



MONUMENT TOWN COUNCIL STUDY SESSION AGENDA

MONDAY, NOVEMBER 10, 2025 – 5:30 PM

Monument Town Hall - Council Chambers
645 Beacon Lite Road - Monument, CO 80132

[Participate Via Microsoft Teams](#)

Participate Via Telephone 719-300-6099 ID: 294 513 842#

1. Strategic Plan:

- a. Review of Draft Strategic Objectives



STRATEGIC OBJECTIVES

2026-2028

SUPPORTED OBJECTIVE: ENSURE LONG TERM FINANCIAL HEALTH AND SUSTAINABILITY (FHS):

FHS 1: Beginning in June 2026 and annually through 2028, the Finance Department will complete an independent financial audit and report results of the audit to Town Council and the public.

FHS 2: Beginning in September 2026 and updated annually through 2028, the Finance Department will develop and present to Town Council for approval a Long Range Financial Forecast.

FHS 3: Beginning in December 2026 and updated annually through 2028, the Finance Department will develop and present to Town Council for approval a 5-year long-range Capital Improvement Plan.

FHS 4: Beginning in December 2026 and completed annually through 2028, the Finance Director will complete and present a balanced budget proposal to Town Council for approval.

FHS 5: Beginning in December 2026 and annually through 2028, the Finance Department will complete an evaluation and present to Town Council and public recommendations for any adjustments to town water rates.

FHS 6: Beginning in December 2026 and annually through 2028, the Finance Department will complete an evaluation and present to Town Council and public recommendations for any adjustments to town service fees.

FHS 7: No later than December 2026, the Information Technology (IT) Department will complete a comprehensive assessment of the Town of Monument's technology environment and identify key actions for implementation and standardization to ensure the town's IT security framework.

FHS 8: No later than December 2026, the Public Works Department will complete and implement preventative maintenance and asset replacement programs to include:

- Preventative maintenance programs for roads, parks and town facilities
- Replacement programs for town vehicles and equipment



FHS 9: No later than June 2027, the Town Manager will present a recommended option to Town Council for a long-term renewable town water supply.

FHS 10: No later than December 2027, the Water Department will complete Phase I of a program to reduce water loss and extend the lifespan of the water system.

SUPPORTED OBJECTIVE: STRENGTHEN COMMUNITY ENGAGEMENT (SCE):

SCE 1: No later than June, 2026, the Finance Director will complete and present options and recommendations for town expense reductions and revenue enhancements to the Citizens Service Levels Advisory Committee.

SCE 2: No later than June 2026, the Police Department will formalize and launch a comprehensive community engagement strategy, to include the following elements and actions:

- Expanded Community Resource Officer duties
- Increased bike patrol activities and coverage
- Consistent social media outreach
- Dedicated School Resource Officer presence
- Enhanced public dialogue and transparency through the Chief's Advisory Board

SCE 3: No later than June 2026 and June 2028, the Director of Administration, in coordination with the Town Clerk, will develop, organize and complete a Town Council Candidate Information Session for the 2026 and 2028 Elections.

SCE 4: No later than December 2026 and annually through 2028, the Town Manager will develop and implement an updated Emergency Management Program, to include the following elements and actions:

- Complete an update to the town Emergency Response and Continuity Plans
- Initiate emergency preparedness training and exercises annually
- Conduct public education and outreach on emergency preparedness
- Build town emergency response capabilities, certifications and resources
- Develop administrative and finance systems to manage disaster response and recovery

SCE 5: No later than December 2026, the Public Works Department will launch a public information and education campaign about Town projects and maintenance programs.

SCE 6: No later than December 2027, the Town Records Manager will develop and implement a streamlined town-wide electronic records management system (ERMS) to include an online public access portal.



SCE 7: No later than December of 2027, the Communications Specialist will develop and complete implementation of a comprehensive town-wide communications plan.

SCE 8: Beginning in July 2026 and biannually through 2028, the Water Department will provide an update presentation to the public on water testing and sampling program results, as well information on actions to maintain water quality.

SUPPORTED OBJECTIVE: ENABLE RESPONSIBLE COMMUNITY DEVELOPMENT (ERD):

ERD 1: No later than January 2026 and continuing monthly through 2028, the Public Works Department will implement an updated development inspection program.

ERD 2: No later than December 2028, the Town Manager will develop, present and establish a comprehensive Economic Development Strategy, to include the following elements and actions:

- Complete and adopt the Monument 2040 Comprehensive Plan
- Update Town Codes related to business attraction, expansion and retention
- Launch an economic development communications plan
- Implement plans to identify grant opportunities for pre-identified initiatives

ERD 3: No later than December 2028, the Public Works Department will improve operations and maintenance facilities, to include:

- Completion of a multi-use storage garage for water and public works assets
- Integrate garage with vehicle maintenance, inventory, and emergency response needs
- Seek Capital Improvement Plan allocation for construction and energy upgrades

ERD 4: No later than December 2028, the Town Clerk will develop, initiate and fully implement a Business Outreach and Licensing Compliance Program, and report progress and recommendations annually to Town Council.



SUPPORTED OBJECTIVE: REINFORCE A POSITIVE WORK CULTURE (PWC):

PWC 1: Beginning in March and September of 2026 and annually through 2028, the Human Resources Manager will complete an employee survey and present results and recommendations to the Town Manager.

PWC 2: No later than May 2026, the Public Works Department will complete cross-training of public works staff to ensure redundancy and enhance employee skills and experience in the following areas:

- Water breaks
- Snow removal
- Street patching

PWC 3: No later than December 2026, the Information Technology Department will develop and present a policy for Town Council approval on artificial intelligence (AI) utilization.

PWC 4: No later than December 2026 and annually through 2028, the Human Resources Manager will propose updates to town employee positions and pay plans, and include findings and recommendations as part of the annual balanced budget proposal to Town Council.

PWC 5: No later than December 2026 and annually through 2028, the Human Resources Manager will complete and present to Town Council for approval an update of the Town Employee Handbook.

PWC 6: No later than December 2026 and annually through 2028, the Human Resources Manager will complete and present for approval by the Town Manager a Supervisor Procedural Handbook and Training Paths Outline.

PWC 7: No later than December 2026 and updated annually through 2028, the Police Department will complete and launch a Leadership Development Plan for department officers to include:

- Departmental policy for standardized training classes by officer rank
- Developmental roadmaps and career enhancement plans for all officers

PWC 8: No later than December 2028, the Police Department will complete requirements and successfully attain Colorado accreditation through CACP (Colorado Association Chiefs of Police).

