions including reporting, requests for reimbursement, etc.	Community Development Specialist (Com Dev. Director in absence of Specialist).	3
Community Development	Provide critical emergency building/planning technical services during disaster response (response actions/planning, reconnaissance, inspections, etc.)	Com. Dev. Director (Planning) & Building Official (Building)	1/2

Engineering	Maintain Essential City engineering functional support to City departments and community projects.	City Engineer	3
Engineering	Provide critical emergency engineering technical services during disaster response.	City Engineer	1
Finance	Maintain Payroll functionality – City and WestCo.	Payroll Technician	1
Finance	Maintain vendor/ contractor payments.	Accounts Payable Clerk	2
Finance	Maintain City services billing (Water, sewer, trash.)	Senior Accountant	4
Finance	Maintain Sales Tax collection.	Sales Tax Manager	3
Finance	Maintain cash/ revenue collection.	Finance Director	4
Finance	Maintain budget processes.	Finance Director	4
Finance	Ensure processing of vendor/ contractor w-2's and 1099's	Accounts Payable Clerk	4
Finance	Maintain audit processes.	Finance Director	4
Human Resources	Maintain Hiring Process	HR Director	3
Human Resources	Maintain Worker's Compensation	HR Director	1
Human Resources	Maintain Property Casualty Processes	HR Director	3
Human Resources	Maintain Employee Benefits	HR Director	3
Human Resources	Maintain FMLA Processes	HR Director	2
Human Resources	Maintain Separation Processes	HR Director	3
Human Resources	Maintain Disciplinary Processes	HR Director	3
Legal	Maintain essential City Legal services to City Manager's Office and City Departments.	City Attorney	1
Legal	Maintain essential City Legal services to City Council.	City Attorney	1
Legal	Provide critical legal services during disaster response.	City Attorney	1
Municipal Court	Hearings & dispositions of pending cases – high priority for defendants in custody.	Lead Court Clerk	1
Municipal Court	Jury trials and court trials – high priority for defendants in-custody.	Lead Court Clerk	3
Municipal Court	Maintain communication with Legal Department, Police Department and County Jail.	Lead Court Clerk	1

Municipal Court	Maintain records for all pending cases – Register of Actions and emails.	Lead Court Clerk	2
Municipal Court	Issue warrants for failure to appear.	Lead Court Clerk	2
Municipal Court	Quash warrants following arrest.	Lead Court Clerk	1
Municipal Court	Issue/adopt administrative orders.	Municipal Court Judge	4
Municipal Court	Live Stream court sessions: (Future requirement)	Lead Court Clerk	3
Pavilion/ Community 1Events	Maintain Pavilion operations.	Pavilion Operations Coordinator	3
Pavilion/ Community Events	Book Events/ Availability of Pavilion facilities.	Pavilion & Community Events Manager	3
Pavilion/ Community Events	Manage requests for event support of Pavilion events.	Pavilion & Community Events Manager	4
Pavilion/ Community Events	Support to Senior Center operations.	Pavilion Operations Coordinator	3
Pavilion/ Community Events	Maintain Community Events operations.	Community Events Coordinator	3
Pavilion/ Community Events	Book Events/ Availability of Community Event facilities.	Pavilion & Community Events Manager	3
Pavilion/ Community Events	Manage requests for event support of Community Events.	Pavilion & Community Events Manager	4
Police Department	Response to immediate life safety calls	Patrol	1
Police Department	Response to in progress crimes.	Patrol	1
Police Department	Response to civil disturbances.	Patrol	1
Police Department	Maintain Critical Public Safety Services	Command	1
Police Department	Establish Alternate Facility (If Needed)	Command	2
Police Department	Sustain COOP Operations	Command	2
Police Department	Sex Offender Registration	Admin	3
Police Department	Conduct Criminal Interviews	Detectives	1
Police Department	Evidence Process (Electronics)	Detectives	1
Police Department	Report Writing and Dissemination (detectives)	Detectives	2
Police Department	Maintain Security of Evidence and Evidence Vault	Evidence Tech	1
Police Department	Dissemination of Evidence and Property to Appropriate Entities	Evidence Tech	2

Police Department	Maintain Security and Continuity of Confidential Funds	DTF Sgt	1
Police Department	Maintain Security and Continuity of Confidential Source Files	DTF Sgt	1
Police Department	Maintain and Sustain Appropriate Victim Advocate Services	Vict. Advocate	3
Police Department	Maintain and Sustain Behavioral Health CO-Responder Services	Command	2
Police Department	Maintain and Sustain Peer Support and Secondary Clinical Services	Command	2
Police Department	Maintain Operation of Flex/Motorola (Spillman)	Admin	1
Police Department	Report Data Entry and Dissemination	Admin	1
Police Department	Maintain Evidence.com Operations	Admin	1
Police Department	Warrant Functions	Admin	1
Animal Control	Maintain animal shelter operations and animal care.		1
Animal Control	Investigate animal crimes/ bites.		1
Animal Control	Maintain intake for sick, vicious or injured animals.		2
Animal Control	Maintain reclamation services for personal pets.		2
Public Works	Activate and maintain access to alternate COOP facilities for affected Departments or offices.	Facilities Manager	2
Public Works	Ensure safe and secure employee and public access to essential city facilities.	Streets Superintendent	1
Public Works	Secure closure of impacted non-essential city facilities.	Facilities Manager	1
Public Works	Maintain safe and operational roadway network.	Streets Superintendent	1
Public Works	Provide critical infrastructure inspection and damage assessments.	Streets Superintendent	2
Public Works	Provide traffic signal, traffic sign maintenance and emergency traffic control.	Streets Superintendent	2
Public Works	Provide stormwater management and flood control.	Streets Superintendent	2
Public Works	Keep essential fleet vehicles in operational condition.	Fleet Superintendent	2
Public Works	Maintain fueling operations for essential fleet vehicles.	Fleet Superintendent	3
Public Works	Maintain all fleet data.	Fleet Superintendent	4

Public Works	Maintain cemetery operations at Cedar Cemetery.	Parks Superintendent	4
Public Works	Maintain parks for recreational use.	Parks Superintendent	4
Public Works	Continue playground equipment safety inspections.	Parks Superintendent	4
Public Works	Maintain facility and downtown landscaping operations.	Parks Superintendent	4
Public Works	Maintain snow removal operations (Winter).	Streets Superintendent	2
Public Works	Maintain residential and commercial refuse collection.	T&R Superintendent	2
Public Works	Maintain residential and commercial recycle collection.	T&R Superintendent	4
Utilities	Operate and maintain the potable water delivery system.	Water Distribution Team Leader	1
Utilities	Conduct required water quality sampling and testing.	Water Distribution Team Leader	3
Utilities	Collect meter readings and water usage information.	Water Distribution Team Leader	3
Utilities	Maintain sewer collection system.	Wastewater Collection Team Leader	4
Utilities	Maintain sewer lift stations to include individual grinder pumps.	Wastewater Collection Team Leader	1
Utilities	Respond to wastewater back up calls for service.	Wastewater Collection Team Leader	1
Utilities	Maintain operation and regulatory compliance of the wastewater treatment facility system.	WWTP Superintendent	1
Utilities	Perform required regulatory sampling and testing.	WWTP Superintendent	3
Utilities	Dispose of grit and screenings.	WWTP Superintendent	3
Utilities	Dispose of biosolids.	WWTP Superintendent	3

Mission Essential Functions By Priority

Department/ Division	Mission Essential Function	Responsible Position	RTO
City Manager Office	Ensure continued governmental operations, (City Council, DART, MURA, Planning Commission, Historic Preservation, Municipal Elections, Public Information Operations.)	City Manager	1
City Manager Office	Ensure continued operation of essential City services.	City Manager	1
City Manager Office	Maintain communication with City Council, Department Heads, and Public.	City Manager	1
City Clerk	Maintain administration and processes for public meetings. (City Council, Planning Commission, Historic Preservation Commission, Montrose Urban Renewal Authority)	City Clerk	1
Community Development	Provide critical emergency building/planning technical services during disaster response (response actions/planning, reconnaissance, inspections, etc.)	Com. Dev. Director (Planning) & Building Official (Building	1/2
Engineering	Provide critical emergency engineering technical services during disaster response.	City Engineer	1
Finance	Maintain Payroll functionality – City and WestCo.	Payroll Technician	1
Human Resources	Maintain Worker's Compensation	HR Director	1
Legal	Maintain essential City Legal services to City Manager's Office and City Departments.	City Attorney	1
Legal	Maintain essential City Legal services to City Council.	City Attorney	1
Legal	Provide critical legal services during disaster response.	City Attorney	1
Municipal Court	Hearings & dispositions of pending cases – high priority for defendants in custody.	Lead Court Clerk	1
Municipal Court	Maintain communication with Legal Department, Police Department and County Jail.	Lead Court Clerk	1
Municipal Court	Quash warrants following arrest.	Lead Court Clerk	1
Police Department	Response to immediate life safety calls	Patrol	1
Police Department	Response to in progress crimes.	Patrol	1
Police Department	Response to civil disturbances.	Patrol	1
Police Department	Maintain Critical Public Safety Services	Command	1
Police Department	Conduct Criminal Interviews	Detectives	1

Police Department	Evidence Process (Electronics)	Detectives	1
Police Department	Maintain Security of Evidence and Evidence Vault	Evidence Tech	1
Police Department	Maintain Security and Continuity of Confidential Funds	DTF Sgt	1
Police Department	Maintain Security and Continuity of Confidential Source Files	DTF Sgt	1
Police Department	Maintain Operation of Flex/Motorola (Spillman)	Admin	1
Police Department	Report Data Entry and Dissemination	Admin	1
Police Department	Maintain Evidence.com Operations	Admin	1
Police Department	Warrant Functions	Admin	1
Animal Control	Maintain animal shelter operations and animal care.	Animal Control Director	1
Animal Control	Investigate animal crimes/ bites.	Animal Control Director	1
Public Works	Ensure safe and secure employee and public access to essential city facilities.	Streets Superintendent	1
Public Works	Secure closure of impacted non-essential city facilities.	Facilities Manager	1
Public Works	Maintain safe and operational roadway network.	Streets Superintendent	1
Utilities	Operate and maintain the potable water delivery system.	Water Distribution Team Leader	1
Utilities	Maintain sewer lift stations to include individual grinder pumps.	Wastewater Collection Team Leader	1
	PRIORITY 2 MEF's		
Finance	Maintain vendor/ contractor payments.	Accounts Payable Clerk	2
Human Resources	Maintain FMLA Processes	HR Director	2
Municipal Court	Maintain records for all pending cases – Register of Actions and emails.	Lead Court Clerk	2
Municipal Court	Issue warrants for failure to appear.	Lead Court Clerk	2
Police Department	Establish Alternate Facility (If Needed)	Command	2
Police Department	Sustain COOP Operations	Command	2
Police Department	Report Writing and Dissemination (detectives)	Detectives	2
Police Department	Dissemination of Evidence and Property to Appropriate Entities	Evidence Tech	2
Police Department	Maintain and Sustain Behavioral Health CO-Responder Services	Command	2

Police Department	Maintain and Sustain Peer Support and Secondary Clinical Services	Command	2
Animal Control	Maintain intake for sick, vicious or injured animals.	Shelter Techs	2
Animal Control	Maintain reclamation services for personal pets.	Shelter Techs	2
Public Works	Activate and maintain access to alternate COOP facilities for affected Departments or offices.	Facilities Manager	2
Public Works	Provide critical infrastructure inspection and damage assessments.	Streets Superintendent	2
Public Works	Provide traffic signal, traffic sign maintenance and emergency traffic control.	Streets Superintendent	2
Public Works	Provide stormwater management and flood control.	Streets Superintendent	2
Public Works	Keep essential fleet vehicles in operational condition.	Fleet Superintendent	2
Public Works	Maintain snow removal operations (Winter).	Streets Superintendent	2
Public Works	Maintain residential and commercial refuse collection.	T&R Superintendent	2
	Priority 3 MEF's		
Finance	Maintain Sales Tax collection.	Sales Tax Manager	3
Human Resources	Maintain Hiring Process	HR Director	3
Human Resources	Maintain Property Casualty Processes	HR Director	3
Human Resources	Maintain Employee Benefits	HR Director	3
Human Resources	Maintain Separation Processes	HR Director	3
Human Resources	Maintain Disciplinary Processes	HR Director	3
Municipal Court	Jury trials and court trials – high priority for defendants in-custody.	Lead Court Clerk	3
Municipal Court	Issue/adopt administrative orders.	Municipal Court Judge	4
Municipal Court	Live Stream court sessions: (Future requirement)	Lead Court Clerk	3
Pavilion/ Community 1Events	Maintain Pavilion operations.	Pavilion Operations Coordinator	3
Pavilion/ Community Events	Book Events/ Availability of Pavilion facilities.	Pavilion & Community Events Manager	3
Pavilion/ Community Events	Support to Senior Center operations.	Pavilion Operations Coordinator	3
Pavilion/ Community Events	Maintain Community Events operations.	Community Events Coordinator	3

Pavilion/ Community Events	Book Events/ Availability of Community Event facilities.	Pavilion & Community Events Manager	3
Police Department	Sex Offender Registration	Admin	3
Police Department	Maintain and Sustain Appropriate Victim Advocate Services	Vict. Advocate	3
Public Works	Maintain fueling operations for essential fleet vehicles.	Fleet Superintendent	3
Utilities	Conduct required water quality sampling and testing.	Water Distribution Team Leader	3
Utilities	Collect meter readings and water usage information.	Water Distribution Team Leader	3
Utilities	Perform required regulatory sampling and testing.	WWTP Superintendent	3
Utilities	Dispose of grit and screenings.	WWTP Superintendent	3
Utilities	Dispose of biosolids.	WWTP Superintendent	3
	Priority 4 MEF's		
Finance	Maintain City services billing (Water, sewer, trash.)	Senior Accountant	4
Finance	Maintain cash/ revenue collection.	Finance Director	4
Finance	Maintain budget processes.	Finance Director	4
Finance	Ensure processing of vendor/ contractor w-2's and 1099's	Accounts Payable Clerk	4
Finance	Maintain audit processes.	Finance Director	4
Pavilion/ Community Events	Manage requests for event support of Community Events.	Pavilion & Community Events Manager	4
Pavilion/ Community Events	Manage requests for event support of Pavilion events.	Pavilion & Community Events Manager	4
Public Works	Maintain all fleet data.	Fleet Superintendent	4
Public Works	Maintain cemetery operations at Cedar Cemetery.	Parks Superintendent	4
Public Works	Maintain parks for recreational use.	Parks Superintendent	4
Public Works	Continue playground equipment safety inspections.	Parks Superintendent	4
Public Works	Maintain facility and downtown landscaping operations.	Parks Superintendent	4
Public Works	Maintain residential and commercial recycle collection.	T&R Superintendent	4
Utilities	Maintain sewer collection system.	Wastewater Collection Team Leader	4

Appendix B: Continuity of Operations/Government Plan Activation Job Aids

During a disruption to City operations, department leadership and COOP/COG Planning Leads or Alternates will guide key personnel and staff while they activate the COOP/COG. The COOP/COG activation job aid is designed to facilitate a smooth transition through activation and relocation, continuity operations, and reconstitution. While reconstitution tasks are listed after continuity operations tasks in the job aid, it is generally understood that continuity operations and reconstitution tasks will be performed concurrently.

COOP/COG Leads/ Alternates Job Aid

Item	Task	Task Assigned To	Date/ Time Completed
Activation & Relocation			
1	Contact emergency responders (fire, police, emergency medical services) if necessary.		
2	Conduct evacuation of City facilities, if necessary.		
3	Conduct accountability of personnel and visitors.		
4	Implement safety measures.		
5	Contact maintenance manager to disconnect utilities and power to the building to limit further damage.		
6	Direct and assist emergency personnel as required.		
7	Activate COOP.		
8	Notify City personnel.		
9	Hold response meeting at pre-determined site or via phone. Utilize alternate communication equipment if telecommunications infrastructure is unavailable.		
10	Coordinate relocation procedures in coordination.		
11	Notify external stakeholders of COOP activation.		
12	Assemble supporting elements required for reestablishing and performing mission essential functions at continuity facility: Key personnel Essential records and databases Critical software & Critical Equipment		

Item	Task	Task Assigned To	Date/ Time Completed
13	Prepare designated communications and other equipment for relocation.		
14	Take appropriate preventive measures to protect other communications and equipment that will not be relocated.		
15	Ensure computer connectivity and phone line transfers to the designated continuity facility.		
16	Ensure drive-away kits are complete and ready for transfer.		
17	Key personnel begin moving to the continuity facility.		
18	Coordinate public information release regarding COOP activation with the Public Information Officer.		
19	Coordinate with the Finance Department to track all expenses and resources related to the emergency.		
Continuity Operations			
20	Conduct accountability of personnel.		
21	Organize key personnel and account for backup personnel.		
22	Arrange for: On-site telephone & E-mail and phone directory.		
23	Occupy workspace: • Stow equipment. • Set up vital files, records, and databases. • Test phone, fax, e-mail, and other communications. • Establish communications with essential support elements and department elements.		
24	Determine which mission essential functions have been affected.		
25	Prioritize mission essential functions for restoration.		
26	If needed, implement orders of succession and delegations of authority.		
27	Ensure that all critical equipment, critical software, and vital files, records, and databases are available at continuity facility.		
28	Coordinate procurement of additional equipment, as needed.		
29	Begin performing mission essential functions.		

Item	Task	Task Assigned To	Date/ Time Completed
30	Coordinate public information release on the status of COOP implementation with the Public Information Officer.		
31	Track status and restoration efforts of all mission essential functions.		
32	Begin redeployment plans for phasing down continuity facility operations.		
Reconstitution			
33	Inform all personnel that the emergency or threat no longer exists.		
34	Communicate reentry actions.		
35	Inventory and salvage usable equipment, materials, records, and supplies from damaged facility.		
36	Document any damaged or lost equipment and records.		
37	Survey condition of primary locations and determine feasibility of salvaging, restoring, or returning to original facilities when emergency subsides or is terminated.		
38	Develop long-term reconstitution and recovery plans.		
39	Coordinate public information release on the status of reconstitution efforts with the Public Information Officer.		
40	Continue to track status and restoration efforts of all mission essential functions.		
41	Transition all functions, personnel, and equipment from continuity facility to designated permanent location.		
42	Resume normal operations.		
43	Track COOP activation-related costs for possible federal reimbursement.		
44	Determine loss of inventory for insurance report.		
45	Conduct an after-action review of the effectiveness of the COOP and identify areas for improvement.		
46	Develop a corrective action plan and remedial action plan.		
47	Request reimbursement through public assistance.		

As the department leadership and COOP/COG Leads or Alternates prepare to relocate key personnel, the following procedures will provide guidance to successfully maintain mission essential functions at a continuity facility.

COOP/ COG Relocation List

Item	Task	Task Assigned To	Date/ Time Completed
1	Designate a relocation manager(s) and prepare relocation checklist in support of the COOP.		
2	Identify areas where outside support will be required in relocation operations; activate agreements as necessary to ensure site support.		
3	Assemble necessary documents and equipment required to continue mission essential functions at the continuity facility.		
4	Order additional resources (including equipment and office supplies) that are not in place or readily available.		
5	Continue mission essential functions at the primary location, if available, until the continuity facility is operational.		
6	Support the orderly transition of all mission essential functions, personnel, equipment, and vital records from the primary location to the continuity facility.		
7	Identify mission essential functions that can be delayed or postponed if the COOP is implemented.		
8	Provide for the proper storage of backup copies of essential records and other pre-positioned resources and assets.		
9	Designate available staff to assist arriving key personnel.		
10	Conduct COOP training for all key personnel arriving at the continuity facility.		
11	Support the orderly transition of all mission essential functions, personnel, equipment, and vital records from the continuity facility to the primary location.		

MEMORANDUM



TO: Honorable Mayor and Members of the City Council
FROM: Chris Dowsey, City Attorney
DATE: July 14, 2025
RE: Ordinance for 2025 Charter Amendments and Ballot Language
CC: William Bell, Ann Morgenthaler

Background

In 2023, there was a Council initiative to review the Charter of the City of Montrose which was done by a Charter review committee. The committee that reviewed the Charter consisted of the Mayor, Mayor Pro Tem, City Manager, Deputy City Manager, and City Attorney. These amendments generally were to update language in the Charter to conform with updated federal and state law and provide clarity in different Council processes. The amendments were reviewed by the Council at that time but never brought to a vote of the people.

In early 2025, City Council made the decision to review these amendments once again and submit such amendments to a vote of the people. Council reviewed the amendments made by the committee one more time at the May 19, 2025 work session while giving direction to make a few edits. This Ordinance will set the ballot language for the November 4, 2025 combined election and set the possible amendments to the Charter.

ORDINANCE NO. _____

AN ORDINANCE OF THE CITY OF MONTROSE, COLORADO, SUBMITTING TO A VOTE TO THE REGISTERED ELECTORS OF THE CITY OF MONTROSE PROPOSED AMENDMENTS TO ARTICLE I SECTIONS 7, 8, 9, 10, 11, 14, ARTICLE II SECTIONS 2, 4, 9, ARTICLE III SECTIONS 1, 4, 7, ARTICLE IV SECTIONS 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 14, 16, 18, 20, 21, 22, 23 ARTICLE V SECTIONS 5, 19, ARTICLE VI SECTIONS 3, 5, ARTICLE VII SECTIONS 1, 2, 3, ARTICLE VIII SECTIONS 1, 2, 3, 5, ARTICLE IX SECTIONS 3, 5, 6, AND ARTICLE X, SECTION 1 OF THE CHARTER OF THE CITY OF MONTROSE AND ADDITIONS OF ARTICLE IV SECTIONS 24, 25, ARTICLE VIII SECTION 9 TO THE CHARTER OF THE CITY OF MONTROSE; AND SETTING A BALLOT MEASURE FOR THE NOVEMBER 4, 2025 COORDINATED ELECTION.

WHEREAS, the Charter of the City of Montrose (“Charter”) was originally adopted in 1914 and the City Council of the City of Montrose has carefully reviewed the Charter through an initiative undertaken by City Council and the City’s leadership team in order to propose amendments to the Charter. The City’s Charter amendment process may be initiated by City Council’s review. Proposed amendments are permitted to be presented to the citizens of Montrose through a ballot initiative during the election process as set forth in Article X Section 2 of the Charter; and

WHEREAS, the City Council believes that all amendments contained herein are in the best interest of the City and the citizens of Montrose; and

WHEREAS, the removal of gender specific language throughout the Charter promotes inclusivity for all citizens of Montrose; and

WHEREAS, the removal of a duplicative defined term throughout the Charter reduces ambiguity throughout the Charter; and

WHEREAS, the amendments clarify Council Member terms, number of years that may be served consecutively, and number of Council Members are required to enter into executive session; and

WHEREAS, amending the recall requirements of a Council Member ensures if such process is initiated, it has a high likelihood of success; and

WHEREAS, the removal of residency requirements of the Municipal Court Judge will enhance the number of applicants who apply for this position when it is vacant thereby providing a larger pool of qualified candidates for consideration by City Council; and

WHEREAS, changes in State and Federal law require Charter amendments in order for the Charter to be in compliance with State and Federal law; and

WHEREAS, amending the City Attorney section clarifies and synthesizes this section with other sections of the Charter; and

WHEREAS, allowing the City Clerk additional time to certify petitions is needed in a growing community for accurate results; and

WHEREAS, the complete revised Charter and a red-lined version of these edits shall be available on the City's website.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF MONTROSE, COLORADO that:

SECTION 1:

The City Council hereby makes and adopts the determinations and findings contained in the recitals set forth above.

SECTION 2:

The following amendments to Article I Sections 7, 8, 9, 10, 11, 14; Article II Sections 2, 4, 9, Article III Sections 1, 4, 7, Article IV Sections 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 14, 16, 18, 20, 21, 22, 23, 24, 25, Article V Sections 5, 19, Article VI Sections 3, 5, Article VII Sections 1, 2, 3, Article VIII Sections 1, 2, 3, 5, 9, Article IX Section 3, 5, 6 and Article X Section 1 of the Charter of the City of Montrose shall be submitted to the registered electors of the City at the coordinated election to be held on November 4, 2025:

Article I. – Governmental Powers and Legislative Officials

...

Sec. 7. – Qualifications.

Every elector may be a candidate for the office of Councilor, if such elector has never been convicted of a felony, and has resided within the City, and in the case of the four Councilors to be elected from Council districts, within the City and the district from which the elector is to be elected, for a period of at least 12 consecutive months immediately preceding the date of election or of appointment in the case of a vacancy. Residency within territory annexed to the City or within territory changed from one district to another shall count towards the residency requirements in the City and the district in which such territory is included.

Sec. 8. – Term of office.

- (a) The term of office of the Council Members shall commence at the first regular Council meeting following the certification of their election and shall continue until their

successors are duly elected and qualified. Council Members shall qualify to take office by the first regular Council meeting following the certification of their election.

- (b) The regular term for City Council Members filling a district seat shall be four (4) years. The regular term for the City Council Member filling the at-large seat shall be two (2) years.
- (c) The term limit for a City Council Member filling a district seat shall be no longer than two (2) consecutive four (4) year terms, or a maximum of eight (8) consecutive years in office if the Council Member held a combination of at-large and district seats, excluding any partial term.
- (d) The term limit for a City Council Member filling the at-large seat shall be four (4) consecutive two (2) year terms. Terms for the at-large and district seats may be combined in any sequence, so long as the resulting maximum time in office does not exceed eight (8) consecutive years, excluding any partial term.
- (e) A waiting period of four (4) years shall apply before any City Council Member who has served the maximum term in office is eligible to serve again on the City Council.

Sec. 9. – Compensation.

The members of the Council shall receive such compensation, and the Mayor such additional compensation as the Council shall by ordinance prescribe; provided, however, that they shall neither increase nor decrease the compensation of any member during such member's term of office, except members of the Council whose terms do not expire at the next regular City election, who shall receive the same salary as that provided for incoming members for the remainder of their term of office. The Mayor and Councilors may, upon order of the Council, be paid such necessary bona fide expenses incurred in service on behalf of the City as are authorized and itemized.

Sec. 10. – Mayor.

The Mayor and Mayor Pro-tem shall be elected by Council at the first meeting upon taking office, and shall serve at the pleasure of the Council. The Mayor shall preside at meetings of the Council and shall exercise such powers and perform such other duties as are or may be conferred and imposed upon the Mayor by this Charter or the ordinances of the City. The Mayor shall have all of the powers, rights and privileges of a Council Member. The Mayor shall be recognized as the head of the City Government for all ceremonial purposes, by the courts for receiving civil process and by the government for the purposes of military law. In case of a vacancy in the office of Mayor, the Council shall choose a successor. In the absence of the Mayor, the Mayor Pro-tem shall perform all duties and have all powers of Mayor.

Sec. 11. – Vacancies.

An elective office shall become vacant whenever any Councilor is recalled, dies, becomes

incapacitated, resigns, ceases to be a resident of the City, or ceases to be a resident of the district for which the Councilor is elected, or is convicted of a felony. In addition, any member of the Council or other officer, when notified of a request for that person's attendance, fails to attend three consecutive Council meetings without being excused by the Council, shall forfeit the office held. Such request for attendance shall be made by not less than a majority of the members of the Council. In case of a vacancy, the remaining Councilors shall choose by a majority vote, and within 30 days after such vacancy occurs, a duly qualified person to fill such vacancy. The person chosen shall serve until a successor is elected at the next ensuing special or general municipal election, whichever first occurs, and has been duly qualified and takes office. If three or more vacancies exist simultaneously, the remaining Councilors shall, at the next regular meeting of the Council, call for a special election to fill such vacancies, provided that there will not be a general election within 90 days.

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Sec. 14. – Oaths.

The Elected Officials, shall take an oath or affirmation to support the Constitution of the United States, the Constitution of the State of Colorado, the charter and ordinances of the City and faithfully perform the duties of the office upon which they are about to enter.

Article II. – Council Procedure

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Sec. 2. – Meetings.

All meetings of the City Council may be held in the Council chambers, except that when said Council chambers facilities are not available or are inadequate, Council may designate a suitable place for such meetings within the City and shall post notice thereof at or near the front door of the City Hall and if time permits shall publish notice of same on a public website of the City in conformity with the Colorado Open Meetings Law, C.R.S. § 24-6-401, *et seq.*, or as amended and use best efforts to publish the same notices in the newspaper of general circulation, provided it is still in circulation. Regular meetings of the City Council may be held twice monthly during the first and third weeks on the day of the week to be designated by Council by ordinance. The City Council shall prescribe the time of its meetings, and the manner in which special meetings shall be called, providing all Council Members shall be notified thereof. A majority of all the members shall constitute a quorum to do business, but a lesser number may adjourn to a definite date. A majority of Council Members present a regular or special meeting shall be required to vote in the affirmative to enter into executive session. All regular and special meetings of the City Council shall be open to the public and a journal shall be kept of its proceedings which shall be a public record.

...

Sec. 4. – Voting.

The vote by “yes” and “no” shall be taken upon the passage of all ordinances and resolutions and entered upon the minutes of the Council proceedings. Every ordinance shall require the affirmative vote of the majority of the membership of the entire Council for final passage. Resolutions and motions shall require the affirmative vote of a majority of the members present. Council Members may be present physically or electronically as allowed by Colorado Statute. No member of the Council shall vote on any question in which such member has a financial interest, other than the common public interest, or any question concerning such member’s own conduct, but on all other questions, each member who is present shall vote electronically or by voice vote, unless excused by the unanimous consent of the remaining members present. Council Members may recuse themselves to avoid any appearance of impropriety.

...

Sec. 9. – Disposition of ordinances.

A true copy of every ordinance, as adopted by City Council shall be numbered and recorded in the official records of the City. Its adoption and publication shall be authenticated by the signature of the Mayor, or Mayor Pro-tem, and the City Clerk, and by the certificate of publication. A true copy of every ordinance, as adopted by the vote of the electors of the City, shall be separately numbered and recorded commencing with Peoples' Ordinance No. 1.

...

Article III. – Elections

Sec. 1. – Term of office.

Council Members for Council Districts I and II shall be elected in 2026, 2030, and every four (4) years thereafter. Council Members for Council Districts III and IV shall be elected in 2028, 2032, and every four (4) years thereafter. A Council Member for the at-large seat shall be elected in 2026, 2028, and every two (2) years thereafter. All of the foregoing elections shall be conducted at the regularly scheduled municipal election. This is subject to Section 11 Vacancies of this Article.

...

Sec. 4. – Laws governing elections.

Special and general municipal elections shall be governed by Statutes of the State of Colorado as now existing or hereafter amended or modified, except as otherwise provided in this Charter or as Council may prescribe by ordinance. The Council may, by ordinance, establish the method for the registration of electors; the number qualifications and compensation for election Judges and Clerks; and the boundaries of election precincts. The Council may, by ordinance, establish an election commission with such powers, duties, terms and qualifications as provided by ordinance.

...

Sec. 7. – Procedure.

The procedure hereunder to affect the recall of any elective Officer, or appointive Officer subject to recall, shall be as follows: One or more electors shall file with the City Clerk an affidavit of not more than 200 words, stating the reasons for the recall of the Officer sought to be removed. The City Clerk shall, within 48 hours after the filing of said affidavit, mail a copy by registered mail to the Officer sought to be recalled, who may file with the City Clerk a sworn statement in defense of the charges made against such Officer. After the affidavit has been filed the City Clerk shall issue a petition for recall of the Officer and said petition may be circulated and shall be signed by a number of electors equal to at least 25 percent (25%) of the total number of electors voting in the last general municipal election. After one (1) recall petition and election, no further recall petition shall be filed against the same Officer during the term for which such Officer was elected, unless the number of electors signing such recall petition shall equal at least fifty percent (50%) of the total number of electors voting in the last general municipal election.

The recall petition shall be filed with the requisite information and signatures with the City Clerk within 60 days after issuance. If said petition is filed within the time specified, and is proper in all respects, the City Council shall set a date for a recall election to be held within 60 days, unless a general municipal election or a special municipal election will be held within 120 days following the filing of the petition. The ballot upon which such proposed recall is submitted shall set forth the following question:

Shall (name of person against whom the recall petition is filed) be recalled from the office of (Title of office)?

Following such question shall be the terms "yes" or "no."

In the event that an Officer is recalled by a majority vote of those voting on the question, the office shall be deemed vacant and shall be filled as provided in this Charter for the filling of vacancies. The City Council shall make such additional rules and regulations as are necessary to implement the above procedures.

...

Article IV. – Franchises, Public Utilities and Contracts

Sec. 1. – Grant.

The City Council may grant new franchises, or renew existing franchises for utility purposes by ordinance.

Sec. 2. – Limitations.

The granting of franchises by the City shall be limited only by the provisions of the Constitution and applicable statutes of the State of Colorado or of the United States as now in effect or as

hereafter amended or enacted.

Sec. 3. – No exclusive grant.

No franchise or privilege shall be granted for a longer period than 20 years. No exclusive franchise or renewal shall ever be granted.

Sec. 4. – No assignment.

No franchise granted by the City shall ever be leased, assigned or transferred without permission of a majority of the City Council.

Sec. 5. – Conditions.

All franchises or privileges hereafter granted to construct and operate a utility shall, unless preempted by federal or state law, prescribe the kind of quality of service or product to be furnished, and the manner in which the streets, avenues, alleys and public grounds shall be used and occupied, and any other terms and conditions conducive to the public interest, except as otherwise regulated by law.

Sec. 6. – Termination.

Unless otherwise preempted by federal or state law, all such grants and renewals thereof shall reserve to the City the right to terminate the same and to purchase all the property of the utility in the streets, avenues, alleys and public places in the City and elsewhere, as may be provided in the franchise making the grant or renewal, used in or useful for the operation of the utility at the price fixed in the franchise. Nothing in such franchise shall prevent the City from acquiring the property of any such utility by condemnation proceedings or in any other lawful mode; but all such methods of acquisition shall be alternative to the power of purchase, reserved in the franchise or renewal as herein before provided. Upon the acquisition by the City of the property of any utility, by purchase, condemnation, or otherwise, such franchise or renewals shall at once terminate.

Sec. 7. – Purchase price.

Unless otherwise preempted by federal or state law, no franchise making such grant or renewal shall be valid unless it shall expressly provide therein a method for ascertaining the price to be paid by the City for the property that may be acquired by it from such utility, by purchase, condemnation or otherwise, and such price shall exclude all value of such grant or renewal.

Sec. 8. – [Reserved]

Sec. 9. – Consents.

No consent of the owner of property abutting on any highway or public ground shall be required for the construction, extension, maintenance or operation, of any utility or by original grant or

renewal, unless such utility is of such a character that its construction operation is an additional burden upon the rights of such property owner in such highways or public grounds.

Sec. 10. – Right to insert additional matter.

The enumeration and specification of particular matters in this Charter which must be included in every franchise or grant, shall never be constructed as impairing the right of the City to insert in such franchise or grant, such other and further conditions, covenants, terms, restrictions, limitations, burdens, taxes, assessments, rates, fares, rental, charges, control, forfeitures, or any other provisions whatever, consistent with applicable law, and as the City shall deem proper to protect the interests of the people.

Sec. 11. – Regulations.

The City Council shall at all times control the distribution of space, in, over, under and across all streets or public grounds occupied by public utility fixtures. All rights granted for the construction and operation of utilities shall be subject to the continuing right of the City Council to require such reconstruction, relocation, change, or discontinuance of the appliances used by the utility in the streets, avenues, alleys and public places of the City, as shall in the opinion of the City Council be necessary in the public interest.

Sec. 12. – Power to regulate rates and fares.

To the extent not preempted by applicable law, all power to regulate the rates, fares, rentals and charges for service by public utility corporations is hereby reserved to the people to be exercised by them by the ordinance of the City Council, or in the manner herein provided for initiating or referring an ordinance. Any right of regulation shall further include the right to require uniform, convenient and adequate service to the public and reasonable extensions of such service and of such public utility works. The granting of a franchise shall not be deemed to confer any right to include in the charge for service any return upon the value of the franchise or grant itself.

...

Sec. 14. – [Reserved]

...

Sec. 16. – City maintains general supervision, reports, and inspection.

The City shall maintain general supervision and police control over all utility companies insofar as they are subject to municipal control. It shall cause to be instituted such actions or proceedings as may be necessary to prosecute utility companies for violation of law.

It shall require every person or corporation operating under a franchise or grant from the City, to submit to the City Council a report of such information as they shall specify at any time and within a time specified by City Council, verified by the oath of the president, the Treasurer, or the manager

thereof.

Such reports shall be in the form, contain such detailed information, and cover the period prescribed by the City Council by ordinance or in the franchise agreement; and the City Council shall have the power, either through its members or by experts or employees duly authorized by it, to examine the books and affairs of any such person, persons or corporation, and to compel the production before them of books and papers pertaining to such report or other matters.

...

Sec. 18. – Franchise records.

The City Council shall cause to be kept in the office of the City Clerk an indexed franchise record in which shall be transcribed copies of all public utility franchises heretofore and hereafter granted. The index shall give the name of the grantee and any assignees. The record shall be a complete history of all such franchises and shall include a comprehensive and convenient reference to all actions of law affecting the same, and copies of all annual reports, and such other matters of information and public interest as the City Council may from time to time require.

...

Sec. 20. – Rates.

The City Council shall by ordinance establish rates for services provided by City-owned utilities.

Sec. 21. – [Reserved]

Sec. 22. – Revocable permits.

City Council may grant permits for the temporary use or occupation of any street, alley or public place. Such permits shall be revocable by the City Council at any time whether or not the right is expressly reserved in the permit.

Sec. 23. – Books of account.

The City, when owning any public utility, shall keep the books of account for such public utility distinct from other City accounts and such manner to show the true and complete financial result of such City ownership, or ownership and operation, as the case may be. Such accounts shall be so kept as to show the actual cost to the City of the public utility owned; all costs of maintenance, extension and improvements, all operating expenses of every description, in case of such City operation; if water or other service shall be furnished for the use of any department of the City without charge, the accounts shall show as nearly as possible, the value of such service; such accounts shall also show reasonable allowance for interest, depreciation and insurance, and also estimates of the amount of taxes that would be chargeable against such property if owned by a private corporation. The City Council shall cause to be printed annually for distribution, a report showing the financial results, in form as aforesaid, of such City ownership, or ownership and operation.

Sec. 24. – Railroads.

The City Council, upon some fair apportionment of the cost thereof between the railroad and the City and/or other public authority in interest, may by ordinance require any railroad company to elevate or lower any of its tracks running over, along, or across any street or alley of the City, or to take such other measures for the protection of the public, as in the opinion of the City Council the public safety or convenience may require. Every grant of any franchise or privilege in, over, under, or along any of the streets or public places in the City for railway purposes, shall be subject to the conditions that the person, firm, or corporation exercising or enjoying the same shall, unless otherwise provided by ordinance, clean, keep in repair, and pave and repave so much of a street or other public place occupied by a railway track as lies between its rails, and between the lines of double track, and for such space outside of said track as may have been acquired by franchise.

Sec. 25. – Revocable license for railroad tracks.

After a public hearing, the City Council by ordinance may grant a license, revocable for cause, to lay sidetracks and switches along or across any public thoroughfare, within the City's right-of-way, or upon City property, in accordance with standards and procedures to be adopted by City Council.

Article V. – Finance, Appropriations and Taxation

...

Sec. 5. – Budget procedure.

The City Manager shall prepare and submit to the City Council on or before the 15th of October of each year a recommended budget covering the next fiscal year, and shall include therein at least the following information:

- (a) Detailed estimates with the City Manager's supporting explanations of all proposed expenditures for legal and judiciary, for each department, office, and agency of the City, showing the expenditures for corresponding items for the last preceding fiscal year in full, and for the current fiscal year to June 30th and estimated expenditures for the balance of the current year;

...

Sec. 19. – Limitation on tax powers of the City.

No income tax or sales tax or cigarette tax hereinafter enacted shall become effective, until the ordinance authorizing the same shall have been approved by a majority of the electors of the City voting on the question at a regular or special election. After the effective date of any such ordinance, any subsequent amendment to that ordinance, need not be again approved by a majority of the electors voting on the question at a regular or special election, unless the amendatory ordinance imposes an increase in the rate of the income tax or sales tax or cigarette tax.

Article VI. – Municipal Borrowing

...

Sec. 3. – General obligation bonds.

No bonds or other evidences of indebtedness payable in whole or in part from the proceeds of general (ad valorem) property taxes or to which the full faith and credit of the City are pledged (sometimes referred to in this Article as "General Obligation Bonds") shall be issued, except in pursuance of an ordinance, or until the question of their issuance shall at a special or general election be submitted to a vote of the electors and approved by a majority of those voting on the question except as provided in Sections 6, 9, 10 and 11; provided that such General Obligation Bonds issued for acquiring water and rights thereto, or acquiring, improving or extending a municipal water system, or any combination of such purposes (sometimes referred to in this Article as "Water Purposes"), may be so issued without an election. The payment of such General Obligation Bonds may be additionally secured by a pledge of all or a portion of the proceeds to be derived from any sales tax, cigarette tax, occupation tax, hotel room tax or other specified revenues which are not derived from general (ad valorem) taxes or any combination of the foregoing (which may be sometimes referred to in this Article as "Additional Security"). No election shall be necessary to authorize general obligation bonds for Water Purposes, either with or without Additional Security, unless a petition requesting that an election be held is filed with the City Clerk within 20 days of the date of publication on final passage of the ordinance authorizing the issuance of said bonds, and signed by electors at least equal in number to ten per cent of the total number of electors voting at the last preceding general municipal election. When the City Council receives such a petition and finds it to be valid in the manner provided by Article IX of this Charter, and all laws thereunto enabling, the City Council shall submit the question of issuing such General Obligation Bonds for the specific Water Purposes to the electors at the next general municipal election, or at a special election called for that or any other purpose. In the event a petition is so filed, the General Obligation Bonds for the specified Water Purpose shall not be issued unless approved by a majority of the electors voting on the question.

...

Sec. 5. – Revenue bonds.

The City in pursuance of an ordinance may borrow money, issue bonds or otherwise extend its credit for the purpose of purchasing, constructing, condemning, otherwise acquiring, extending, or improving a water, communications, electric, gas or sewer system or other public utility or income producing project; provided that the bonds or other obligations shall be made payable solely out of the net revenues derived from the operation of such system, utility or other such project (said bonds or other securities being sometimes referred to herein as "Utility Revenue Bonds"; and provided, further, that any two or more such systems, utilities or projects may be combined, operated and maintained as joint municipal systems, utilities or projects, in which case such bonds or other obligations may be made payable solely out of the net revenues derived from the operation of such joint systems utilities or projects. The net revenues of any such system, utility or project may be cross-pledged to pay any Utility Revenue Bonds payable primarily from another system, utility or project without combining, operating and maintaining them as a single joint system,

utility or project. The City may additionally borrow money, issue bonds or otherwise extend its credit for any municipal purpose and may make them payable solely from the gross or net revenues received from any municipal occupation tax, sales tax, cigarette tax or any other excise or use tax. The proceeds of any such municipal occupation tax, sales tax, cigarette tax or any other excise tax or use tax may also be pledged as additional security for the payment of the aforesaid Utility Revenue Bonds. No election shall be necessary to authorize the bonds under this Section unless a petition requesting that an election be held is filed with the City Clerk within 20 days of the date of publication of the ordinance on final passage authorizing the issuance of the bonds, and signed by electors at least equal in number to ten percent of the number of electors voting at the last preceding general municipal election. When the City Council receives such a petition and finds it to be valid in the manner provided by Article IX of this Charter and all laws thereunto enabling, the City Council shall submit the question of issuing such revenue bonds to the electors at the next general municipal election, or at a special election called for that or any purpose. In the event a petition is so filed, the revenue bonds shall not be issued unless approved by a majority of the electors voting on the question. No revenue bonds shall be issued for the acquisition of such system, utility or income producing project unless the acquisition thereof has been authorized as provided in Article IV of this Charter.

...

Article VII. – Courts and Legal Services

Sec. 1. – Municipal Court.

- (a) There is hereby established a municipal court vested with original jurisdiction of all causes arising under the Charter, ordinances of the City of Montrose, Colorado, and as may be conferred by law.
- (b) The municipal court shall have the right to compel the attendance of witnesses by subpoena and to enforce this power by contempt of court.
- (c) The City Council shall appoint a Municipal Judge who shall hold office during the pleasure of the City Council and shall serve until such Judge's successor is appointed and qualified, subject, however, to the recall provisions of this Charter.
- (d) The Municipal Judge may appoint one or more assistant municipal judges, with the advice and consent of the City Council, who shall serve in the absence of the Municipal Judge, and who shall hold office during the pleasure of the City Council. The Municipal Judge shall provide for the authority and responsibility of the municipal court, including the annual budget, court personnel and regulations.
- (e) Neither the City Council nor any of its committees or members shall direct the appointment of any person to, or such person's removal from, or employment by the City Manager, or in any manner take part in the appointment or removal of employees in the administrative service of the City, except as otherwise provided in this Charter. The City Council and its members, except for the purpose of inquiry, shall deal with that portion of the

administrative service for which the City Manager is responsible, solely through the City Manager, and neither the City Council nor any member thereof shall give orders to any employee of the City either publicly or privately.

- (f) Each judge shall receive a fixed salary or compensation not dependent upon the outcome of the matters to be decided by that judge and to be fixed by motion of City Council from time to time.
- (g) All jurors serving in the municipal court shall be electors of the City of Montrose, Colorado, and shall possess such other qualifications as may be provided by ordinance. Said jurors shall be chosen from a panel which shall be selected by some random method established by motion of the City Council.

Sec. 2. – City Attorney.

- (a) The City Council shall appoint a City Attorney who shall hold office at the pleasure of the City Council and shall be an attorney-at-law licensed to practice in the State of Colorado. The City Attorney shall advise the City Council and City Officials in matters relating to their official powers and duties, and perform such other duties as the City Council may prescribe by ordinance or resolution. The City Council may on its own motion or upon request of the City Attorney in special cases employ special counsel who shall serve under the jurisdiction of the City Attorney. The City Attorney shall have the authority to hire, promote, demote, transfer, discipline, or discharge, in accordance with the provisions of the Municipal Code, this Charter, and City personnel policies, any employee in the City Attorney's Office.
- (b) City Council shall, by motion, establish compensation for the City Attorney. Any agreement for compensation to special counsel shall be made only upon approval of the City Council and prior to the service being rendered.

Sec. 3. – Oath of Office.

The City Attorney, Assistant City Attorney, Municipal Judge and Assistant Municipal Judge, shall take an oath or affirmation to support the Constitution of the United States, the Constitution of the State of Colorado, the charter and ordinances of the City and faithfully perform the duties of the office upon which they are about to enter.

...

Article VIII. – Administrative Supervision and Departments

Sec. 1. – City Manager.

The City Council shall, within a reasonable time, whenever a vacancy occurs, upon a vote of the majority of the entire City Council, appoint a City Manager who shall be the Chief Executive and Administrative Officer of the City. Such appointment shall be without definite term at salary to be

fixed by City Council. At the time of the City Manager's appointment, the City Manager need not be a resident of the City, County or State, but during any tenure of office the City Manager shall reside within the City. No Councilor shall be appointed City Manager during or within one year after the termination of the Councilor's term as a member of the City Council.

Sec. 2. – Absence of City Manager.

To perform the duties during his or her temporary absence or disability, the City Manager, with the approval of the City Council, shall delegate a qualified city employee to serve in the City Manager's absence. In event of failure or inability of the City Manager to make such a designation, the City Council may by resolution appoint a qualified administrative City employee to perform the duties of the City Manager until the City Manager's return, or until any disability shall cease.

Sec. 3. – Powers and duties.

The City Manager, with approval of the City Council, shall create and administer such departments as shall be deemed necessary to perform the functions of said City. The City Manager shall be responsible to the City Council for the proper administration of all affairs of the City placed in the City Manager's charge, and to that end such person shall have the power and duty and be required to:

...

- (e) Prepare and submit to the City Council as of the end of the fiscal year a complete report on finances and administrative activities of the City for the preceding year, and upon request of the City Council make written or verbal reports at any time concerning the affairs of the City under the City Manager's supervision;
- (f) Keep the City Council advised of the financial condition and future needs of the City and make such recommendations to the City Council for adoption as the City Manager may deem necessary or expedient;
- (g) Exercise supervision and control over all executive and administrative departments and recommend to the City Council any proposal the City Manager thinks advisable to establish, consolidate or abolish administrative departments;

...

- (m) Perform such other duties as may be prescribed by this Charter, or by ordinance, or required of the City Manager by the City Council, and not inconsistent with this Charter.

...

Sec. 5. – Council not to interfere.

Neither the City Council nor any of its committees or members shall direct the appointment of any

person to, or such person's removal from, or employment by the City Manager, or in any manner take part in the appointment or removal of employees in the administrative service of the City, except as otherwise provided in this Charter. The City Council and its members, except for the purpose of inquiry, shall deal with that portion of the administrative service for which the City Manager is responsible, solely through the City Manager, and neither the City Council nor any member thereof shall give orders to any employee of the City either publicly or privately.

...

Sec. 9. – Oath of office.

The City Manager, Deputy City Manager, Assistant City Manager, Police Chief and Police Officers, shall take an oath or affirmation to support the Constitution of the United States, the Constitution of the State of Colorado, the charter and ordinances of the City and faithfully perform the duties of the office upon which they are about to enter.

Article IX. – Initiative and Referendum

...

Sec. 3. – Referral on Council motion.

The City Council, on its own motion, shall have the power to submit at a general or special election any proposed ordinance or question to a vote of the electors, by causing said proposed ordinance to be published once at least 20 days before such election and with the ballot on the question to be in conformity with the provisions of Section 2 of this Article.

...

Sec. 5. – Adequacy and amendment of petition.

Within fourteen days of the filing of any initiative or referendum petition, the City Clerk shall ascertain whether the petition is signed by the requisite number of registered electors and if it otherwise complies with the requirements of law for such a petition. If the petition is sufficient and complying, the City Clerk shall attach a certificate of sufficiency showing the result of such examination and refer it to the City Council. If the petition is insufficient, the City Clerk shall notify, in writing, the person filing the petition, if known, or one or more of the petitioners of such insufficiency and no further action shall be taken. If the only insufficiency was an insufficient number of signatures, the petition may be refiled with additional signatures, but the date of the refiling shall be controlling with respect to the requirement to file a referendum petition within 30 days after final passage by the City Council. If the petition is insufficient for other reasons, new petitions for the same purpose may be recirculated and filed, but the date of the new filing shall be controlling.

Sec. 6. – Limitation on amendment of direct legislation.

An ordinance adopted by the electors may not be amended or repealed for a period of 6 months

after the date of the election at which it was adopted, and an ordinance repealed by the electors may not be re-enacted for a period of 6 months after the date of the election at which it was repealed, provided however, that any ordinance may be adopted, amended or repealed at any time by appropriate referendum or initiatory procedure in accordance with the foregoing provisions of this Charter, or if submitted to the electors by the Council on its own motion.

...

Article X. – Miscellaneous Provisions

Sec. 1. – Definitions.

As used in this Charter, the following words shall have the following meanings:

...

- (f) "Elector" means any person who, under the Statutes of the State of Colorado, is entitled to vote for candidates for municipal office within the City of Montrose.

SECTION 3:

The following ballot title, and submission clause, is hereby adopted for submitting the proposed Charter Amendment to the voters at the November 4, 2025 combined election:

Shall Art. I Sec. 7, 8, 9, 10, 11, 14, Art. II Sec. 2, 4, 9, Art. III Sec. 1, 4, 7, Art. IV Sec. 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 14, 16, 18, 20, 21, 22, 23 Art. V Sec. 5, 19, Art. VI Sec. 3, 5, Art. VII Sec. 1, 2, 3, Art. VIII Sec. 1, 2, 3, 5, Art. IX Sec. 3, 5, 6, and Art. X, Sec. 1 of the Charter of the City of Montrose be hereby amended and Art. IV Sec. 24, 25, Art. VIII Sec. 9 be hereby added to the Charter of the City of Montrose, to: remove any gender specific language; remove redundancy within definitions throughout the Charter; allow for any City Council Member a maximum of eight consecutive years in office; require public notice of meetings on the City's website; clarify the number of City Council Members required to enter into executive session; clarify Council Member terms and election years; remove all editor's notes; change the requirements for the recall of a Council Member; update franchise and public utilities to conform to state and federal law; remove the residency requirements for the municipal judge; clarify the City Attorney section; have oath's of office specific to titles under such Sections; allow the City Clerk additional time to certify signatures on petitions for referendum and initiatives?

Shall Art. I Sec. 7, 8, 9, 10, 11, 14, Art. II Sec. 2, 4, 9, Art. III Sec. 1, 4, 7, Art. IV Sec. 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 14, 16, 18, 20, 21, 22, 23 Art. V Sec. 5, 19, Art. VI

Sec. 3, 5, Art. VII Sec. 1, 2, 3, Art. VIII Sec. 1, 2, 3, 5, Art. IX Sec. 3, 5, 6, and Art. X, Sec. 1 of the Charter of the City of Montrose be hereby amended and Art. IV Sec. 24, 25, Art. VIII Sec. 9 be hereby added to the Charter of the City of Montrose, to:

remove gender specific language;
remove redundancy within definitions throughout the Charter;
allow for any City Council Member a maximum of eight consecutive years in office;
require public notice of meetings on the City's website;
clarify the number of City Council Members required to enter into executive session;
clarify Council Member terms and election years;
remove editor's notes;
change the requirements for the recall of a Council Member;
update franchise and public utilities to conform to state and federal law;
remove the residency requirements for the municipal judge;
clarify the City Attorney section;
have oath's of office specific to titles under such Sections;
allow the City Clerk additional time to certify signatures on petitions for referendum and initiatives?

[] **Yes/For**

[] **No/Against**

You will please take notice that the Montrose City Council will hold a hearing upon the above Ordinance and on the question of its adoption on second reading on Tuesday, the 5th day of August 2025, at the hour of 6:00 p.m. at the Elks' Civic Building in Montrose, Colorado.

INTRODUCED, READ and PASSED on first reading this 5th day of August 2025.

ATTEST:

Lisa DelPiccolo, City Clerk

Dave Frank, Mayor

INTRODUCED, READ and ADOPTED on second reading this 19th day of August 2025.

ATTEST:

Lisa DelPiccolo, City Clerk

Dave Frank, Mayor